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

February 2, 2023

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Revision History

Date Revised	Updated By	Description of Change
5/5/2015	Karl Grover	Initial Creation
9/23/2015	Karl Grover	Updated Executive Summary, NorCal APCO description, Target, and Team Charter. Added results from SWOT Analysis and Goals & Objectives.
12/18/2015	Karl Grover	Added Objective Action Plan. Updated Target. Minor formatting.
2/1/2017	Karl Grover	Changed NorCal APCO to NorCalAPCO throughout along with some minor edits. Added 'Achievements' and 'Action Items' to EVALUATION section.
2/21/2018	Karl Grover	Modified 'Achievements' and 'Action Items'
1/28/2019	Karl Grover	Modified 'Achievements' and 'Action Items'
1/29/2020	Karl Grover	Modified 'Achievements' and 'Action Items'
1/12/2021	Karl Grover	Modified 'Achievements' and 'Action Items'
2/5/2021	Karl Grover	Modified 'Achievements' and 'Action Items'
1/20/2022	Karl Grover	Modified 'Achievements' and 'Action Items'
2/2/2023	Karl Grover	Modified 'Achievements' from 2022 and 'Action Items' for 2023

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 measurable 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 that 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 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 measureable 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 Policy Manual 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 700 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, 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 collaborate 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. In addition, 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}*

d. 2019
      i.   Welcomed new members with free admission to a future meeting.
      ii.   Updated the Bylaws including the following amendments:
         1.   Simplification of membership category definitions to align with APCO International
         2.   Clarify voting by defining tiebreaker processes and stating a member has (1) vote no matter how many positions are held. Also, opened the door for more voting methods than just in-person.
         3.   Encourage Board-level participation from anyone that is a Full Member no matter their status of US citizenship and any Associate Member who retired from a public safety agency.
         4.   Increase chapter finances' transparency and accountability by establishing processes to be performed by the Treasurer.
         5.   Clarified the Sergeant-at-Arms position is a non-voting position except in the event of a tiebreaker.
         6.   Established a $500,000 threshold where chapter personnel handling finances is required to be bonded.

e. 2020
      i.   Provided both operational and technical training via:
         1.   In-building coverage education and awareness sessions
            a.   Pulse Solutions provided (3) 2-hour classes covering what, how and why in-building coverage best practices, FCC rules, CA Fire Code, etc. is important
         2.   Adam Timm provided (2) 1-hour sessions covering Dispatch challenges, offering ways to improve one's self as well as an agency's culture and motivated people (both technical and operational) to think and react differently to challenging situations
         3.   Many technical and operational classes were offered at the California vendor showcase
      ii.   Promoted new members to join APCO and attend NorCal APCO meetings
      iii.   Established Zoom as the method to host remote meetings since we could not meet in-person
      iv.   Improved regional relationships
         1.   CPRA – joint CA vendor showcase including shared revenue
         2.   NENA – joint venture to promote and establish Dispatchers as 9-1-1 1st Responders!

f. 2021
      i.   Provided both operational and technical training via:
         1.   Kenwood programming software training including encryption configuration
         2.   Various sessions at the Vendor Showcase including presentations from CalOES, L3 Harris, Mission Critical Partners, JPS and FirstNet.
      ii.   Began to actively participate in the State Legislative process by monitoring various bills and reporting status to Board and Membership
      iii.   Added 'encryption interoperability' to Frequency Coordination meetings
         1.   Created Encryption ID allocation spreadsheet as platform for analysis, coordination and informal approval
         2.   Created Encryption@NAPCO.org email address to provide contact for engagement
      iv.   Nominated and awarded Senior Member designations to (7) NorCal APCO members!
      v.   Finished 2020 nominations and awards

g. 2022
  i. Improved ability to participate in Compassionate Care Program.
    1. Increased the annual budget to $500.
    2. Established a process for online forms to be completed and sent to the President and President-Elect for review and approval.
    3. Established options for support including signed cards from the Chapter and gift cards for multiple shifts, depending on the type of incident.
  ii. Increased training offerings.
    1. Created a multi-day event with a Training Expo day preceding the Vendor Showcase.
    2. Offered (10) courses over (3) separate tracks (Operations, Leadership & Wellness, and Technical) at the Training Expo
  iii. Continued participation in the Legislative process.
    1. Partnered with CPRA and NENA at the 9-1-1 Coalition Legislative Day event at the State Capitol.
    2. Surfaced current and future Legislative topics at each Chapter meeting.
  iv. Continued improving relationship with CPRA.
    1. Collaborated to schedule successful "*California APCO*" vendor showcase.
    2. Each Chapter provided representation at the other's swearing-in ceremony.
    3. Organized dinner for both Chapter's Board members at the APCO Conference in Anaheim.
  v. Completed update, approval and distribution of Policy Manual and Bylaws.

