



SAN MIGUEL FIRE & RESCUE

2026-2030 STRATEGIC PLAN

SERVICE BEYOND EXPECTATIONS



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AP Triton extends its gratitude to San Miguel Fire & Rescue and the Strategic Planning Committee for their active involvement in shaping a plan to guide the District over the next three to five years.

Strategic Planning Committee

Andy Lawler, Fire Chief

Arthur Camarena, Fire Services Officer
Andrew Delgadillo, Engineer/Paramedic
Mike Holguin, Firefighter/Paramedic
Bob Ruth, Captain/EMT
Colton Israels, Fire Inspector
Jennifer Lyons, Fire Inspector
Jon Newman, Fire Marshal
Justin Fuller, Battalion Chief
Pat Carroll, Battalion Chief
Brian Lieberman, Division Chief
Tobin Riley, Deputy Chief
Rich Durrell, Deputy Chief
Jeff Nelson, SMFR Board of Directors
Kim Raddatz, SMFR Board of Directors
Leah Harris, Administrative/Finance Officer



“A strong strategic plan does more than identify priorities; it creates a shared path for action, accountability, and measurable progress.”



INTRODUCTION

San Miguel Fire & Rescue (SMFR) serves a large and diverse area of San Diego County, providing fire protection, emergency medical first response, rescue, and related all-hazards emergency services to a community characterized by a mix of suburban neighborhoods, rural and semi-rural areas, commercial development, transportation corridors, open space, and wildland-urban interface. This broad range of land uses creates a correspondingly wide range of community risks and service demands, requiring SMFR to maintain the flexibility and operational depth necessary to respond to both routine emergencies and complex, large-scale incidents.

The strategic planning process provided SMFR with an opportunity to establish a practical framework for future decision-making focused on the needs of both the community and the organization. The Master Plan Analysis completed in March 2026 provided guidance for the strategic planning process.

PROCESS OVERVIEW

Strategic planning is a systematic process through which an organization evaluates its current position, defines its desired future, and identifies the steps needed to move toward that future. For SMFR, the process was used to set priorities, focus organizational energy, strengthen operations, and ensure that staff, leadership, and policymakers are working toward common goals that support improved service to the community.

The strategic planning process included the following key steps:

- **Strategic Planning Team:** SMFR formed a Strategic Planning Team composed of representatives from various divisions, shifts, ranks, civilian employees, the Board of Directors, and labor representatives. This team participated in a two-day workshop dedicated to developing the core components of the strategic plan.
- **Environmental Scan:** The planning process included a review of the recently completed Master Plan, along with other information relevant to SMFR's current operations, service delivery system, and future planning needs. This review helped provide context for the planning team's discussion and supported the identification of critical issues affecting the organization.
- **Internal and External Surveys:** AP Triton collaborated with District staff to develop electronic surveys for both internal and external stakeholders. SMFR distributed the survey links, and AP Triton analyzed the responses. The survey results were presented to the Strategic Planning Team during the workshop and were used to support the Strengths, Weaknesses, Opportunities, and Challenges analysis, as well as the development of strategic priorities.



- **Planning Workshop:** The Strategic Planning Team participated in a facilitated workshop that included a review of the Master Plan, survey results, and input from the Fire Chief regarding the desired focus and outcomes identified by the Board of Directors. Following this review, AP Triton facilitated the development of the major components of the strategic plan, including the following:
 - **Mission, Vision, and Values:** The planning team reviewed and refined the organization’s fundamental purpose, long-term aspirations, and core values that guide culture, behavior, and decision-making.
 - **Desired Outcomes:** The team reviewed the desired future performance of the organization through outcome-based statements intended to remain consistent across planning cycles.
 - **Strengths, Weaknesses, Opportunities, and Challenges Analysis:** The team assessed the organization’s strengths, weaknesses, opportunities, and challenges based on survey results, operational experience, and workshop discussion.
 - **Strategic Initiatives:** The team identified broad areas where improvement was needed or where opportunities existed to enhance service to the community.
 - **Action Items:** The team developed specific action items to support each strategic initiative. These action items were structured using the SMART method: Specific, Measurable, Achievable, Realistic, and Time-bound.
- **Finalizing and Adopting the Plan:** Following the workshop, AP Triton prepared a draft strategic plan for staff review, with particular attention given to assigned responsibilities, proposed timelines, and implementation priorities. The draft plan is scheduled to be presented to the Board of Directors during a public hearing/community meeting in October 2026 for review and comment. After the review process, the finalized plan will be presented to the Board for consideration and adoption.
- **Implementation and Updates:** The strategic plan was designed to serve as an active management and accountability tool. To support implementation, progress reports should be provided to the Board at least quarterly. Each year, staff should identify and publish the action items completed during the previous year, as well as those planned for the upcoming year. During each budget cycle, staff should review the action items, make necessary modifications or additions, and determine which items should be included in the next budget cycle. In the final year of the plan, staff should conduct a full review of progress and begin developing the next strategic plan.



LETTER FROM **THE FIRE CHIEF**

It is my privilege to present the San Miguel Fire & Rescue Strategic Plan. This document serves as our blueprint and our commitment to the communities we serve over the next three to five years. Far from a static report sitting on a shelf, this plan is a dynamic, responsible, and inclusive playbook designed to guide our deployment, protect our fiscal infrastructure, and hold our leadership strictly accountable to the public.

The foundation of this document rests upon the data-driven Master Plan Analysis completed in March 2026. That comprehensive study served as our baseline backbone, providing our District with true data regarding localized community risks, emerging response threats, and structural deployment needs. However, data alone cannot fully capture the heart of a public safety agency without the human side of our profession which begins with people. To translate those data points into a meaningful roadmap, we launched a transparent, multi-channel community engagement initiative to hear directly from our most vital stakeholders—our residents.

Through widespread public survey efforts and a tremendously attended community strategic planning forum, we listened intently to the needs of the populations we protect. We brought together an incredible, representative coalition from across Mt. Helix, Spring Valley, Rancho San Diego, Jamul, and Crest, alongside our vital regional partners including the San Diego County Sheriff's Department, the Grossmont Healthcare District, and Cuyamaca College. Throughout these public forums, our citizens delivered a clear, resounding, and deeply humbling message: they love their firefighters, they deeply respect the high standard of all-hazards emergency care we provide, and they desire to see our local fire district remain strong, visible, and deeply embedded in the community.

