



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

February 10, 2026

## Table of Contents

Executive Summary .....	3
I. Situation	
A. Committee Vision and Mission Statement .....	4
B. NorCal APCO Description .....	4
C. Need for Strategic Plan .....	5
D. SWOT Analysis .....	5
II. Target .....	5
III. Path	
A. Goals and Objectives .....	5
B. Objective Action Plan .....	6
C. Funding .....	6
IV. Evaluation .....	6
Appendix List .....	18
Appendix A, Strategic Planning Committee Team Charter.....	19
Appendix B, SWOT Analysis .....	20
Appendix C, Goals and Objectives .....	24
Appendix D, Objective Action Plan .....	25

### ***Revision History***

<b>Date Revised</b>	<b>Updated By</b>	<b>Description of Change</b>
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
2/6/2024	Karl Grover	Modified ‘Achievements’ from 2023 and ‘Action Items’ for 2024
2/4/2025	Karl Grover	Modified ‘Achievements’ from 2024 and ‘Action Items’ for 2025
2/10/2026	Karl Grover	Modified ‘Achievements’ from 2025 and ‘Action Items’ for 2026

## 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 800 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. In 2023, NorCal and SoCal (CPRA) Chapters joined together to start a California APCO Conference alternating regions every year which has proven to be successful in both Chapter synergy and National quality, feel and content!

### **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 1<sup>st</sup> 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](mailto: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.
- h. 2023
  - i. Improving participation at Chapter meetings
    - 1. Hosted at areas of unique interest i.e. USS Hornet
    - 2. Offered location in unique area i.e. Monterey, Chico
    - 3. Recognized 5-year interval participation (50, 35, 20, 5, etc.) at Showcase
    - 4. Attempted to encourage people to attend in-person by going 1-way Facebook
    - 5. Solid Keynote speakers i.e. ACSO drone program, Pittsburgh PD human trafficking
  - ii. Increased participation and influence in State Legislation
    - 1. In partnership with CalNENA and SoCal APCO, shared costs and participated in “*9-1-1 Goes to Sacramento*” Legislative Day at the State Capitol
    - 2. Provided new or relevant updates to the Board and the Membership
  - iii. Improved Vendor Showcase & Training Expo event
    - 1. 50+ attendees at the Training Expo providing 3 tracks and 11 courses
    - 2. 100+ attendees at the Vendor Showcase with 60+ exhibitors and Operations Roundtable
    - 3. Formed CA APCO Committee with Chair and Vice Chair Committee members to create annual State Conference alternating between SoCal and NorCal
    - 4. CA APCO Committee developed guideline document to ensure accuracy, consistency and success each year
  - iv. Enhanced Emerging Tech concept
    - 1. Non-Board member Jim Coates actively contributed to a monthly news article highlighting emergency communications-related technical advances.
- i. 2024
  - i. Improved participation at Monthly Meetings
    - 1. Rewarded attendance at Chapter meetings – Grand Door Prize annual drawing
    - 2. Paired Sponsor + Keynote for powerful message inviting the Keynote to bring a sponsor (*November: Nokia 5G drones / Alameda County SO drone program*)
    - 3. Created meeting flyer and distribute to CalOES for ATA (annual training allotment)
  - ii. Participated in First CA APCO Conference
    - 1. Collaborated with SoCal APCO as Vice Chairs on all Committees
    - 2. 600+ participants, 40 classes, 70+ vendor booths
    - 3. \$243K income, \$156K expenses = \$86K profit split between Chapters
  - iii. Increased participation and influence in State Legislation
    - 1. Multiple Board members attended 9-1-1 Goes to Sacramento

- iv. Improved Chapter Awards
  - 1. Provided QR code at registration desk for January + February meetings
  - 2. Increased award submissions with 20+ nominations compared to (1) in 2023
  - 3. Changed venue to Sacramento River Cruise for increased award winner experience
- v. Marketed meetings to Membership
  - 1. Changed platform for remote attendees from Facebook to YouTube
- j. 2025
  - i. Improved participation at Monthly Meetings
    - 1. Provided membership with notice of meeting location, keynote and commercial sponsor(s) within a week after previous Chapter meeting
    - 2. Continue rewarding attendance at Chapter meetings – Grand Door Prize annual drawing
    - 3. Continued creating meeting flyer and distribute to CalOES for ATA (annual training allotment)
    - 4. When hosting outside the normal Sac-Bay Area (i.e. Fresno), reached out to members in those areas to increase awareness of NorCal APCO offerings
  - ii. Increased regional influence and value to membership
    - 1. Participated in 2<sup>nd</sup> Cal APCO Conference
      - a. Collaborated with SoCal as Co-Chairs on all Committees
      - b. Another successful Conference: 100+ vendors in Exhibit Hall with Vehicle Showcase, 60+ classes across 5 tracks, Night Out at the Railroad Museum, 700+ total participants and momentum for 2026 in San Diego!
    - 2. Mandi joined the re-established [Public Safety Dispatch Advisory Council](#) to help guide and strengthen Statewide dispatch initiatives
    - 3. Supported SoCal's participation and leadership on the 9-1-1 Advisory Board. Also, began MOU process for formal agreement where Chapters alternate Advisory Board rep during re-appointment process
  - iii. Improved Chapter Awards
    - 1. Increased award submissions with ~30 total, <https://www.napco.org/awards/>
    - 2. Provided great venue at Oak Farm Vineyards with 70+ participants!

