



**Northern California Chapter of
Association of Public Safety Communication Officials
Strategic Plan**

January 28, 2019

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Revision History

Date Revised	Updated By	Description of Change
5/5/15	Karl Grover	Initial Creation
9/23/15	Karl Grover	Updated Executive Summary, NorCal APCO description, Target, and Team Charter. Added results from SWOT Analysis and Goals & Objectives.
12/18/15	Karl Grover	Added Objective Action Plan. Updated Target. Minor formatting.
2/1/17	Karl Grover	Changed NorCal APCO to NorCalAPCO throughout along with some minor edits. Added ‘Achievements’ and ‘Action Items’ to EVALUATION section.
2/21/18	Karl Grover	Modified ‘Achievements’ and ‘Action Items’
1/28/19	Karl Grover	Modified ‘Achievements’ and ‘Action Items’

Executive Summary

The Northern California Chapter of the Association of Public Safety Communications Officials (NorCal APCO) is an association made up of technical and operation personnel from multiple jurisdictions and disciplines from throughout the region as well as a strong commercial presence representing various technologies that help support the public safety community.

A Strategic Planning Committee has been formed to develop a 5-year strategic plan. This Strategic Plan serves to provide a well-rounded understanding of the Chapter and a consistent framework to make decisions that best serve the membership.

Committee Vision: Create a strategic plan that is consistent with membership input and provides a long-term focus to the NorCal APCO Board of Directors.

Committee Mission Statement: Gather information through membership input and establish a strategic plan that is usable and measureable in order to enhance NorCal APCO's ability to create value for its members.

The SWOT analysis and subsequent Committee discussion identified goals and correlating objectives. The following are the Committee's operational goals:

1. Provide value for members
2. Increase membership participation
3. Improve monthly meetings
4. Promote NorCal APCO

The Committee developed a Strategic Plan which explains how it plans to approach this process including:

- The defined Goals and Objectives are linked together. This helps to ensure each goal has specific objectives that contribute towards success.
- The Objective Action Plan defines how each objective will be measured for success, what individuals or groups will be involved to complete the objectives, and various risks, dependencies and assumptions associated with each objective. Additionally, the survey results are posted for each objective to help the Board of Directors prioritize and plan accordingly.

The Strategic Plan follows the Situation-Target-Path model to define NorCal APCO's current state, what it ultimately wants to accomplish, and how it plans to achieve those goals. The Strategic Plan is designed to be used by the Board of Directors in order to help set prioritized goals each year. Additionally, the Plan should be evaluated biannually in order to measure the each goal's progress and determine the best course of action.

I. SITUATION

A. Committee Vision and Mission Statement

The Strategic Planning Committee consists of members from the public and private sectors. The committee developed a charter to establish its vision, mission, roles and responsibilities in order to lay the framework for a successful effort. A team charter helps all involved understand the Committee's mission with NorCal APCO's mission in perspective. The Charter defines each member's roles and responsibilities in order to set expectations.

The Strategic Planning Committee members are Chuck Berdan, Chris Kinman, Scott Andrews, and Karl Grover. Karl is the Chair and Chuck is the Vice Chair.

Committee Vision: Create a strategic plan that is consistent with membership input and provides a long-term focus to the NorCal APCO Board of Directors.

Committee Mission Statement: Gather information through membership input and establish a strategic plan that is usable and measurable in order to enhance NorCal APCO's ability to create value for its members.

See Appendix A "*Strategic Planning Committee Team Charter*" for additional details.

B. NorCal APCO Description

The Northern California Chapter of the Association of Public Safety Communications Officials (NorCal APCO) is an association made up of technical and operation personnel from multiple jurisdictions and disciplines from throughout the region as well as a strong commercial presence representing various technologies that help support the public safety community. NorCal APCO's [Constitution](#) and [Bylaws](#) can be found on the NorCal APCO website in the 'About NorCal APCO' section.