To ensure our internal operations mirror this high level of community trust, our dedicated 16-member Strategic Planning Committee—composed of frontline firefighters, engineers, paramedics, company officers, battalion chiefs, prevention staff, and administrative leaders—conducted comprehensive internal workshops facilitated by an unbiased, third-party vendor. Together, our team analyzed our operational strengths and confronted our institutional weaknesses to establish six core strategic priorities: Financial Stewardship & Resilience, Leadership Development, Effective Organizational Communication, Community Engagement, Operational Deployment & Response Reliability, and EMS System Enhancement.



As we move forward into this new era of service delivery, a major component of our playbook involves executing targeted system enhancements. This includes expanding our data-driven quality assurance metrics, integrating advanced dispatch protocols with regional partners, and evaluating innovative peak-demand resources like a dedicated community-enhancement squad program to maximize unit availability and protect our frontline fire suppression readiness.

Every goal, objective, and timeline built in this plan was co-created alongside the community and our personnel to deliver public safety services that go far beyond expectations. I extend my deepest gratitude to our Board of Directors, our strategic planning team, and our residents for their unwavering partnership. Together, we will achieve our vision to be a model of excellence and safely shape the future of public safety across our region.

Sincerely,



Andy Lawler, Fire Chief



COMMUNITY OVERVIEW

San Miguel Fire & Rescue is a Special District serving a large, diverse, and deeply connected community within San Diego County. While SMFR's service area encompasses suburban neighborhoods, rural and semi-rural communities, commercial corridors, open space, and significant wildland-urban interface, what defines San Miguel is more than geography and topography. It is the individual communities, neighborhoods, families, businesses, schools, and organizations that together create a strong sense of local identity and shared commitment to public safety.

Development of this Strategic Plan provided SMFR with an important opportunity to listen directly to the people we serve. Through public surveys, community engagement, and our strategic planning forum, residents and community partners shared their experiences, priorities, and expectations for San Miguel Fire & Rescue. What we heard was both clear and meaningful: our community loves its fire department, trusts the people who serve them, values the high level of service they receive, and wants to continue strengthening the relationship between SMFR and the communities we protect.

That trust is something SMFR values deeply and does not take for granted. Residents expressed pride in their firefighters and appreciation for having a local fire district that understands their neighborhoods and responds when called. At the same time, they told us they want to know their fire department beyond the emergency call. They want San Miguel Fire & Rescue to remain visible, accessible, engaged, and connected to the community through public education, preparedness, community events, partnerships, and continued opportunities for meaningful dialogue.

We also heard the importance of recognizing that the communities we serve are not all the same. Each has its own identity, history, needs, and risks. The challenges facing Mt. Helix may differ from those experienced in Spring Valley, Rancho San Diego, Jamul, Crest, and other areas served by SMFR. Population changes, aging infrastructure, transportation corridors, development, wildfire exposure, and varying community needs all influence how emergency services must be delivered. Maintaining strong relationships throughout the District helps us better understand those differences and make decisions that reflect the people and neighborhoods we serve.

Our community also expects San Miguel Fire & Rescue to prepare for the future while preserving the qualities that have earned its trust. Emergency medical incidents continue to represent a significant portion of our workload, while wildfire risk, extreme weather, regional emergencies, traffic collisions, and increasing demands on the emergency response system require us to continually evaluate staffing, deployment, facilities, equipment, and service delivery. Residents expect these decisions to be thoughtful, fiscally responsible, transparent, and focused on maintaining reliable emergency response.



The message from our community was not that San Miguel Fire & Rescue needs to redefine its relationship with the people it serves. Rather, it was a call to build upon a relationship that is already strong. Our responsibility through this Strategic Plan is to honor that trust, strengthen those relationships, and create more opportunities for our community to engage with its fire department.

The community's voice is therefore critical to this Strategic Plan. As San Miguel Fire & Rescue moves forward, we will continue listening, communicating, and building relationships while remaining a strong, visible, and trusted local fire district. The confidence our community has placed in us provides both the foundation for this plan and the responsibility to continually foster that trust through the service we provide.



DISTRICT OVERVIEW

San Miguel Consolidated Fire Protection District (“SMFR”) is an all-hazards emergency services organization responsible for protecting life, property, and the environment through fire suppression, emergency medical response, rescue services, preparedness, and community-focused public safety programs. SMFR provides a broad range of services that extend beyond traditional firefighting and reflect the modern fire service’s role as both an emergency response agency and a community risk reduction organization.

SMFR currently operates eight staffed fire stations strategically located throughout its jurisdiction to provide emergency coverage and support response reliability. These stations form the backbone of SMFR’s deployment system and house the personnel, apparatus, and equipment necessary to deliver daily emergency response services. Current daily deployment includes fire suppression companies, command staffing, and the resources needed to respond to fire, EMS, rescue, and other all-hazards incidents throughout the District. The organization’s operational staffing model includes firefighters, engineers, captains, and a shift battalion chief assigned to maintain command and operational oversight.

Emergency medical service is a major component of SMFR’s workload and service identity. San Miguel Consolidated Fire Protection District provides advanced life support paramedic service, making EMS delivery a critical function of the organization and a significant driver of call volume, unit utilization, and training requirements. SMFR operates within the San Diego County EMS system and coordinates with regional healthcare and ambulance transport partners to support patient care, medical oversight, and continuity of service. As EMS demand continues to grow and evolve, SMFR must ensure that its staffing, training, deployment, and quality improvement processes remain aligned with both community needs and regional system expectations.

In addition to fire suppression and EMS, SMFR responds to wildfires, technical rescues, and hazardous materials calls while relying on regional partnerships and specialized teams for technician- and specialist-level incidents and certain complex rescue events. This reflects SMFR’s role within a larger regional public safety system, where interoperability, mutual aid, automatic aid, and collaborative response planning are essential to maintaining service capacity and incident effectiveness.



SMFR's mission is supported by a range of administrative and support functions that are fundamental to operational readiness and long-term sustainability. These functions include executive leadership, fiscal management, budgeting, policy development, labor relations support, records management, training administration, logistics, fleet and facilities coordination, prevention support, and other organizational systems necessary to sustain daily operations. While emergency response is SMFR's most visible function, these administrative systems are equally important to ensuring compliance, workforce support, accountability, and strategic progress.

Like many fire districts, San Miguel Consolidated Fire Protection District faces a combination of opportunities and challenges that make long-range planning especially important. SMFR has significant organizational strengths, including an established station network, a broad service portfolio, dedicated personnel, and an important role within the regional emergency response system. At the same time, the organization must continue to address issues common across the fire service, including rising operating costs, deferred capital investment in facilities and apparatus, workforce recruitment and retention pressures, increasing EMS demand, administrative workload, and the need to align staffing and deployment with community risk and stakeholder expectations.