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.

d. 2020
    i. **Increase training offerings.** The Chapter will offer training to members with a goal to provide at least (1) operational and (1) technical subject this year.
    Assigned to: Member Services Committee
    ii. **Encourage new members to attend meetings and participate** in the Chapter's activities.
        1. Send coupon for free registration at a future meeting
        2. Provide marketing brochure and links to NorCal APCO website
        3. Verbally encourage Committee participation at each meeting
    Assigned to: Membership and Nominations Committee
    iii. **Improve meeting attendance**
        1. Provide membership with notice of meeting location, keynote and commercial sponsor(s) at least (2) months in advance
    Assigned to: Programs Committee
    iv. **Improve Facebook Live experience** for those that are unable to attend a meeting in-person.
        1. Improve audio and visual experience with:
            a. new equipment
            b. dedicated personnel to assist in research, procurement and deployment
        2. Embed Facebook Live in 'Meetings' page for quick access.
    Assigned to: Emerging Technology
    v. **Improve regional relationships** with increased communication and collaboration.
        1. CPRA
            a. North-South joint meeting with each Board of Directors
        2. Explore feasibility of future WRC host
        Assigned to: Conference Committee
        3. NENA
            a. Promote NorCal APCO at NENA conference
            b. President-to-President discussions with how each organization can improve public safety communications
        4. Quarterly President's message communication on website
        Assigned to: President

e. 2021
    i. **Increase training offerings.** The Chapter will offer training to members with a goal to provide at least (1) operational and (1) technical subject this year.
    Assigned to: Member Services Committee
    ii. **Take an active role in participating on State Legislative issues**. Seek information from members and actively participate in guiding and influencing legislation both operational and technical. Need to be relevant, engaged and add value to APCO membership.
        1. Leverage consultant and/or lobbyist to address legislative issues through advice, strategy, monitor new bills/policies, represent sponsored legislation, actively work

on bills, testify on behalf of NorCal APCO, prepare/submit letters to legislature, travel and provide chapter updates.
  2. Research and explore
    a. What benefits can be derived
    b. Cost sharing with CPRA as one APCO voice and message.
      i. $1,500 - $2,500 per month depending on SOW
    c. Work with chapter's CPA to ensure hiring a consultant or lobbyist does <u>not</u> impact chapter's non-profit status
    d. Address how conflicts might be addressed between APCO and NENA, if using same consultant or lobbyist
  Assigned to: Legislative Committee

iii. **Update Constitution and Bylaws**
  1. Explore adding Legislative Committee to bylaws.
  2. Finalize with APCO International input.
  Assigned to: Constitution and Bylaws Committee

iv. **Improve meeting attendance and participation**
  1. Provide membership with notice of meeting location, keynote and commercial sponsor(s) at least (2) months in advance.
  2. Add 'encryption interoperability' component to Frequency Coordination meetings.
  Assigned to: Programs Committee

v. Complete Senior and Life nominations. Recognize those that have significantly contributed to the region's and the nation's public safety communications and operations.
  Assigned to: Member and Nominations Committee

vi. **Improve awards process.** Recognize individuals and groups from both operational and technical who went above and beyond the normal call of duty.
  1. 2020 nominations
    a. Minimal number of nominations received with several awards receiving zero nominations
    b. Select, recognize and award those individuals/groups that earned award
  2. 2021 nominations
    a. Nominations are in a large part dependent upon personal outreach
      i. Need more people to make others aware of awards
      ii. Need to email and follow-up with personal phone calls
  Assigned to: Awards and Recognition Committee

f. 2022
 i. Participate in Compassion Care Act
  1. Provide assistance to impacted NorCal Communications Centers post-incident
  2. Create "menu" of goods and services the Chapter is willing to provide
  3. Increase current budgeted amount of $300.
  4. Increase awareness of and participation in Compassion Care.
  Assigned to: Member Services Committee