NorCal APCO provides the following range of services for its members and their communities:

1. Hosts monthly Frequency Coordination and Operations Working Group meetings;
2. Provides a platform to network with colleagues and vendors;
3. Showcases product and technology awareness through vendor presentations;
4. Showcases product and technology demonstrations through the annual vendor showcase;
5. Provides a conduit for FCC regulatory news, awareness, and discussion on impact to local agencies;
6. Is a conduit to and from APCO International's efforts;
7. Offers training opportunities and free job postings
8. Provides recognition to individuals and teams for outstanding service on local and national levels.
9. Offers scholarships to members to continue professional development.

NorCal APCO has over 550 members and its membership continues to grow annually. In 2015, NorCal APCO hosted the APCO Western Regional Conference in Sacramento and was a huge success for all involved.

C. Need for Strategic Plan

NorCal APCO's leadership changes annually as there is a new President and new Board of Director members each year. This constant leadership rotation is susceptible to inconsistent strategies, priorities and methodologies. A Strategic Plan serves to provide a well-rounded understanding of the Chapter and a consistent framework to make decisions that best serve the membership.

D. SWOT Analysis

The Committee performed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to assess what NorCal APCO should continue to do and what it needs to improve on in order to enhance value to its membership. A SWOT Analysis helps an organization understand what it is doing well, what it is not doing well, what opportunities exist to make improvements, and threats to its success. Ultimately this data was used to help define the Chapter's goals and objectives.

Membership feedback was obtained through a live SWOT Analysis during July's NorCal APCO meeting as well as a survey distributed to the membership.

Appendix B "*SWOT Analysis*" contains the results.

II. TARGET

NorCal APCO is only as strong as its membership so the Strategic Plan's primary goal is to increase the Chapter's value to its members. Although NorCal APCO has a very active base of members and continues to provide important services, its leadership is aware there is room to improve, grow and increase value to technical and operational members as well as the vendor community.

NorCal APCO should be viewed as a primary resource to increase awareness on technical, operational and regulatory topics, network with colleagues to strengthen regional relationships, provide a platform to efficiently and effectively coordinate frequency allocation and host monthly meetings full of important information for its members, members' agencies and their communities.

III. PATH

A. Goals and Objectives

The SWOT analysis, follow-up survey and further Committee discussion identified goals and correlating objectives. The committee categorized these objectives into common Goals. The Plan's goals are listed below:

1. Provide value for members
2. Increase membership participation
3. Improve monthly meetings
4. Promote NorCal APCO

These goals and objectives are linked together in Appendix C “Goals and Objectives.” An additional column contains the percentage of members who agree, disagree or are neutral with each objective. This should help illustrate the membership’s perception and importance placed on each item. These percentages can be used by the Board to help set priorities during a given year.

B. Objective Action Plan

An action plan was developed for each objective to document various parameters necessary to effectively fulfill each objective. The Objective Action Plan defines:

- tasks needed to help achieve the specific objective;
- who the Lead person/position is;
- a reasonable timeline;
- how success is measured;
- resources required to achieve the objective;
- various risks, dependencies and assumptions related to timeline, resources, etc.;
- the survey results to indicate where at least 60% of the membership agreed with the intention of each objective.

The Objective Action Plan is designed for the Board of Directors to better understand each objective in order to most effectively achieve the overarching goals. See Appendix D “Objective Action Plan” for details.

C. Funding

Some ideas generated in the Strategic Plan may require funding to accomplish. The decision to fund the effort, funding methodology and mechanism(s) will be determined by the Board of Directors and provided to the President to plan for and budget accordingly.

IV. EVALUATION

Every 6 months the Strategic Planning Committee will partner with the Board of Directors to evaluate the strategic plan in order to make sure the plan’s goals and objectives are being addressed. At each interval, each defined and prioritized objective should be reviewed to measure progress and adjust accordingly as the Board deems necessary.