SMFR also operates in an environment where fiscal sustainability, service reliability, and organizational adaptability must be balanced carefully. Long-term planning is needed to ensure that SMFR can maintain its core emergency response mission while also investing in prevention, workforce development, infrastructure, technology, and leadership capacity. This strategic plan is intended to provide that framework by aligning organizational priorities with community risk, operational realities, and SMFR's long-term vision for service excellence.



Mission, Vision, & Values





**“Strategy becomes meaningful
when leadership, personnel,
and community partners
understand their role in
moving the organization
forward.”**

MISSION STATEMENT

The Mission Statement defines the fundamental purpose of SMFR—why it exists and who it serves. It reflects the core services provided, the commitment to the community, and the principles that guide daily operations. The Mission serves as a steady foundation for decision-making, ensuring that all actions, priorities, and resources remain aligned with SMFR’s responsibility to protect life, property, and quality of life. It represents both the operational focus of the organization and the trust placed in it by the community.

*Professionals committed to **service beyond expectations**, dedicated to saving lives and protecting property.*

SMFR MOTTO

Service Beyond Expectations



VISION STATEMENT

The Vision Statement describes the future SMFR is working to achieve. It provides direction and inspiration by defining what success looks like over time. The Vision reflects a commitment to continuous improvement, innovation, and leadership within the fire service, while maintaining a strong connection to community needs and expectations. It serves as a guiding framework for long-term planning, helping SMFR evolve in a way that is proactive, progressive, and responsive to growth and change.

*The vision of San Miguel Fire & Rescue is to be a model of excellence—
shaping the future of public safety within our communities.*



GUIDING PRINCIPLES & VALUES

- **Commitment** to service that is guided by our shared goals and values.
- **Compassion** for others and a willingness to assist those who need us.
- **Community** involvement to inspire others and lead by example.

VALUE STATEMENTS

Value statements, also known as core values, define the principles that guide an organization's culture, conduct, priorities, and decision-making. They establish shared expectations for how members of the organization serve the community, work with one another, manage resources, and pursue organizational excellence.

- **People First:** We support the physical and mental well-being, safety, inclusion, growth, and success of our people.
- **Community-Focused:** We listen to, collaborate with, and value the perspectives of the communities we serve.
- **Accountability:** We take ownership of our actions, decisions, commitments, and results.
- **Collaboration:** We foster respectful, positive, and productive relationships throughout the organization, including strong labor-management partnerships.
- **Fiscal Responsibility:** We responsibly align long-term planning, organizational priorities, and available funding to support sustainable service delivery.
- **Professionalism:** We demonstrate respect, integrity, effective two-way communication, and a commitment to professional development.
- **Transparency:** We communicate openly, honestly, and clearly with one another and with the communities we serve.
- **Informed Decision-Making:** We use reliable data, sound analysis, professional judgment, and organizational experience to make responsible decisions.
- **Continuous Improvement:** We actively pursue opportunities to strengthen our knowledge, skills, capabilities, practices, and services through learning and innovation.
- **Stewardship:** We responsibly maintain and invest in the facilities, apparatus, equipment, and other resources necessary to support our people and provide effective service.
- **Follow-Through:** We honor our commitments, finish what we start, and deliver meaningful results.





SWOT/C Analysis



SWOT/C ANALYSIS

COMMUNITY SWOT/C

Strengths

- Strong reputation, visibility, and community trust.
- Strong community relationships and partnerships.
- Pride of membership and supportive, family-like culture.
- High standards, accountability, and professionalism.
- Strong commitment to community safety and risk reduction.
- Effective Firewise and community risk-reduction engagement.
- Positive relationships with public agencies and community partners.

Weaknesses

- Community uncertainty regarding SMFR services and jurisdictional responsibilities.
- Opportunities to improve community communication and outreach.
- Limited organizational capacity relative to service demand.
- Emergency response delays and ambulance wait times.
- Uneven community engagement and representation.
- Limited clarity regarding non-emergency services and referral resources.

Opportunities

- Expand community communication, education, and outreach.
- Strengthen wildfire mitigation, vegetation management, and structure-hardening education.
- Improve evacuation planning, signage, education, and interagency coordination.
- Expand partnerships with public agencies, Firewise groups, schools, and elected officials.
- Improve community access to services through clearer referral pathways and a single point of contact.
- Use operational and risk data to better inform the community.
- Improve online service requests and localized resources, including weed abatement follow-up and sandbag distribution.



Threats/Challenges

- Increasing wildfire and vegetation-management risks.
- Geographic limitations and constrained evacuation routes.
- Budget constraints and competing financial demands.
- Recruitment, workforce sustainability, and generational transition.
- Long lead times for apparatus, equipment, and critical resources.
- Community reluctance to report hazards or violations.
- Increasing service demand and community expectations.

Community Priorities

- Improve community communication and education.
- Strengthen wildfire risk reduction and vegetation management.
- Improve emergency preparedness and evacuation planning.
- Expand community engagement throughout the District.
- Improve response capacity and resource availability.
- Strengthen interagency and community partnerships.
- Clarify agency responsibilities, available services, and how residents access assistance.



PLANNING COMMITTEE SWOT/C

Strengths

- Skilled, qualified, compassionate, and adaptable personnel.
- Strong organizational knowledge, experience, and diverse skill sets.
- Young workforce with opportunities for long-term organizational development.
- Strong fiscal responsibility.
- Strong relationships and collaboration with partner agencies.
- Operational readiness and commitment to service delivery.
- Organizational willingness to innovate, adapt, and pursue new approaches.
- Strong culture of teamwork, humility, accountability, and follow-through.
- Commitment to training, education, employee wellness, and continuous improvement.

Weaknesses

- Staffing vacancies and personnel shortages.
- Aging workforce and succession-planning needs.
- Limited experience among some newer personnel.
- Fire prevention, squad, and truck staffing limitations.
- Aging facilities and capital assets.
- Informal processes, procedures, and lack of organizational standardization.
- Public information, community outreach, and agency identity could be strengthened.
- IT services and technology capacity.
- Internal procurement processes and associated delays.
- Training and continuing education needs.

Opportunities

- Expand public information, community outreach, education, and social media.
- Strengthen recruitment, retention, succession planning, and workforce development.
- Expand collaboration with local, state, federal, and JPA partners.
- Strengthen relationships and coordination with Grossmont Hospital and other partner agencies.
- Improve data analytics and technology utilization.
- Pursue grants, alternative funding, benefit fees, and appropriate fees for service.



