



January 12, 2022

TO: EMS Alliance Governing Board  
FR: Sia Lindstrom, Governing Board Chair (former)  
RE: EMS Alliance Strategic Plan 2022-24

I am proud to share with you the attached **EMS Alliance Strategic Plan 2022-24** and its associated **Implementation Matrix**. I also have a few recommendations to share:

1. Integrate Strategic Plan Priorities into Every Meeting Agenda – To keep your top priorities moving, you'll want to integrate strategic planning items into every meeting agenda. Use the one-page Implementation Matrix each time you build an agenda to help ensure you are integrating your priorities into every meeting's work.
2. Review Progress Annually – Use the last meeting of each year to review and assess your progress. Revise the one-page matrix as needed so it is up-to-date for use the next year.
3. Add Equity to Foundational Principles – Consider adding **Equity**, especially Racial Equity, to your list of Foundational Principles. You have integrated Equity into several strategies, especially the Data & Performance Metrics strategies, for this cycle. Adding it to your Principles will reinforce its importance and serve as a reminder to further integrate it into all you do.
4. Update Strategic Plan in 2024 – Gear up your next strategic planning process the beginning of 2024. At that time:
  - Consider whether it is time for a more comprehensive review of your **mission, vision, and foundational principles**.
  - During the next strategic planning cycle, you will have an opportunity to integrate Equity even more fully into other areas of the Strategic Plan.

It has been a pleasure and an honor to work with you on developing the EMS Alliance's first strategic plan!