Should questions or concerns arise the Strategic Plan should be referenced for guidance to help make well-rounded and informed decisions.

As the Strategic Plan is a living document, the Committee will update it to reflect Achievements from the previous year and, per the Board’s direction, Action Items for the current year. Each item’s corresponding Goal, as defined in the Objective Action Plan, is listed to illustrate the relationship between the Strategic Plan’s goals and the Board’s effort to achieve those goals.

A. NorCal APCO Achievements

- a. 2016
 - i. Transformed the website to enhance its professional look and feel. Also, there was a greater effort to supply information in order to increase its relevance. {Goals C, I, O and V}

- ii. Separated vendor showcase and award banquet to achieve greater focus on each event. *{Goals E, P and R}*
- iii. Continued hosting events in different areas of the region with a diversified menu of vendor topics and keynote speakers while allowing for important Operations and Frequency Coordination meetings. *{Goals B, D, E, F, K, T}*
- b. 2017
 - i. Created marketing brochure and provided in various formats. *{Goals D, E, K and U}*
 - ii. Offered new sponsorship opportunities to the vendor community. *{Goals B, D and E}*
- c. 2018
 - i. Began to provide a Welcome Packet to new members. *{Goals B, E, K, N, P and U}*
 - ii. Many keynote speakers provided useful information to the membership. There was a good balance of operational and technical topics. *{Goals B, E, K, N, P and U}*

B. NorCal APCO Action Items

- a. 2017
 - i. Increase training offerings. The Member Services & Training Committee will focus to increase offerings to the membership. *{Goal A}*
 - ii. Increase membership attendance at Chapter meetings thereby increasing networking opportunities. The Membership & Nominating Committee will focus on this effort. One idea is to provide a Welcome packet to new members to explain what NorCal APCO does and why it is important to participate. Another idea is to include a coupon in the Welcome kit to attend a future Chapter meeting for free. *{Goals B, E, K, N, P and U}*
 - iii. Create 1-page marketing brochure to include in Welcome packet, distribute to existing membership, provide to vendor community, and include in the website's "About NorCal APCO" page. The Public Relations Committee will focus on this creation. *{Goals D, E, K and U}*
 - iv. Encourage increased participation from general membership. The President will encourage participation by inviting members to find a Committee they are interested in and highlight there are various levels of time commitments. In parallel, each Committee Chair should be on the lookout for potential new members and market as appropriate. *{Goals G and L}*
 - v. Offer new Chapter meeting sponsorship opportunities. The Commercial Activities Committee is looking to offer a menu of sponsorship options and packages to the vendor community. *{Goals B, D and E}*
- b. 2018
 - i. Increase training offerings. The Member Services & Training Committee will focus to increase offerings to the membership. *{Goal A}*
 - ii. Increase membership attendance by providing a Welcome packet to new members to explain what NorCal APCO does and why it is important to participate. Another idea is to include a coupon in the Welcome kit to attend a future Chapter meeting for free. *{Goals B, E, K, N, P and U}*
 - iii. Obtain compelling keynote speakers for monthly meetings as another way to increase Chapter meeting attendance. Also, obtain this information well in advance of the following meeting in order to market effectively. *{Goals B, E, K, N, P and U}*
- c. 2019
 - i. Increase training offerings. The Board will increase offerings to members with a goal to provide operational and technical subjects. *{Goals A and D}*
 - ii. Enhance Welcome Packet to include additional information about upcoming meetings, marketing brochures, public safety pin, and NorCal APCO website links. *{Goals B, E, K, N, P and U}*
 - iii. Enhance website access for streaming meetings. Embed Facebook Live in 'Meetings' page. *{Goals C, E, I and U}*
 - iv. Update Constitution and Bylaws
 - 1. Make 'Programs' committee a Standing Committee. This will improve consistency amongst Committee members ultimately leading to improved Chapter meetings. *{Goals B, F, H, K, M, O and P}*

2. Add Treasurer component to increase long-term transparency and accountability.
3. Add Online Voting component to allow members to vote that cannot attend December chapter meeting. *{Goal N}*
4. Add voting language to address how to address a tiebreaker.