- Improve facilities and long-term capital planning.
- Expand community risk reduction, weed abatement, and fuels-management programs.
- Strengthen technical rescue, disaster planning, and specialty capabilities.
- Explore organizational partnerships, shared services, and consolidation opportunities where beneficial.
- Expand political and stakeholder engagement.
- Strengthen organizational identity and recognition.

Threats/Challenges

- Long-term fiscal stability and financial constraints.
- Inflation and increasing uncontrollable operating costs.
- Economic downturns.
- Unfunded mandates and changing regulatory requirements.
- Pension and retiree liabilities, including UAL/PERS/OPEB obligations.
- Recruitment challenges and competition for qualified personnel.
- Labor negotiations and workforce-related costs.
- Workers' compensation costs.
- Apparatus procurement delays and escalating replacement costs.
- Aging facilities and infrastructure.
- Catastrophic incidents and the need to plan for low-frequency, high-consequence events.
- Maintaining adequate staffing and operational readiness.
- Future service-demand growth and uncertainty.
- Maintaining continuity of care and service delivery during periods of system strain.



Strategic Plan



STRATEGIC PRIORITIES

During Phase One of the strategic planning process, San Miguel Fire & Rescue leadership participated in facilitated exercises focused on the short- and mid-term recommendations identified in the Master Plan. These exercises provided an opportunity to evaluate organizational needs, establish areas of greatest strategic importance, and determine where focused attention and investment will have the greatest impact over the next three to five years.

Through this process, six strategic priorities emerged as central to SMFR's continued progress, operational effectiveness, organizational health, and long-term sustainability. These priorities provide the framework for the goals and objectives contained in this Strategic Plan and establish areas in which measurable progress will be pursued throughout the planning period.

1. Financial Stewardship & Resilience

Strengthen long-term financial planning, sustainable revenue strategies, budgeting practices, and capital planning to ensure District resources remain aligned with current and future service needs.

2. Leadership Development

Strengthen leadership capacity at all levels of the organization through clearly defined leadership expectations, supervisory development, accountability, professional development, and formal succession planning.

3. Effective Organizational Communication

Establish consistent, transparent, timely, and two-way communication practices that improve employee engagement, organizational understanding, trust, and collaboration.

4. Community Engagement

Strengthen SMFR's connection with the communities it serves through consistent communication, public education, partnerships, outreach, and increased awareness of SMFR's role and value.

5. Operational Deployment & Response Reliability

Continuously evaluate staffing, resource deployment, unit availability, response performance, and operational demand to support reliable, timely, and effective emergency response.

6. EMS System Enhancement

Strengthen EMS service delivery through effective deployment, clinical quality improvement, professional development, system partnerships, and data-informed practices that support improved patient outcomes.



DESIRED OUTCOMES

The desired performance of an agency is expressed through outcome-based statements. When these outcomes are achieved, it indicates the fire agency is doing the right things and making a meaningful difference in the community it serves. In essence, they are making life better for the community.

Each outcome requires a series of actions supported by measurable outputs that collectively lead to the desired result. As the agency matures in its outcomes-based approach, specific performance measures can be incorporated, for example, containing 80% of hostile fires in residential occupancies to the room of origin.

Value, Transparency, and Trust

- The agency can clearly state its purpose and value to the community.
- The agency is perceived as open, honest, and forthcoming in all communications. *“We know what they are doing, and they have a good reputation.”*
- The community benefits from strong fire and EMS service that provides value for the money and favorable fire insurance ratings for the community.
- The community has confidence in the reliability and professionalism of services.
- Data and information related to service delivery, outcomes, and finances are consistently available and transparent.
- Resources are managed responsibly to sustain the long-term delivery of emergency services and community risk reduction.

Emergency Medical Services

- Patients receive timely, high-quality care that improves survival and recovery outcomes.
- Cardiac arrest survival rates that meet or exceed national benchmarks.
- Early intervention (CPR, AED, rapid transport) significantly improves patient survival.
- Stroke and trauma patients receive rapid, appropriate care that supports positive neurological and recovery outcomes.
- EMS access is reliable, equitable, and responsive across the community.
- The EMS system delivers coordinated, data-driven, and continuously improving care.
- Patients and families feel respected, informed, and cared for during medical emergencies.



Fire/Rescue

- Survival outcomes that meet or exceed national benchmarks.
- Fires are controlled rapidly, with building fires generally contained to the room of origin and wildland fires contained without loss of structures or other improvements.
- The community experiences zero preventable civilian fire fatalities.
- All firefighters return home safely from every incident.
- Fire incidents result in minimal disruption to occupancies, with most occupants able to remain in or quickly return to their homes or businesses.
- Property loss, economic loss, and community disruption from fire are minimized.
- Zero preventable drowning deaths within protected areas.
- Victims of entrapment are rescued quickly enough to significantly improve survivability.

Community Risk Reduction

- Community risks are identified, prioritized, and reduced before emergencies occur.
- The community is resilient and prepared to withstand and recover from all hazards.
- Households maintain preparedness plans, supplies, and situational awareness.
- Community partners collaborate to reduce risk and enhance emergency readiness.
- Fire and life safety hazards in homes and businesses are minimized through prevention and compliance.
- The built environment supports fire-safe conditions, including code compliance and protective systems.
- Residential fires occur less frequently and with reduced severity.
- Vulnerable populations receive targeted risk reduction services.

The Organization and People

- The organizational values are lived and breathed by everyone in the organization.
- Personnel are highly trained, healthy, and prepared to perform in all conditions.
- Employees are engaged, supported, and reflective of the communities served.
- Leadership capacity is strong at all levels of the organization.
- Operational practices prioritize effective decision-making and critical thinking.
- The organization maintains a positive culture of safety, accountability, and continuous improvement.
- Facilities, apparatus, and equipment are reliable and ready when needed.



INITIATIVE 1: Financial Stewardship & Resilience

This priority focuses on aligning SMFR's strategic initiatives with available and future financial resources. Key areas include continued long-term financial forecasting, integration of priorities into annual budget cycles, evaluation of sustainable funding strategies, and consideration of the financial impacts associated with staffing, service delivery, capital needs, and future growth. This priority is intended to support responsible decision-making and ensure SMFR can maintain service levels while planning for future demands.

GOAL 1.A: Strengthen Long-Term Financial Planning

Outcome Statement

SMFR will have a multi-year financial framework that allows SMFR to anticipate future obligations, evaluate financial risk, and make informed decisions regarding service levels, staffing, operations, and capital investment.