 ii. **Increase training offerings.** The Chapter will offer training to members with a goal to provide at least (1) operational and (1) technical subjects this year.
  1. Provide training courses at the Vendor Showcase & Training Expo.
  2. Research expansion of showcase to 2 days.
  Assigned to: Member Services Committee

 iii. **Improve meeting attendance and participation**
  1. Provide membership with notice of meeting location, keynote and commercial sponsor(s) at least (2) months in advance.
  2. Be flexible to accommodate for pandemic protocols and ultimately return to hybrid meetings with in-person encouragement.
  Assigned to: Programs Committee

 iv. **Continue participating in State Legislative issues**. Seek information from members and actively participate in guiding and influencing legislation both operational and technical. Need to be relevant, engaged and add value to APCO membership.

       1. Leverage consultant, lobbyist or other resources to address legislative issues through advice, strategy, monitor new bills/policies, represent sponsored legislation, actively work on bills, testify on behalf of NorCal APCO, prepare/submit letters to legislature, travel and provide chapter updates.

    Assigned to: Legislative Committee

  v. **Improve awards process.** Recognize individuals and groups from both operational and technical who went above and beyond the normal call of duty in alignment with APCO International timelines.

       1. Improve submissions so additional agencies and categories are represented
          a. Remind membership at each Chapter meeting
          b. Need Board/Chapter to email and follow-up with personal phone calls

    Assigned to: Awards and Recognition Committee

  vi. **Continue the relationship and efforts with CPRA.** Partner with CPRA on training, the Vendor Showcase and a joint Board meeting.

    Assigned to: Commercial Activities & Conference Committees

  vii. **Continue to monitor and nominate for Senior and Life members**. Recognize those that have significantly contributed to the region's and the nation's public safety communications and operations.

    Assigned to: Member and Nominations Committee

  viii. **Finish update and distribution of Policy Manual and Bylaws**

       1. Finalize with APCO International input.
       2. Present to Membership for a formal vote and approval.

    Assigned to: Constitution and Bylaws Committee

g. 2023

  i. Improve participation at Monthly Meetings

       1. Offer locations of inherent interest (i.e. Railroad Museum, USS Hornet)
       2. Offer location in a new area (i.e. Chico or Redding)
       3. Board members lead by example and consistently attend in-person
       4. Send (1) coupon to New Members for free meeting
       5. Recognize members' 5-year interval anniversaries (5, 10, 15, etc.)

    Assigned to: Programs Committee (Chair: Desi)

  ii. Improve participation in Chapter Awards

       1. Market nomination process to Chapter at each monthly meeting (Jan-Mar)
          a. Personal outreach from Board members to agencies
       2. Demonstrate nomination process at February meeting
       3. Make it easier to nominate someone
          a. Provide a QR code at monthly meetings
          b. Offer to complete a form on someone's behalf
          c. Improve "*back end*" form completion process
       4. Increase interest via venue change (i.e. attractive location such as Napa, Bay Cruise)
          a. Offset cost increase through Sponsorship of Awards Banquet
       5. Pursue new ideas for 2024 Banquet
          a. Incorporate into lunch during 2024 Vendor Showcase
          b. Incorporate into "Meet & Greet" at 2024 Vendor Showcase
          c. Destination event similar to SoCal APCO @ Knottsberry Farm

    Assigned to: Awards & Recognition Committee (Chair: Shelly)

  iii. Increase participation and influence in State Legislation

       1. Provide consistent and unified messaging between SoCal APCO and NENA
       2. Add budget line item for Legislative efforts of $4K in order to partner with SoCal APCO and NENA during California's Legislative Day at the State Capitol
       3. Multiple Board members to attend Legislative Day while encouraging membership to also participate
       4. Seek relevant new or ongoing legislation and consistently update Membership
       5. Streamline the Chapter's ability to take a stance and write a corresponding letter