## 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 not 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.)
6. Increased membership to 800+

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 @ Knott's Berry 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)*
- h. 2024
  - i. **Improve participation at Monthly Meetings (including Sponsors)**
    - 1. Board members lead by example and consistently attend in-person
    - 2. Provide membership with notice of meeting location, keynote and commercial sponsor(s) within a couple days after previous Chapter meeting.
    - 3. Reward attendance at Chapter meetings – Wheel-Of-Names annual drawing
    - 4. Perform door prize drawings immediately after Keynote
    - 5. Offer Keynote speakers opportunity to provide link within Meeting invitation
    - 6. Pair Sponsor + Keynote for powerful message inviting the Keynote to bring a sponsor
    - 7. Create meeting flyer and distribute to CalOES for ATA (annual training allotment)
    - 8. Improve marketing to members
      - a. BOD encourages existing members to attend NG9-1-1 presentation for Q&A + networking
      - b. Reach out to groups that can have a bigger APCO presence – firefighters, officers
  - Assigned to: Programs Committee (Chair: Karl)*
  - ii. **Welcome new members**
    - 1. Send welcome packages to new members including invitation for (1) free meeting (select "offline/other" when registering)
    - 2. Create intake form to understand new members' likes, travel abilities and preferences including topics/vendors of interest
      - a. Resend survey to membership
  - Assigned to: Member Services Committee (Chair: Susie)*
  - iii. **Participate in First CA APCO Conference**
    - 1. Collaborate as Vice Chairs on all Committees
    - 2. Vice Chairs attend SoCal event to learn and prepare for 2025 host
  - Assigned to: All CA APCO Vice Committee Chairs*
  - iv. **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
      - a. Ensure value is being received and relay to Membership
    - 3. Multiple Board members to attend 9-1-1 Goes to Sacramento while encouraging membership to also participate

4. Seek relevant new or ongoing legislation and consistently update Membership  
Assigned to: Legislative Committee (Chair: JackieB)

v. **Improve Chapter Awards**

1. Obtain sponsorship or accept \$10K budgeted expense offset by Showcase
2. Increase award submissions, <https://www.napco.org/awards/>
  - a. Board members personal outreach to agencies + attend event
  - b. Market at monthly meetings
  - c. Deadline = March 1<sup>st</sup>, 2024
3. Change venue to increase motivation to submit & participate i.e. river cruise
4. Create “commercial sponsor” award i.e. JPS assistance during Camp Fire
5. Provide QR code at registration desk for January + February meetings

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

vi. **Update Constitution and Bylaws**

1. Incorporate language for Board member travel – provide appropriate amount of reimbursement award based on Volunteering
2. Add State 9-1-1 Advisory Board roles and schedules for NorCal and SoCal representation
3. Identify and address differences in nomenclature differences between Bylaws’ “Membership and Nominations Committee” versus “Membership and Recognition Committee”

Assigned to: Constitution & Bylaws Committee (Chair: MikeB)

vii. **Offer training outside CA APCO Showcase**

1. When SoCal APCO is hosting (i.e. 2024, 2026), NorCal still needs to offer value to its membership via local training
  - a. Coordinate with instructors, identify date/location, schedule and provide operational and technical training via Cvent registration

Assigned to: Member Services (Chair: Lena)

viii. **Market meetings to Membership**

1. Member testimonials from each group – operational + technical – brochure, video
2. Switch streaming for remote attendees from Facebook to YouTube

Assigned to: Public Relations (Chair: Jim)

i. 2025

i. **Improve participation at Monthly Meetings**

1. Board members lead by example and consistently attend in-person
2. Provide membership with notice of meeting location, keynote and commercial sponsor(s) within a couple days after previous Chapter meeting
3. Continue rewarding attendance at Chapter meetings – Grand Door Prize annual drawing
4. Pair Sponsor + Keynote for powerful message inviting the Keynote to bring a sponsor
5. Continue creating meeting flyer and distribute to CalOES for ATA (annual training allotment)
6. Improve marketing to members
  - a. BOD encourages existing members to attend NG9-1-1 presentation for Q&A + networking
  - b. Reach out to groups that can have a bigger APCO presence – firefighters, officers
7. When hosting outside the normal Sac-Bay Area (i.e. Fresno), reach out to members in those areas to increase awareness of upcoming local meeting
  - a. Review membership roster for locals