APPENDIX LIST

Appendix A. Strategic Planning Committee Team Charter

Appendix B. SWOT Analysis

Appendix C. Goals and Objectives

Appendix D. Objective Action Plan

Appendix A
Strategic Planning Committee Team Charter

NorCal APCO Vision: Be a regional leader in Public Safety communications.		NorCal APCO Mission: Make NorCal APCO a trusted and valuable resource for its members by delivering outstanding value through sharing of technical, operational, regional, and regulatory information.
Strategic Planning Committee Vision: Create a strategic plan that is consistent with membership input and provides a long-term focus to the NorCal APCO Board of Directors.		Strategic Planning Committee Mission: Gather information through membership input and establish a strategic plan that is usable and measurable in order to enhance NorCal APCO’s ability to create value for its members.
Team Sponsor: NorCal APCO President		
Team Members	Roles	Responsibilities
Strategic Planning Committee Chair and Vice Chair	Facilitator	<ul style="list-style-type: none"> a. Lead strategic plan development effort. b. Involve committee members to provide input and feedback. c. Involve the Board to stay informed of Plan’s progress and request help and/or guidance. d. Report progress to membership on a regular basis.
Strategic Planning Committee members	Analyst	<ul style="list-style-type: none"> a. Distribute information to the membership as deemed necessary. b. Involve membership to provide input and feedback to committee. c. Solicit help from membership to accomplish plan’s defined objectives. d. Understand current environment and how NorCal APCO can benefit with a different environment. e. Develop strategic plan. f. Promote strategic plan’s goals. g. Measure and evaluate progress at scheduled intervals.

Appendix B

SWOT Analysis

STRENGTHS

1. Large membership (76% agree / 21% neutral / 3% disagree)
2. Membership diversity (60/30/10)
3. Strong geographic diversity
4. Membership involvement (62/28/10)
5. Loyal base of active members (75/16/9)
6. Membership knowledge base (72/18/10)
 - a. NorCal APCO has a very savvy and useful group of experienced professionals
7. Ability to network and establish relationships (84/11/5)
8. Frequency coordination (65/24/11)
9. Monthly meetings (59/31/10)
10. December showcase (59/33/8)
11. Partnership with APCO International (68/19/13)

WEAKNESSES

1. Some people are unaware of what NorCal APCO is and the value it brings to members and their corresponding agencies and communities (66/20/14)
2. Lack of leadership continuity (23/51/26)
3. Low number of highly active members (62/17/21)
4. Low number of operational members (49/40/11)
 - a. Operational members avoid NorCal APCO meetings due to highly technical nature
5. Frequency of monthly meetings
 - a. Too many meetings
 - b. Host meetings bi-monthly
6. Monthly meeting marketing (33/41/26)
 - a. Lack of notice on meeting location
 - b. Lack of specifics on meeting content
7. Membership area is too large (18/36/46)
8. Typical meeting is West-East (Bay Area-Sacramento) and rarely North-South (Redding-Modesto) (38/36/26)
 - a. Large membership does not translate into monthly meeting attendance
9. Website (72/22/6)
 - a. Some parts of website are very old
 - b. Hard to find information (calendar, presentations, frequency log)
10. Leadership has too much representation from Sacramento area
11. Focus on frequency coordination which will fade as cellular technology increases.