Objectives

- Objective 1.A-1: Implement applicable findings and recommendations from property tax study to strengthen long-term revenue forecasting and financial planning.
 - Timeline: June 2027
 - Responsible: Administrative Division/Fire Chief
- Objective 1.A-2: Develop and annually update a three-year financial forecast as part of the annual budget process.
 - Timeline: June 2027
 - Responsible: Administrative Division/Fire Chief
- Objective 1.A-3: Develop and implement a Liability Management Plan to address potential liabilities and cost-management strategies.
 - Timeline: December 2028
 - Responsible: Administrative Division/Fire Chief/Executive Staff



GOAL 1.B: Identify and Secure Sustainable Revenue Streams

Outcome Statement

SMFR maintains a diversified and sustainable revenue strategy that maximizes available funding opportunities while supporting equitable and responsible delivery of District services.

Objectives

- Objective 1.B-1: Evaluate the feasibility and applicability of expanding Community Facilities Districts (CFDs) to support service demands associated with growth and development.
 - Timeline: July 2027
 - Responsible: Fire Prevention
- Objective 1.B-2: Identify and evaluate revenues generated within SMFR's jurisdiction to better understand available funding mechanisms and support informed financial decision-making.
 - Timeline: December 2028, and ongoing
 - Responsible: Administrative Division/Fire Chief/Executive Staff
- Objective 1.B-3: Evaluate opportunities for cost recovery, fees for service, and other legally permissible revenue mechanisms.
 - Timeline: June 2027, and ongoing
 - Responsible: Administrative Division/Fire Chief/Executive Staff/Fire Prevention
- Objective 1.B-4: Maintain political relationships to identify and pursue funding opportunities that support District priorities.
 - Timeline: Ongoing
 - Responsible: Executive Staff/Board of Directors/All District leadership groups



GOAL 1.C: Transform the Budget into a Strategic Decision-Making Tool

Outcome Statement

SMFR maintains a purposeful, program-based budgeting process that connects District resources with programs, service levels, strategic priorities, and expected outcomes.

Objectives

- Objective 1.C-1: Integrate Strategic Plan priorities into annual budget development and long-term financial forecasting.
 - Timeline: June 2027
 - Responsible: Administrative Division/Fire Chief/Executive Staff
- Objective 1.C-2: Identify the full cost of District programs and services, including personnel, equipment, training, technology, facilities, and other capital requirements.
 - Timeline: June 2027
 - Responsible: Administrative Division/Fire Chief/Executive Staff

GOAL 1.D: Develop Sustainable Capital and Resource Planning

Outcome Statement

SMFR will have a plan for the District's workforce, facilities, apparatus, equipment, and technology in a way that is financially aligned with future service needs.

Objectives

- Objective 1.D-1: Connect project timing, estimated cost, procurement method, funding source, and expected operational outcome in the capital planning process.
 - Timeline: June 2029
 - Responsible: Administrative Division/Fire Chief/Executive Staff
- Objective 1.D-2: Integrate capital planning into the three-year budget forecast and the annual budget process.
 - Timeline: June 2029
 - Responsible: Administrative Division/Fire Chief/Executive Staff



- Objective 1.D-3: Establish and maintain a prioritized multi-year capital improvement and replacement plan based on operational need, asset condition, lifecycle, risk, and available funding.
 - Timeline: June 2029
 - Responsible: Administrative Division/Fire Chief/Executive Staff

GOAL 1.E: Advance Financial Stewardship, Transparency, and Accountability

Outcome Statement

SMFR maintains financial policies, reporting practices, controls, and information systems that provide the Board, employees, and communities with reliable and understandable information to support responsible decision-making.

Objectives

- Objective 1.E-1: Create an integrated financial and planning information framework that reduces reliance on disconnected spreadsheets and individual institutional knowledge.
 - Timeline: June 2030
 - Responsible: Administrative Division/Fire Chief
- Objective 1.E-2: Document key forecasting assumptions, sources, methodologies, and updates so financial models are repeatable and transparent.
 - Timeline: June 2030
 - Responsible: Administrative Division/Fire Chief
- Objective 1.E-3: Establish a consistent process for communicating SMFR's financial condition, major assumptions, funding challenges, and progress toward long-term financial objectives to the Board and communities.
 - Timeline: June 2030
 - Responsible: Administrative Division/Fire Chief





INITIATIVE 2: Leadership Development

This priority focuses on strengthening leadership capacity, improving supervisory training and accountability, and formalizing succession planning efforts to support SMFR's long-term organizational success. These efforts are intended to support a stronger organizational culture, improve trust across the workforce, and prepare current and future leaders to guide SMFR effectively.

GOAL 2.A: Strengthen the Leadership Development Program

Outcome Statement

SMFR has clearly defined leadership expectations and provides progressive leadership development opportunities that prepare employees to lead effectively at every level of the organization.

Objectives

- Objective 2.A-1: Define and adopt the leadership competencies, behaviors, and characteristics expected of SMFR leaders.
 - Timeline: June 2027
 - Responsible: Fire Chief/Operations/Training Division
- Objective 2.A-2: Assess the existing leadership development program to identify gaps, opportunities for improvement, and priority development needs.
 - Timeline: December 2027
 - Responsible: Fire Chief/Operations/Training Division
- Objective 2.A-3: Implement structured leadership development opportunities for employees at all organizational levels.
 - Timeline: December 2028
 - Responsible: Fire Chief/Operations/Training Division



GOAL 2.B: Enhance Supervisory Development and Accountability

Outcome Statement

Current and aspiring supervisors possess the knowledge, skills, abilities, and leadership competencies necessary to effectively lead personnel, manage performance, communicate expectations, and support organizational accountability.

Objectives

- Objective 2.B-1: Conduct a formalized supervisory training program needs assessment.
 - Timeline: June 2027
 - Responsible: Fire Chief/Operations/Training Division
- Objective 2.B-2: Develop and implement a formalized supervisory training program appropriate to each supervisory level.
 - Timeline: December 2029
 - Responsible: Fire Chief/Operations/Training Division
- Objective 2.B-3: Establish continuing education expectations for supervisors to reinforce leadership competencies and maintain supervisory proficiency.
 - Timeline: June 2027
 - Responsible: Fire Chief/Operations/Training Division

GOAL 2.C: Establish a Formalized Succession Plan

Outcome Statement

SMFR maintains a transparent succession planning process that identifies future organizational needs, develops internal talent, and provides employees with clear opportunities to prepare for increased responsibility and advancement.