    Assigned to: Legislative Committee (Chair: Desi)

iv. **Improve Vendor Showcase & Training Expo event**
   1. Research new venue that can provide needs into one service (i.e. tables, chairs, linens, food) that is central to Bay Area - Sacramento
   2. Continue both Showcase & Training elements but explore running both in parallel
   3. For 2024, start exploring joint CA Showcase with alternating regions
      a. Ron Dunn, SoCal President to surface concept to his Board
   4. Apply 2022 event feedback:
      a. Signage
         i. Place signs outside venue
         ii. Improve clarity of what Track is in which classroom
         iii. Advertise to exhibitors that rolling carts are available – several didn't see them until after their equipment was brought in
      b. Registration
         i. Separate online registration into 2 days
         ii. This helps attendees as it makes it clearer these are 2 distinct events held on 2 different days
         iii. This would help the Board what to anticipate for each day
         iv. Registration table felt "cluttered" towards the end of the Expo
      c. Advertising
         i. If the "meet and greet" is desired to expand to more attendees, then market that dinner will be provided at the conclusion of the Expo
         ii. Notify the presenters that food & drink will be available onsite (even if not paid for). Consider for those non-paid presenters to provide a lunch voucher
      d. Increase attendees
         i. Consider providing lunch for those who pre-register for the Training Expo. There was a noticeable drop in number of attendees between the AM and PM classes
         ii. Expand on the COML class as it was too brief
         iii. Offer a POST course(s)
   Assigned to: Conference Committee (Chair: Tristan) + Member Services (Chair: Lena)
v. **Enhance content and delivery of Emerging Technology concepts**
   1. Seek out input from non-Board members. Need to share new technology and ideas with Membership
   2. New ideas include Motorola's "CPS Light" for improved incident's comms plans and a TACCOM presentation of new trailers' capabilities
   Assigned to: Emerging Technology Committee (Chair: Mike)
vi. **Improve Chapter marketing**
   1. Increase Facebook presence
   2. Obtain 4-mic input hardware to aid A/V presence for those on Facebook
   3. Streamline process from content idea to website post.
   Assigned to: Emerging Technology Committee (Chair: Jim)

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	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	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)
Provide Value for Members	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
Increase Membership *Participation*	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
Improve Monthly Meetings	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	
Promote NorCal APCO	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.

NorCal APCO Objective Action Plan

Goal	Objective	Survey > 60%?	Task(s)	Lead	Timeline (from start)	Measurement	Required Resources	Risks / Dependencies / Assumptions
Provide Value for Members	A. Increase technical and operational training offerings and link to POST.	Yes - 85%	1) improve relationship w/ POST. 2) Training Committee seek membership input on training interests, schedule resources, and plan classes.	1) President. 2) Training Committee Chair.	1) 8 months. 2) 12 mo.	1) 2016 training link to POST? 2) increase in training classes & participation in 2016?	1) Liasion to POST. 2) Training Committee members, funding.	1) Assume POST wants to establish a relationship w/ NorCal APCO. 2) Dependent on members to participate. Risk of losing money.
Provide Value for Members	B. Increase ability to network with colleagues and vendors.	Yes - 74%	1) Infrequent/new attendees have a highlighted name badge. 2) Establish ad-hoc Welcoming Committee. 3) Encourage agency members to provide more info during introductions.	1) Reg-istration. 2) President-Elect. 3) President.	1) 2 mo. 2) 4 mo. 3) 1 mo.	1) Are new / infrequent attendees being welcomed by membership? 2) Has Welcoming Comm. been established? Are 1st time attendees followed up with? 3) Are agency members providing add'l info?	1) Reg., Welcoming Committee members, BoD. 2) Wel-coming Committee members (ops, tech, comm'l). 3) President.	1) Dependent on members to form a Welcoming Committee. 2) Assuming new/ infrequent members want to be recognized. Dependency on particpation of Welcoming members.
Provide Value for Members	C. Improve website to keep membership current and make items easy to locate	Yes - 82%	1) Establish Content & Review Ad-hoc Committee to improve delivery of content (i.e. post 12-mo. schedule, RPC plans). 2) Determine if webmaster should be internal or external.	1) Content & Review Committee. 2) Web-master.	1) 3 mo. 2) 6 mo.	1) Are expectations of content being delivered to PIO? Is website content improving? 2) Are the users' needs being met?	1) C&R members, PIO. 2) C&R members, PIO, Webmaster, BoD.	1) Dependent on members' participation. 2) If internal, risk is dependency on webmaster's time. If external, risk is funding (potential fit for college internship).