OPPORTUNITIES

1. Promote NorCal APCO's value to increase awareness and participation (82/18/0)
 - a. Create a 1-page brochure
 - b. Improve website's appearance and content
 - c. Request members to provide examples of NorCal APCO's value (i.e. "I learned about this and applied it to fix this problem.")
 - d. Stay relevant by digging into newest technology and applications
2. Increase training offerings (85/15/0)
 - a. Increase relationship with POST to gain all the POST instructors as APCO members and to have APCO training be recognized by POST
 - b. Offer training on new technologies
 - c. Provide both technical and operational training
 - d. Increase marketing of training as its local with minimal fee
 - i. Provide advanced noticed to increase the number of trainees
 - e. Reach out to membership to understand what is important and/or to obtain ideas
 - f. Provide leadership and educational opportunities to the end users
 - g. Educate IT personnel as the radio infrastructure continues to change from analog to digital
3. Encourage more participation from outside the Board of Directors (71/29/0)
 - a. Delegate monthly meeting logistics
 - b. Invite others to be involved
 - c. Spreading out the workload would benefit everyone involved
4. Encourage leadership participation from outside Sacramento area
5. Promote monthly meetings: (73/24/3)
 - a. Provide meeting location with 12-month advanced notice
 - i. Especially helpful for those making flight reservations
 - b. Provide more details on meeting content including keynote speaker to illustrate impact of meeting
 - c. Invite host agency's surrounding jurisdictions
 - d. Should be more information to be passed along
 - e. Marketing should motivate people to attend
 - f. Include more details of various speakers' topics as well as impact on public service
 - g. HUGE opportunity to attract attendees thereby increasing value for others
6. Increase ability to network with colleagues and vendors (74/26/0)
 - a. Host mixer events
 - b. Host meetings throughout Northern California
 - i. Don't go so far away that normal attendees won't go and the meeting attendance is significantly reduced (i.e. Redding)
 - ii. Don't alienate the typical attendees
 - iii. Maybe there is a compromise (i.e. Yuba City, Modesto, North Valley)?
 - c. Focus outside of Sacramento
 - d. Monthly meetings provide an adequate amount of time to network
 - e. Not every meeting needs network time allocated
7. Improve monthly meeting content by adding recurring Operational component (67/30/3)
 - a. Include line level Dispatcher topics

- b. Request commercial sponsors and keynote speakers to spend more time discussing the IMPACT of their topic on public safety/service
- 8. Change meeting structure
 - a. Host meetings every other month
 - b. All day meeting with training sessions from 2-4. Improve balance between vendor info and training to increase applicable knowledge.
 - c. Allow vendors to sponsor event the night before the meeting
 - d. Benefits
 - i. Decreases amount of time spent on planning for meetings
 - ii. Increases potential for advanced notice to allow more attendees
 - iii. Increases ability to network
 - iv. Maximizes time spent at NorCal APCO event
- 9. Increase membership diversity
 - a. Invite operational end users
 - i. Blend technical with operational to form big picture
 - b. Invite IT personnel
- 10. Improve website (82/18/0)
 - a. Keep everything up-to-date
 - b. Improve organization so items are easier to locate
 - c. Dedicated webmaster
 - i. Jim does a great job, but the website is not intuitive and some items are extremely outdated. A company's website says a lot about itself. The website should be used as a marketing tool to existing or prospective members. Perhaps it's worthy NorCal APCO paying a website designer to update and maintain its site? This would strengthen NorCal APCO's appearance as a professional organization.
 - ii. Might alleviate some burden off internal members while allowing a webmaster to do what they do best
 - d. Company's website can be used as a tool to attract or retain members while making it easier for a member's agency and colleagues to understand what NorCal APCO is and what it provides for the community
- 11. Reach out to California State Universities (62/35/3)
 - a. Possible internships including webmaster
 - b. Interesting thought but not sure how much value could be extracted from internships
 - c. Also consider UCs
- 12. Further understand membership to ascertain gaps and interests (73/18/9)
 - a. What areas of NorCal are not represented?
 - b. What are the members' roles in their agencies?
 - c. What is the current membership most interested in learning more about?
- 13. Offer conference call option to attend monthly meetings (49/26/25)
 - a. Not practical can't hear people speak, lots of echos, too close to the mic
 - b. Less people attend leading to decreased networking opportunities
 - c. Consider video option to view presentations
 - d. Those driving 3-4 hours it would be helpful to still attend
 - e. Partner with other Professional organizations on events, speakers, common goals, etc.
- 14. Include demonstrations from vendors at the December tabletop
- 15. Increase awareness of what services National APCO provides for the local chapters