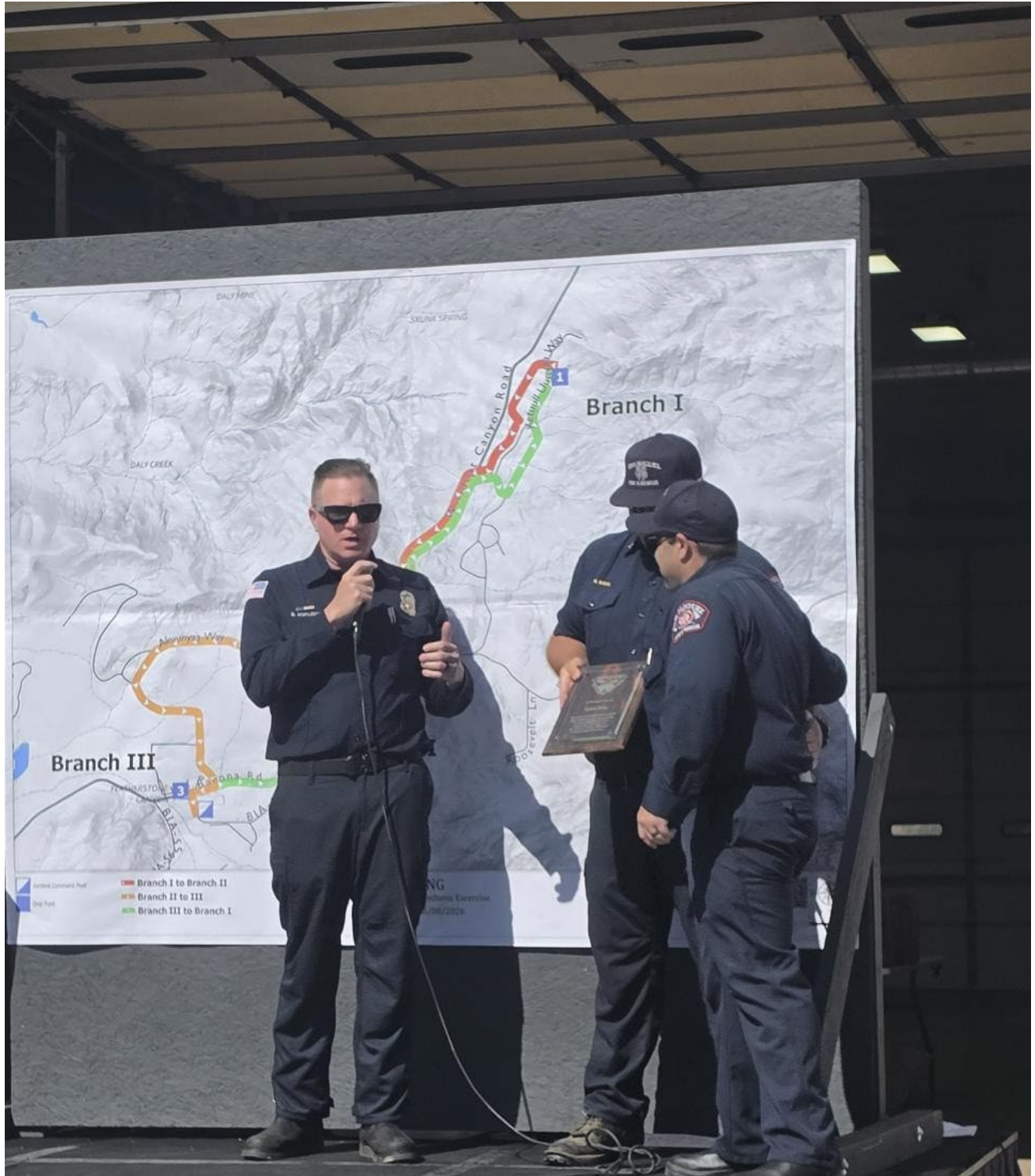
Objectives

- Objective 2.C-1: Conduct an organizational succession planning needs assessment that identifies critical positions, anticipated vacancies, required competencies, and potential development gaps.
 - Timeline: June 2028
 - Responsible: Fire Chief/Operations/Training Division



- Objective 2.C-2: Develop a formal succession plan based on the findings of the organizational needs assessment.
 - Timeline: December 2028
 - Responsible: Fire Chief/Operations/Training Division
- Objective 2.C-3: Implement and periodically evaluate the succession plan to ensure continued alignment with organizational needs.
 - Timeline: December 2028
 - Responsible: Executive staff





INITIATIVE 3: Effective Organizational Communication

This priority emphasizes improving internal communication, increasing transparency, and creating consistent opportunities for employee engagement and feedback. These efforts are intended to support a stronger organizational culture and improve trust across the workforce.

GOAL 3.A: Cultivate a Culture of Transparent Collaboration

Outcome Statement

Employees receive timely, accurate, and relevant information; understand organizational expectations and decisions; have meaningful opportunities to provide feedback; and experience a culture characterized by transparency, respectful dialogue, trust, engagement, and shared accountability.

Objectives

- Objective 3.A-1: Establish appropriate communication methods and channels for different types of organizational information.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations
- Objective 3.A-2: Establish consistent expectations for how organizational information is communicated, received, acknowledged, and shared throughout the District.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations
- Objective 3.A-3: Define organizational expectations for timely, open, honest, respectful, and appropriate communication, including the effective use of the chain of command.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations
- Objective 3.A-4: Establish expectations for closing communication and feedback loops so questions, concerns, and requested actions receive timely resolution or follow-up.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations



- Objective 3.A-5: Consistently communicate organizational decisions, priorities, and the rationale for significant changes when appropriate.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations
- Objective 3.A-6: Provide regular and meaningful opportunities for employee engagement, dialogue, and feedback.
 - Timeline: December 2026
 - Responsible: Fire Chief/Operations
- Objective 3.A-7: Periodically evaluate the effectiveness of internal communication practices and implement improvements as needed.
 - Timeline: June 2027
 - Responsible: Executive Staff





INITIATIVE 4: Community Engagement

This initiative focuses on strengthening SMFR's relationship with the communities it serves through consistent communication, public education, community partnerships, outreach, and increased awareness of the District's role and services. These efforts are intended to improve public understanding, preparedness, trust, visibility, and engagement while ensuring residents receive timely and reliable information.

GOAL 4.A: Strengthen Community Communication

Outcome Statement

Community members receive timely, accurate, consistent, and accessible information that strengthens situational awareness, reduces misinformation, supports preparedness, and builds public trust.