Assigned to: Programs Committee (Chair: Mike)

ii. **Participate in Second CA APCO Conference**

1. Collaborate with SoCal Vice Chairs on all Committees
2. Chairs attend Conference bi-weekly meetings to prepare for 2025
3. Participate in Committee-related activities

Assigned to: All CA APCO Committee Chairs (Manny, Tristan, Susie/Shelly, Karl, Jim, Jackie, Anna, Patti)

iii. **Improve Chapter Awards**

1. Seek commercial sponsorship
2. Increase award submissions, <https://www.napco.org/awards/>
  - a. Board members personal outreach to agencies + attend event
  - b. Market at monthly meetings
    - i. Provide QR code at January & February meetings
  - c. Nominations
    - i. Opened = December 12<sup>th</sup>, 2024
    - ii. Deadline = February 28<sup>th</sup>, 2025
3. Provide exciting venue to increase motivation to submit & participate
4. Create “commercial sponsor” award i.e. JPS assistance during Camp Fire

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

iv. **Update Constitution and Bylaws**

1. Incorporate language for Board member travel – provide appropriate amount of reimbursement award based on Volunteering
2. Add State 9-1-1 Advisory Board roles and schedules for NorCal and SoCal representation
3. Identify and address differences in nomenclature differences between Bylaws’ “Membership and Nominations Committee” versus “Membership and Recognition Committee”

Assigned to: Constitution & Bylaws Committee (Chair: Anna)

j. 2026

i. **Increase regional influence and value to membership**

1. Participate as Co-Chairs for 2026 [CalAPCO Conference](#)  
Assigned to: Conference-Anna, Volunteer-Mike, Exhibits-Dave, General Arrangements-Shelly, Registration/Webmaster-Jim, Security-Shawn Allan, Entertainment-Mandi, Transportation-Manny, Programs/Finance-Karl)
2. Complete 9-1-1 Advisory Board MOU process  
Assigned to: President (Mike)
3. Participate in 9-1-1 Goes to Sacramento and offer scholarships to increase attendance  
Assigned to: Legislative Committee (Chair: Mandi)
4. Increase awareness of broad technical trends and impact on public safety communications  
Assigned to: Emerging Technology Committee (Chair: Larey)

Assigned to: Programs Committee (Chair: Anna)

5. Increase participation at monthly meetings
  - a. Board members lead by example and consistently attend in-person
  - b. Provide membership with notice of meeting location, keynote and commercial sponsor(s) within (1) week after last meeting
6. Reward attendance at Chapter meetings – Annual Grand Door Prize
  - a. Research and determine prize by October
7. Pair Sponsor + Keynote for powerful message
8. Create meeting flyer and distribute to CalOES for ATA (annual training allotment)
9. How to draw people to APCO, networking, classes, benefits?
  - a. Provide meaningful content – maybe a class instead of a Keynote?
  - b. Survey – formal and informal – to see how we can draw more attendance

ii. **Update Constitution and Bylaws**

1. Some items may be outdated and not aligned with APCO Int’l
  - a. Bylaws
    - i. Article 1, Section 1.2 refers to a non-existent section.

- ii. We call them Governmental and Corporate Group, they should be Agency and Commercial Group
- b. Constitution
  - i. Article III-Voting: We do not have an “Active” category of membership. We have Full, Associate, Commercial, Online, Student. Only Full and Life members are eligible to vote per APCO bylaws.

*Assigned to: Constitution & Bylaws Committee (Chair: Mandi)*

**iii. Continue enhancing Chapter Awards Banquet**

- 1. Seek commercial sponsorship(s) and award participation
- 2. Increase award submissions, <https://www.napco.org/awards/>
  - a. Board members personal outreach to agencies + attend event
  - b. Market at monthly meetings
- 3. Continue partnering with Oak Farm Vineyards

*Assigned to: Awards & Recognition Committee (Chair: Anna)*

## **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

<b>NorCal APCO Vision:</b> Be a regional leader in Public Safety communications.		<b>NorCal APCO Mission:</b> Make NorCal APCO a trusted and valuable resource for its members by delivering outstanding value through sharing of technical, operational, regional, and regulatory information.
<b>Strategic Planning Committee Vision:</b> Create a strategic plan that is consistent with membership input and provides a long-term focus to the NorCal APCO Board of Directors.		<b>Strategic Planning Committee Mission:</b> 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.
<b>Team Sponsor:</b> NorCal APCO President		
<b>Team Members</b>	<b>Roles</b>	<b>Responsibilities</b>
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)
<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.