- a. Increase frequency of Executive Council reports
- 16. Increase perceived value to vendors
 - a. Show examples of NorCal APCO customers purchasing from NorCal APCO vendors
 - b. Encourage vendor participation by increasing access to members and their agencies
- 17. NorCal APCO focused on frequency coordination which will fade as Cellular technology increases its presence. The PS community needs to dive into cellular while managing the transition of LMR systems.

THREATS

- 1. Lack of perceived value from members' agencies and/or users (70/15/15)
 - a. Highly active members need to balance between their jobs (keeping managers happy) and serving NorCal APCO's needs. An unhappy manager may lead to that member being unable to perform the chapter's duties.
- 2. Lack of support from highly active members' agencies (49/36/15)
- 3. Highly active member burnout (73/18/9)
 - a. Could be the biggest threat to the chapter as it is really run by just a handful of members.
 - b. One member leaving would likely spread out that work to existing members that could be close to burnout as-is
 - c. Involve more people who want to learn about radio
- 4. Lack of support from vendor community
- 5. Funding (49/42/9)
 - a. Cost of monthly meetings should be minimal or zero if sponsored by commercial sector

Appendix C
Goals and Objectives

Goal	Objective	Survey Percentage (Agree/Neutral/Disagree)
<i>Provide Value for Members</i>	Increase technical and operational training offerings and link to POST	85% agree / 15% neutral / 0% disagree
	Increase ability to network with colleagues and vendors	74/26/0
	Improve website to keep membership current and make items easy to locate	82/18/0
	Maintain membership knowledge base	72/18/10
	Increase perceived value to vendors and encourage more vendor participation	
	Provide platform for frequency coordination and FCC application review	65/24/11
<i>Increase Membership Participation</i>	Encourage participation outside Board to involve others from areas throughout the region as well as spread out the workload	71/29/0
	Promote monthly meetings with more information including impact to operations with advanced notice on meeting location and content	73/24/3
	Improve website to attract and retain members	82/18/0
	Reach out to external resources such as universities	62/35/3
	Maintain loyal base of active members	75/16/9
	Increase number of highly active members	62/17/21
	Increase number of operational members	49/40/11
<i>Improve Monthly Meetings</i>	Add recurring Operational agenda item while explaining impact of technology on public safety/service during commercial sponsor and keynote presentations	67/30/3
	Increase membership diversity	60/30/10
	Increase marketing with meeting location and content	33/41/26
	Translate large membership into increase meeting attendance	38/36/26
	Change meeting structure to every other month while making meetings longer to include training and increase networking possibilities	
	Include demonstrations at December tabletop	
	Offer conference call option	49/26/25
	Increase awareness of what services National APCO provides to local chapters	
<i>Promote NorCal APCO</i>	Increase awareness of NorCal APCO and the value it provides to members, agencies and corresponding communities	66/20/14
	Market the value of NorCal APCO to maintain agencies' support of participatory members	49/36/15
	Improve website to keep it updated and looking professional	72/22/6

Appendix D

Objective Action Plan

Objective Action Plan Definitions:

- **Goal:** defines overarching intent.
- **Objective:** defines specific method to achieve Goal.
- **Survey > 60%:** identifies if more than 60% of survey responders agree with Objective.
- **Task(s):** defines specific method(s) to meet Objective.
- **Lead:** defines position that is leading each Task.
- **Timeline:** from initiation of task, estimated time Task is expected to complete.
- **Measurement:** identifies how we know when success is achieved.
- **Required Resources:** identifies all positions and funding necessary to successfully complete Task.
- **Risks, Dependencies & Assumptions:** identifies any risks, dependencies and assumptions related to the Task.