Objectives

- Objective 4.A-1: Establish a consistent and reliable community communication structure, including text, email, and other appropriate notification methods.
 - Timeline: July 2027
 - Responsible: Administrative Division
- Objective 4.A-2: Develop and implement a simple, standardized protocol for communicating significant incidents, public safety information, and other time-sensitive District updates.
 - Timeline: July 2027
 - Responsible: Operations/Administrative Division



GOAL 4.B: Strengthen Communities' Understanding, Trust, and Connection

Outcome Statement

The communities served by SMFR understand the District's identity, responsibilities, services, and value and recognize SMFR as a trusted and visible public safety partner.

Objectives

- Objective 4.B-1: Utilize Master Plan findings regarding community risk, demographics, and outreach needs to identify the most effective public education programs for the communities served.
 - Timeline: July 2027
 - Responsible: Fire Prevention/Operations
- Objective 4.B-2: Increase community awareness of SMFR as the primary fire and emergency medical service provider within the District's service area.
 - Timeline: December 2026, and ongoing
 - Responsible: Fire Prevention/Operations
- Objective 4.B-3: Maintain and expand community partnerships that strengthen SMFR's visibility, identity, and connection with the communities it serves.
 - Timeline: December 2026, and ongoing
 - Responsible: Fire Prevention/Operations /Fire Prevention/Executive Staff
- Objective 4.B-4: Expand outreach methods and programs to effectively engage the diverse communities and populations served by SMFR.
 - Timeline: July 2027
 - Responsible: Fire Prevention/Operations /Fire Prevention/Executive Staff
- Objective 4.B-5: Evaluate SMFR's branding, public identity, and communications strategy, including the potential use of specialized third-party support.
 - Timeline: December 2026
 - Responsible: Operations/Fire Prevention/Executive Staff



GOAL 4.C: Expand Strategic Community Partnerships

Outcome Statement

SMFR maintains productive partnerships with community organizations that expand outreach, strengthen public awareness, support preparedness, and improve connections with the populations served by the District.

Objectives

- Objective 4.C-1: Identify and develop partnership opportunities with community organizations, public agencies, schools, businesses, healthcare partners, and other stakeholders whose missions or activities align with District priorities.
 - Timeline: December 2026, and ongoing
 - Responsible: Operations/Fire Prevention/Executive Staff



INITIATIVE 5: Operational Deployment & Response Reliability

This priority focuses on improving SMFR's ability to provide reliable, timely, and effective emergency response. Key areas include evaluating deployment reliability, unit availability, response performance, turnout times, peak-hour demand, and staffing enhancement models. This priority supports continued analysis of operational staffing needs and resource deployment strategies to ensure SMFR can meet current and future service demands.

GOAL 5.A: Optimize Resource Deployment

Outcome Statement

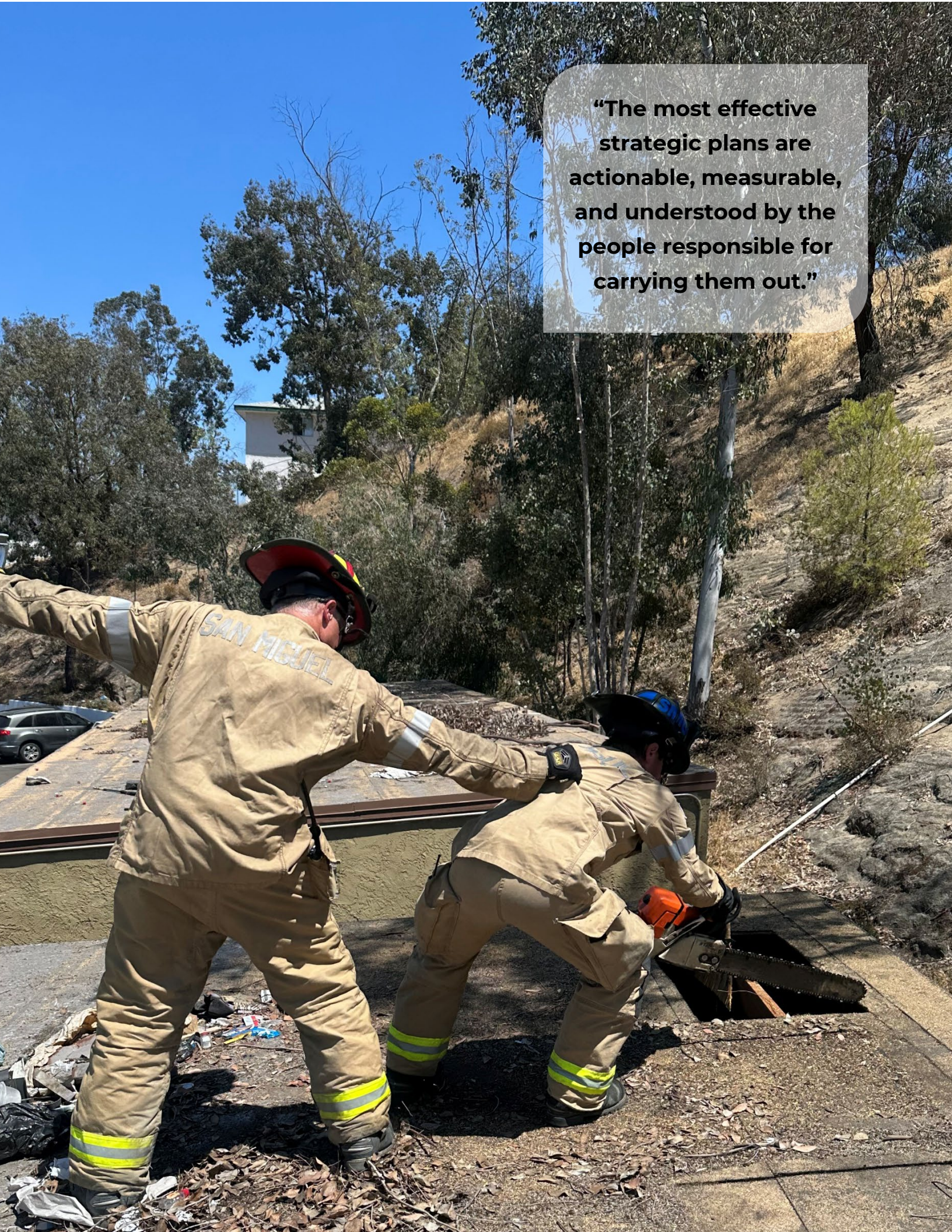
SMFR deploys personnel and emergency resources in a manner that aligns unit availability and operational capacity with community risk, incident demand, response performance, and changing service needs.

