

South Placer Fire District



Strategic Management Plan



South Placer Fire District Strategic Management Plan

Fire Chief Welcome,

I would first like to thank all the members of the District that made this strategic planning process so successful. The work from all units of the District including personnel from Sacramento Area Firefighters (SAFF) L522, South Placer Fire Administrative Officers Association (SPFAOA), Fire Administration and the Board of Directors was significant, and took place over many months. Lee Scott a consultant from Unleashing Leaders guided this multifaceted group of District personnel through the strategic planning process. As we move forward with the plan and the ongoing stewardship of the District, we will all strive to work together to make this great place to work, even better moving forward. All employees of the District are in agreeance that the Community is why we are here and we developed this plan to serve the community moving forward with excellence. The Goal steward teams formed through this planning process will enable all throughout our organization to have a voice in the direction of the District. The success of the plan is not dependent on one individual but the collective whole working synergistically. This collaborative process will keep the District moving forward with relevant goals and common core values that continue to keep the District and its members on the path to delivering excellent service to all external and internal customers.

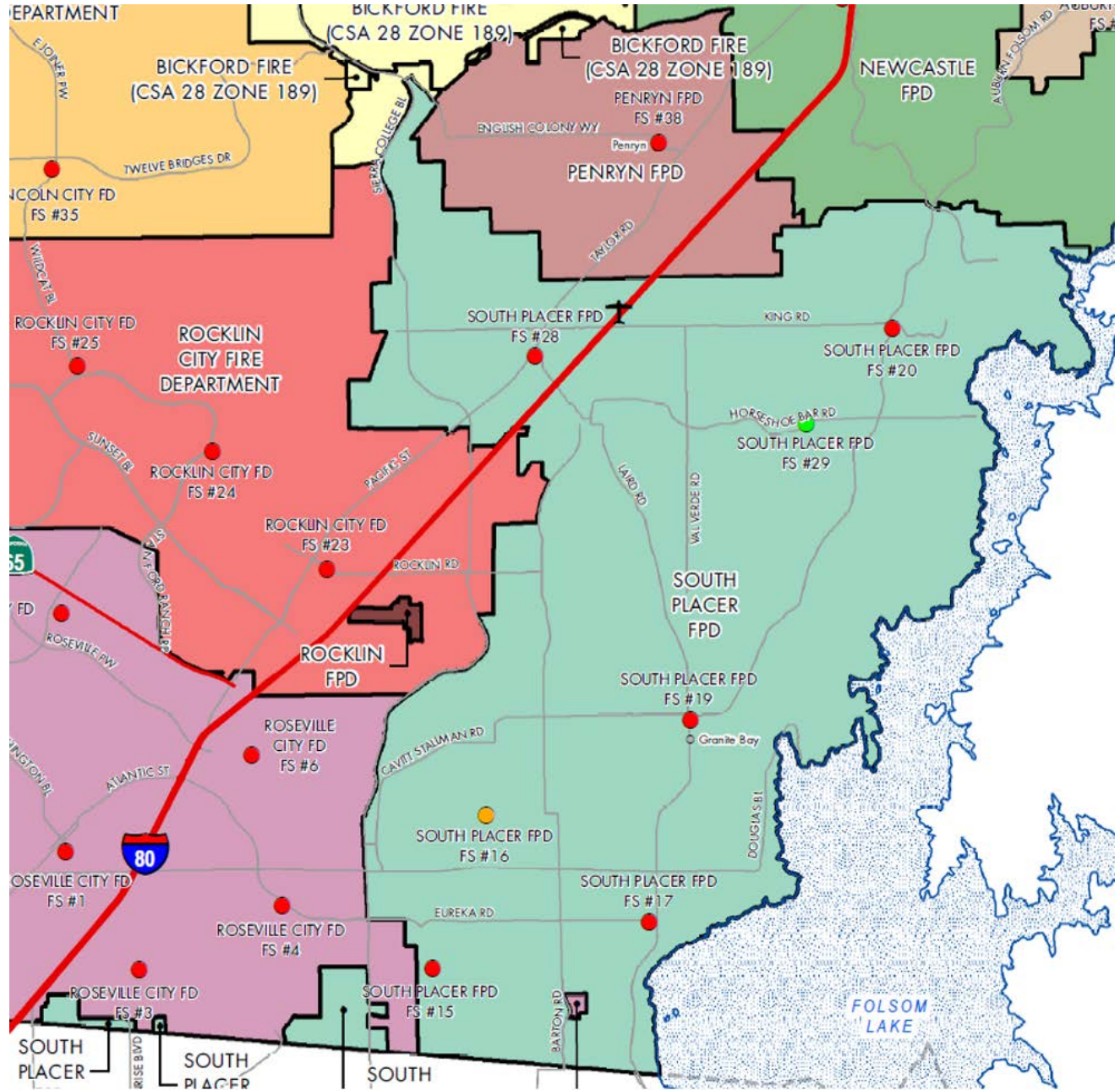
A handwritten signature in black ink, appearing to read 'Eric G. Walder', written over a horizontal line.

Eric G. Walder, EFO
Fire Chief



South Placer Fire District Strategic Management Plan

Geographic Map of District



 SOUTH PLACER FPD



South Placer Fire District Strategic Management Plan

Strategy Map

Our Strategy Map visually summarizes our Mission/Vision, Values, and Goals.