Provide Value for Members	D. Maintain membership knowledge base.	Yes - 72%	1) Increase informal training offerings - tech, ops, regulatory. 2) Increase Formal training offerings - technical, operational, regulatory	1) President, Ops Chair, Freq Advisor 2) See objective A.	1) 2 mo. 2) See objective A.	1) Are discussions occurring at meetings? 2) See objective A.	1) Member-ship. 2) See objective A.	1) Membership participation. 2) See objective A.
Provide Value for Members	E. Increase value to vendors and encourage more vendor participation.	No	1) Continue commercial sponsor presentations and encourage demonstrations. 2) Increase networking opportunities by adhering to agenda & setting up an information table. 3) Set up vendor-specific webpage with emphasis on current month's sponsor(s) and archive previous sponsors.	1) Comm'l Chair 2) President, CCAM. 3) CCAM, PIO.	1) 2 mo. 2) 2 mo. 3) 6 mo.	1) Are sponsors presenting and demonstrating? Is there a wait list to sponsor? 2) Is the agenda timeline followed? Is there an information table provided? 3) Is there a vendor webpage?	1) CCAM and commercial members. 2) President, Host, CCAM. 3) CCAM, PIO, President.	1) Commercial member participation. Risk is lack of funding for the chapter. 2) Having extra space and table available? 3) Dependent on current website capabilities and PIO's time. Possibly dependent on objective #3.
Provide Value for Members	F. Provide platform for frequency coordination and FCC application review.	Yes - 65%	1) Continue to provide monthly meetings after NorCal APCO meeting. 2) Ensure separate meeting rooms for Operational meeting.	1) Frequency Advisor. 2) Programs Chair.	1) 1 mo. 2) 1 mo.	1) Freq. meetings paired w/ monthly meetings? 2) Are there separate rooms available?	1) Freq. advisor and RPC members. 2) Programs Chair, Ops Committee Chair, Ops members.	1) Dependent on monthly NorCal APCO meeting. 2) NorCal APCO meeting space.

Increase Membership Participation	G. Encourage participation outside Board to involve others from areas throughout the region as well as spread out the workload.	Yes - 71%	1) Existing committee Chairs reach out to membership with encouragement to have a non-Board member as Vice Chair. 2) Agenda item for Committee participation. Committee Chair is prepared with specific request(s) for help.	1) President. 2) President-Elect.	1) 2 mo. 2) 3 mo.	1) Is workload balanced out so BoD members aren't performing 90%? How many different Cities/Counties are involved? 2) Is there an agenda item for membership participation?	1) President, Committee Chairs, general member-ship. 2) President, Committee Chairs, general member-ship.	1) Dependent on members to form a Committee to lead effort. 2) Dependent on members to form a Committee to lead effort.
Increase Membership Participation	H. Promote monthly meetings with more information including impact to operations with advanced notice on meeting location and content	Yes - 73%	1) In October, plan 12 mo. for following year. 2) Via website, provide meeting location for 12 mo. 3) At least 2 months prior to each meeting, update website to include Ops. impact statement for Commercial & Keynote topics. 4) Per agenda item, verbally provide meeting details - including Operational impact - at monthly meeting and via Cvent the following Monday. 5) Designate keynote speaker liasion.	1) Board of Directors. 2) PIO. 3) PIO. 4) President. 5) President-Elect.	1) 1 mo. 2) 1 mo. 3) 1 mo. 4) 1 mo. 5) 1 mo.	1) Is the following year planned Jan-Dec? 2) Are following year's meeting locations posted on website? 3) Is the Operational impact statement posted on the website for next 2 meetings? 4) Is the next meeting's details marketed at the monthly meeting? 5) Is a keynote liasion established?	1) President, Meeting Host, Board. 2) PIO, Board. 3) PIO, Board. 4) President, Commercial Chair 5) President-Elect, Keynote liasion.	1) Dependent on Board meeting in October. 2) PIO dependent on Conf. chair (?) providing info. 3) Assumption comm'l & keynote topics established. PIO dependent on information provided. 4) Same as #3. 5) Risk is an inactive President-Elect.