Objectives

- Objective 5.A-1: Evaluate alternative deployment strategies that may improve resource availability, response reliability, or system capacity.
 - Timeline: December 2026
 - Responsible: Operations/EMS
- Objective 5.A-2: Implement appropriate alternative deployment strategies based on the findings of the deployment evaluation.
 - Timeline: December 2027
 - Responsible: Operations/EMS
- Objective 5.A-3: Evaluate the effectiveness of implemented deployment changes using established performance measures and operational data.
 - Timeline: December 2028
 - Responsible: Operations/EMS



“The most effective strategic plans are actionable, measurable, and understood by the people responsible for carrying them out.”



GOAL 5.B: Strengthen Operational Performance Management

Outcome Statement

SMFR routinely uses reliable operational data and established performance measures to understand system performance, identify improvement opportunities, support informed decision-making, and improve emergency response outcomes.

Objectives

- Objective 5.B-1: Establish formal response performance objectives for applicable response-time components, including turnout time, travel time, total response time, and effective response force performance.
 - Timeline: June 2027
 - Responsible: Operations/EMS
- Objective 5.B-2: Establish a recurring process for evaluating and reporting response performance by applicable response-time component, incident type, geography, and other relevant operational factors.
 - Timeline: July 2027
 - Responsible: Operations/EMS
- Objective 5.B-3: Use performance data to identify, prioritize, and implement opportunities for operational improvement.
 - Timeline: July 2028
 - Responsible: Operations/EMS
- Objective 5.B-4: Identify and adopt a focused set of District key performance indicators (KPIs) that measure operational reliability, service delivery, and organizational performance.
 - Timeline: July 2029
 - Responsible: Operations/EMS
- Objective 5.B-5: Develop a recurring performance reporting process to monitor KPIs, communicate results, identify trends, and support continuous improvement.
 - Timeline: December 2029
 - Responsible: Operations/EMS





INITIATIVE 6: EMS System Enhancement

This priority focuses on evaluating and improving SMFR's EMS service delivery system. Areas of emphasis include assessing EMS deployment, identifying opportunities to improve system performance, strengthening quality assurance processes, and evaluating how EMS resources are aligned with community needs. This priority supports continued improvement in patient care, operational efficiency, and long-term EMS system sustainability.

GOAL 6.A: Strengthen the Quality, Reliability, and Effectiveness of EMS

Outcome Statement

SMFR provides timely, reliable, and high-quality emergency medical services supported by appropriate paramedic availability, continuous clinical improvement, effective system partnerships, and measurable patient outcomes.

Objectives

- Objective 6.A-1: Maintain established minimum paramedic staffing levels on each apparatus.
 - Timeline: December 2026
 - Responsible: Operations/Administrative Division
- Objective 6.A-2: Continue enhanced EMS continuing education and evaluate innovative training, technology, and clinical practices that may improve patient care and provider performance.
 - Timeline: December 2026, and ongoing
 - Responsible: EMS/EMS Cadre
- Objective 6.A-3: Implement a formal EMS quality assurance/quality improvement program incorporating seven established clinical KPIs and 100% review of designated high-risk or high-value cases, including AMA encounters, pediatric patients, and cardiac arrests.
 - Timeline: December 2026
 - Responsible: EMS
- Objective 6.A-4: Implement a dedicated 12-hour Advanced Life Support (ALS) squad during peak demand hours.
 - Timeline: July 2027
 - Responsible: Fire Chief/EMS/Operations



- Objective 6.A-5: Maintain a collaborative relationship with the ambulance transport provider to identify and implement opportunities to strengthen EMS system performance and continuity of patient care.
 - Timeline: December 2026, and ongoing
 - Responsible: Executive Staff
- Objective 6.A-6: Continue collaboration with the Local EMS Agency (LEMSA) to advance clinical quality, system coordination, and patient outcomes.
 - Timeline: December 2026, and ongoing
 - Responsible: EMS
- Objective 6.A-7: Strengthen collaboration with receiving hospitals and emergency departments to improve continuity of care, clinical feedback, and patient outcomes.
 - Timeline: December 2026, and ongoing
 - Responsible: EMS



IMPLEMENTATION GUIDANCE

This Strategic Plan establishes San Miguel Fire & Rescue's priorities for the next five years. Successful implementation will require sustained leadership commitment, organizational accountability, collaboration, and regular evaluation. This section provides practical guidance for integrating the Strategic Plan into daily operations, annual work planning, budgeting, and organizational decision-making.

The Strategic Plan is intended to be a living document that is reviewed regularly, updated as priorities evolve, and used to guide operational, staffing, training, capital investment, and community engagement decisions.

LEADERSHIP ACCOUNTABILITY

The success of the Strategic Plan depends upon visible leadership commitment at every level of the organization.

The Fire Chief should serve as the executive sponsor of the Strategic Plan and is ultimately responsible for ensuring implementation remains aligned with District priorities and Board expectations. Other assigned personnel should serve as initiative and goal leads, responsible for coordinating assigned objectives, monitoring progress, and reporting accomplishments.

Leadership should:

- Incorporate Strategic Plan priorities into annual work plans/reports.
- Assign ownership for each goal and objective.
- Remove barriers to implementation.
- Coordinate efforts across divisions.
- Monitor progress and communicate accomplishments to personnel and Board of Directors.



PROGRESS MONITORING

Implementation should be reviewed on a regular basis to maintain accountability and ensure priorities remain aligned with organizational needs.

Leadership should conduct:

- Monthly assignment meetings.
- Quarterly implementation reviews to the Board of Directors.
- Annual/bi-annual Strategic Plan updates.
- Mid-course adjustments as priorities change.
- Progress reporting to Board of Directors.

Progress reviews should evaluate:

- Completed objectives.
- Objectives in progress.
- Delayed initiatives.
- Budget impacts.
- Emerging priorities.
- Barriers requiring executive action.
- Performance Measurement

BUDGET INTEGRATION

Successful implementation requires alignment between the Strategic Plan and the Board's budgeting process. Each year, leadership should review planned initiatives and identify:

- Operating budget needs.
- Capital requests.
- Staffing impacts.
- One-time expenditures.
- Long-term financial commitments.



Strategic priorities should be considered during annual budget development to ensure resources support adopted organizational goals.

PLAN REVIEW AND UPDATES

The Strategic Plan should remain flexible and responsive to changing organizational priorities.

Leadership should conduct:

- Quarterly progress reviews.
- Annual updates.
- A comprehensive review at the midpoint of the planning cycle.
- A full Strategic Plan update at the conclusion of the planning period.

Updates should consider:

- Changes in service demand.
- Community growth.
- Emerging risks.
- Staffing changes.
- Financial conditions.
- Legislative or regulatory changes.
- Lessons learned during implementation.