To Provide Exceptional Service to our Community



*Ride for the Brand • Integrity • Respect
Excellence in Action • Accountability*



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One Mission/One Vision

Our shared Mission and Vision are to **Provide Exceptional Service to Our Community.**

The District's mission and vision are one in the same. It is both the reason we are here and the standard that we aspire to deliver every day. It is shared by every member of our team.

As public servants, we take pride in the fact that everything we do, we do for our **community**. Usually that includes serving within our district boundaries. Often that includes servicing neighboring regions and at times even distant locations for mutual aid. In all cases, we know the job always comes down to taking care of people.

We recognize that we **provide** more than emergency response. Yes, we are there when you need us most for emergency medical and fire **services**. We are also there to provide outreach, education, and prevention **services** that reduce the risk to our community in the first place. Across all of our efforts, our standard of care is to be **exceptional**. We take pride in the responsibility the public has entrusted to us, and we make sure we give back our very best in all that we do.



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Our Balanced Strategic Goals

Serving as an Exceptional Fire District requires juggling a few related demands. These Strategic Goals represent long-term categories of expectations for success. Within each Strategic Goal, we further identify more specific Objectives for us to focus on as a District over the next 6 to 18 months. On a quarterly and annual basis, we'll monitor our progress and update our Objectives as needed. But we intend for the Goal Categories to be timeless.

Overall, these different dimensions help us to sustainably achieve our mission. At times, these aspects can also compete with each other. Our role is to balance these related goals to provide the exceptional services our community deserves.

A. Safety and Well Being

We prioritize the physical, mental, and behavioral safety and well being of all our employees while in the station and on calls. We look out for each other today and for our long-term health.

Objectives:

1. Maintain vigilance to workplace safety.
2. Fully adhere to physical safety standards.
3. Support long-term mental and behavioral health of our team.
4. Maintain our health through fitness and other wellness programs.
5. Stay current on mandated training.
6. Explore preventative health methods.
7. Promote a fitness culture from the bottoms up.
8. Recognize safe behaviors.

B. Outreach and Engagement

We take the initiative to those we serve through prevention, awareness, education and social functions.

Objectives:

1. Put a face to the Department through our regular interactions.
2. SPFD is a household name.
3. Educate the public on everything we do.
4. Educate the public to be safer.
5. Employees understand where we want our culture to be.

C. Team of Professionals

We are a committed and recognized team of highly trained professionals.

Objectives:

1. Promote ownership and pride in our work.
2. Provide recognition and encouragement to motivate individuals and the team.
3. Ensure everyone has a voice.
4. Rigorously invest in training to keep our skills sharp.
5. Provide station recognition for improved delivery of services.



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D. Continuous Improvement

We recognize the need and are willing to evolve our service delivery and business operations to maintain excellence.

Objectives:

1. Publish/Update Standard Operating Guidelines (SOGs)
2. Update job specific evaluations
3. Make response times more available
4. Standardize new employee orientation

E. Fiscal Responsibility

We create and manage our budget in a collective and transparent fashion with input from stakeholder groups. We use sound principles to responsibly allocate resources to protect our long-term ability to serve our community.

Objectives:

1. Develop realistic budgeting principles.
2. Forecast expenditures.
3. Evaluate and monitor expenses.
4. Effectively deploy resources.
5. Expand alternative funding sources.
6. Educate employees about budgeting process

Ongoing Governance

For each of these Strategic Goals, we are forming **Goal Steward Teams**. These are a cross-section of leaders from all levels and from across stations and crews to provide shared leadership to advocate for taking appropriate actions to achieve the goals and evaluate progress towards these objectives with key performance indicators. The Goal Stewards work collaboratively to keep the objectives relevant, the actions on track, and the results transparent.

The District sponsors specific projects to achieve the Objectives within each Goal. These projects are identified, prioritized, scoped, resourced, and monitored on a dynamic District Project Portfolio. Since these projects change frequently, we track these actions in a separate list. Each Goal Steward Team is responsible for identifying, launching, and supporting the success of the projects aligned with their Objectives.

The District also tracks the progress on the objectives overall via key performance indicators (KPI). We have many metrics that we track across the District. The KPIs are those high-level metrics that specifically allow us to assess and adapt our strategic objectives. The Goal Steward Teams create, update, and track the KPIs for their Goals on a quarterly basis. They report those to the overall team with any recommendations for adjustments.



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Our Core Values

Our Core Values describe our commitment to how we will interact with each other and our community. These represent the behaviors that make the “exceptional service” possible. We model and cultivate these values in our culture every day we step onto the job. We hold ourselves accountable to these standards from recruitment to retirement.

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| Ride for the Brand |
| We take pride in our organization and are honored to serve and protect. We show this loyalty through words and actions in our commitment and dedication. |
| Integrity |
| We maintain trust with each other and the public with honor and devotion. |
| Respect |
| We respect one another, treat others as we would like to be treated, and understand that everyone brings value. |
| Excellence in Action |
| We train and prepare to perform our duties in a professional and effective manner in accordance with the needs of our community. |
| Accountability |
| We provide transparency in all district operations and responsibilities. We are accountable for our own actions, the treatment of our co-workers, and the public we serve. |