Increase Membership Participation	I. Improve and promote website to attract and retain members	Yes - 82%	1) Improving site covered in Obj. C. 2) Discuss website content at monthly meeting. 3) Publish a 1-page marketing brochure with advantages of NorCal APCO membership - for individual, agency & commercial communities.	1) Obj. C. 2) President 3) Obj. C.	1) Obj. C. 2) 1 mo. 3) 6 mo.	1) Obj. C. 2) Is info on site updated and relevant? Compare website hits to previous year's stats. 3) Is a marketing brochure available?	1) Obj. C. 2) C&R members, PIO, funding. 3) C&R members, PIO, Board.	1) Obj. C. 2) Dependent on Obj. C. 3) Dependent on Obj. C and site review/update. Dependent on Board approval.
Increase Membership Participation	K. Maintain loyal base of active members	Yes - 75%	1) Objectives A-F. 2) At tabletop: recognize Board, various Committee members, key participants throughout the year. 3) Formal Thank You letter from NorCal APCO to member's agency.	1) Obj. A-F. 2) Pres. 3) Pres.	1) Obj. A-F. 2) 1 mo. 3) Q3 Board meeting.	1) Obj. A-F. 2) Is Awards Committee receiving "pat on the back" messages throughout the year? 3) Are Thank You letters sent to agencies?	1) Obj. A-F. 2) Pres., Recognition Committee. 3) Pres., Recognition Committee, funding.	1) Obj. A-F. 2) Dependent on funding for certificate. 3) Dependent on "Thank You" letter criteria. Funding.

| Increase Membership Participation | L. Increase number of highly active members | Yes - 62% | 1) Announcements at meetings to encourage participation.
2) Committee Chairs reach out to others to encourage participation.
3) Reports made by various Committee members.
4) Encourage short-term ad-hoc Committees including Commercial members.
5) Exposure to others via email/website.
6) Require all Committees to provide a charter to define goals, responsibilities & time commitments. | 1) President Elect.
2) Comm Chairs.
3) Comm. Chairs.
4) Board.
5) Comm. Chairs.
6) Board. | 1) 3 mo.
2) 2 mo.
3) 3 mo.
4) 1 mo.
5) 2 mo.
6) 1 mo. | 1) Is participation being encouraged at meetings?
2) Is there an increase in number of members participating?
3) Is someone beyond Chair reporting?
4) Is there an increase in number of ad-hoc Committees?
5) Are emails being sent and website updated with Committee participation opportunities?
6) Is Board receiving charters from all Committees? | 1) Pres Elect, Chair/Vice-Chair.
2) Comms., general member-ship.
3) All Committee members.
4) General member-ship.
5) PIO, Webmaster, Comm. Chairs, C&R Committee.
6) Committees, Board. | 1) Risk is chapter participation.
2) Dependent on Committee Leadership.
3) Dependent on all Comm. Members participating.
4) Membership participation.
5) Dependent on marketing material provided to webmaster.
6) Dependent on a charter template being provided. Dependent on Board reveiwing the charter & providing direction to each Committee. |

	Objective	Consensus	Tasks	Owner	Timeline	Metrics	Resources	Assumptions/Risks
Improve Monthly Meetings	M. Add recurring Operational agenda item while explaining impact of technology on public safety/service during commercial sponsor and keynote presentations	Yes - 67%	1) Add standing Operational agenda item to include brief description of Operational meeting's topic(s). 2) Encourage operational members to provide topics for discussion. 3) Encourage sponsors and keynotes to state Operational impact for Agenda as well as a focal point of each presentation.	1) Ops Chair. 2) Ops Chair. 3) NorCal APCO President.	1) 2 mo. 2) 2 mo. 3) 1 mo.	1) Is there an Operations agenda item? 2) Is there participation to provide topics? 3) Is an Impact statement included in agenda? Is Impact included in presentations?	1) Ops Chair, Webmaster, membership. 2) Ops Chair, membership. 3) NorCal APCO President, Commercial Chair, Meeting host, PIO, Webmaster, Presenters.	1) Dependent on membership to provide input on Operational items of interest (2) weeks before each meeting. 2) Same as #1. 3) Assumption is Sponsors and keynotes are able to provide an Impact statement.
Improve Monthly Meetings	N. Increase membership diversity (occupational, regional)	Yes - 60%	1) See Objective M. 2) Attract IT personnel as technology converges using existing agency relationships. 3) Establish an annual meeting to bring a non-APCO member and receive a 2-for-1 lunch. 4) Encourage regional cooperating agencies to attend meetings.	1) See Obj M 2) President-Elect. 3) Board. 4) President.	1) See Obj. M. 2) 6 mo. 3) 6 mo. 4) 2 mo.	1) See Obj. M. 2) Is there a general increase in membership? 3) Is there a signficant increase in Annual "new" meeting attendance? 4) Is regional participation encouraged at meetings?	1) See Obj M 2) Pres-Elect, membership. 3) Board, membership, C&R comm., Webmaster, funding. 4) President, membership.	1) See Obj. M. 2) Assumes President-Elect is aware of current IT members. 3) Risk is funding spent without ROI. Dependent on meeting's content. 4) Dependent on membership to discuss with others.
Improve Monthly Meetings	O. Increase marketing with meeting location and content	No	1) See Objective H.	1) See Obj. H	1) See Obj. H.	1) See Obj. H.	1) See Obj. H	1) See Obj. H.

Improve Monthly Meetings	P. Translate large membership into increased meeting attendance	No	1) See Objectives A-F. Increased meeting attendance will result from increasing value to membership.	1) See Obj. A-F.	1) See Obj. A-F.	1) See Obj. A-F.	1) See Obj. A-F.	1) See Obj. A-F.
Improve Monthly Meetings	Q. Change meeting structure to every other month while making meetings longer to include training and increase networking possibilities	No	Strat Plan Committee feels current meeting structure is the right balance to meet majority of needs which is supported by survey response. Meeting attendance wouldn't significantly change. FCC applications would be delayed. It is important to be consistent on 2nd Thursday of each month. Longer day means OT or overnight accommodation issues.	n/a	n/a	n/a	n/a	n/a
Improve Monthly Meetings	R. Include demonstrations at tabletop	No	Strat Plan Committee feels some vendors do provide demos which is supported by survey response. Those that don't likely can't due to limited resources, but tabletop offers initial insight with follow-up opportunities.	n/a	n/a	n/a	n/a	n/a

Improve Monthly Meetings	S. Offer conference call option	No	Conference call has the potential to discourage attendance and participation. Conference calls do not allow for networking. Potential for technical problems, financial cost, and increased effort to provide a platform. Continue to publish presentations 2 months after the meeting.	n/a	n/a	n/a	n/a	n/a
Improve Monthly Meetings	T. Increase awareness of what services National APCO provides to local chapters	No	1) Continue monthly meeting updates. 2) Update website with info provided at monthly meeting. 3) Announce upcoming APCO training opportunities. 4) Update website for upcoming APCO training.	1) Executive Council Rep. 2) ECR. 3) Member Services Chair. 4) Member Services Chair.	1) 1 mo. 2) 2 mo. 3) 3 mo. 4) 4 mo.	1) Is APCO info (legislative, mgmt. topics) part of NorCal APCO agenda? 2) Is Executive Council page updated? 3) Is APCO info (training) part of NorCal APCO agenda? 4) Is Training page updated?	1) ECR, President. 2) ECR, Webmaster. 3) Member Services Chair, President. 4) Member Services Chair, Webmaster.	1) Dependent on info coming from National. 2) Webmaster dependent on ECR providing info. 3) Dependent on info coming from National. 4) Webmaster dependent on Member Services providing info.

Promote NorCal APCO	U. Market and Increase awareness of NorCal APCO and the value it provides to members, agencies and corresponding communities	Yes - 66%	1) Create 1-page brochure summarizing NorCal APCO's benefits and distribute to members in hard and soft copy to share. 2) Update website to enhance the "About NorCal APCO" page. 3) Provide "Testimonials" page to illustrate examples of Membership benefits.	1) Member Services Chair. 2) Member Services Chair. 3) Public Relations Chair.	1) 4 mo. 2) 1 mo. 3) 3 mo.	1) Has a brochure been created and distributed? 2) Is the 1-page brochure published? 3) Is there a "Testimonials" page?	1) Member Services Chair & Committee, Finance Committee. 2) Members Services Chair, Webmaster. 3) Public Relations Committee, Webmaster.	1) Assumption is $ is available to print hard copies. Risk is constant updating. 2) Dependent on brochure completion. 3) Dependent on brochure completion (for link to Testimonial page). Dependent on membership input. Risk is irrelevancy.
Promote NorCal APCO	V. Improve website to keep it updated and looking professional	Yes - 72%	See Objectives C and I.	See Obj. C and I.	See Obj. C and I.	See Obj. C and I.	See Obj. C and I.	See Obj. C and I.