

Customer-Centered STRATEGIC PLAN

April
2021



Aspen Fire Department
Aspen, Colorado



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ACKNOWLEDGMENTS

AP Triton was selected by the Aspen Fire Protection District (AFPD) to facilitate and develop a strategic plan. A strategic plan is a framework designed to guide an organization for three to five years. Organizations face numerous contemporary issues. A strategic plan helps members to remain focused and accomplish essential activities in sequential order.

An environmental scan was performed to identify structural, cultural, and potential obstacles that would limit the effectiveness of the strategic plan. The environmental scan had two parts. The first was an external citizen forum, and the second was an internal stakeholder assessment. Both processes are described in detail later in this document.

The citizen's forum was held virtually due to Covid-19, on January 13, 2021. Participants included business representatives and community members. The internal planning team met for a two-day workshop to review the internal and external feedback and develop the strategic plan. The following page lists the citizen forum attendees, internal planning team members, and the Aspen Fire Board.

Following the environmental scan, an internal planning team was assembled to review the findings, identify, and prioritize work, and develop the strategic plan portion of this report. The strategic planning process divides the work into smaller components for accountability and to ease implementation. Once a strategic plan is created and adopted, the elements are divided among smaller task teams created by members of the organization, which results in additional buy-in. Strategic planning helps organizations focus efforts and avoid distractions outside of the goals, objectives, and priorities identified through the planning process. Budgeting should also align as much as possible with the implementation of the strategic plan.



When the strategic plan was compiled, it contained six strategic initiatives, 22 individual goals, and 80 separate objectives. AP Triton thanks the Aspen Fire Protection District members for their dedication and commitment to the strategic planning process. The citizens, business interests, policymakers, administration, support staff, and line personnel were all pleasant and eager to engage in the process. AP Triton found that participants were committed to enhancing the future of the Fire District and the safety of their community.

STAKEHOLDERS

Community Stakeholders

Karl Adam	Rabbi Mendel Mintz
Ellen Anderson	Father Derick Leier
Rich Burkley	Greg Poschman
Stephane De Baets	John Sarpa
Dr. Robert Hutton	Joshua Saslove
Damian O'Doherty	Anita Thompson
Jim Horowitz	Jayne Poss
Charlie Weaver	Sara Ott

Aspen Fire Protection District Board Members

John Ward
Dave (Wabs) Walbert
Michael Buglione
Denis Murray
Stephen Wertheimer

Internal AFPD Planning Team

Roya Beklik	Jacob Arywitz
Thom Barr	Arnold Nimmo
Ken Josselyn	Charles Curtis
Craig Melville	Bruce Bradshaw
Jake Spaulding	Daniel Palmer
Nikki Lapin	Jake Andersen
Jeff Edelson	Nic Milton
	Jan Legersky

The participants of this process demonstrated extraordinary commitment and support to the Aspen Fire Protection District. AP Triton appreciates their time, energy, and focus. The following are letters from the Aspen Fire Protection District Chairperson, Internal Planning Team, and the Fire Chief of APFD. These letters reflect their commitment to the process and the work ahead to implement this strategic plan.

LETTER FROM THE BOARD

Community members—

On behalf of the Aspen Fire Protection Board of Directors, I am pleased to present to you our strategic plan for Aspen Fire Protection District. This plan establishes the department's goals and strategies for the next five years, and will guide our future efforts as we continually strive to provide the best service possible to the citizens of our district.

We developed this plan in cooperation with our citizens, firefighters, community partners, and staff. Public safety has always been my top priority as an elected official, and I know that you share my commitment to providing exceptional fire and medical aid services to our citizens.

Our firefighters take their responsibility to protect and serve our residents very seriously, and they are always mindful of the trust that has been placed in them. Our goal is to be good stewards of that trust and of the resources that we've been given, and to continually seek to do our jobs as efficiently and effectively as we can.

With that in mind, the fire department began the strategic process in the fourth quarter of 2020. This plan incorporates input from the community, including business owners and partnering agencies. My hope is that this strategic plan will be the start of an ongoing dialogue with our community partners as we make progress toward the goals outlined in this document.

Chief Balentine and I appreciate your thoughts, suggestions and feedback to the strategic plan.

Thank you for your continuing support of Aspen Fire Protection District.

Sincerely,



John Ward

President - Aspen Fire Protection District Board of Directors

LETTER FROM THE FIRE CHIEF

“What keeps me going is goals.” ---Muhammad Ali

To: Aspen Fire Protection Board of Directors, Citizens and the
Members of Aspen Fire Protection District
Re: 2021 AFPD Strategic Plan Review
Date: June 1st, 2021

I am pleased to present the Aspen Fire Protection District's 2021 Proposed Strategic Plan.

First, I would like to acknowledge and thank the Aspen Fire Protection District Board of Directors, John Ward, Denis Murray, Dave (Wabs) Walbert, Michael Buglione and Steve Wertheimer for their shared vision of recognizing the importance of developing a strategic plan for our organization that will assist us in setting the direction of AFPD's future over the coming years. This plan provides us with a framework within which to operate and to realize both our short-term and long-term objectives as clearly defined within this document. I am confident that our strategic plan will prove to be an invaluable tool that we can utilize to set priorities, help us focus our energy and resources and continue to strengthen our operations while also working toward common goals and objectives, which are to better serve our public while also maintaining, not only a safe place to work and volunteer, but also a pleasant and happy environment within our department as we continue to create a culture of learning that will enable our members the opportunities to flourish and grow well into the future.

The Strategic Plan could also not have been successfully compiled without the diverse cross section of community members present at the citizens planning session led by the Triton facilitators Richard Buchanan and Steven Hall who led us through the planning process. Their facilitation experience and expertise kept all of us on course and were critical in the creation of this plan.

This citizens group was made up of a true representation of our community from respected members of local clergy, doctors, elected and appointed political leaders to many members representing business and non-profit groups. This group also included private citizens from across our community including Woody Creek, Aspen Village, Brush Creek, Starwood, City of Aspen, Mt. Valley and as many diverse neighborhoods and backgrounds as we could find to best represent the interest of all of the stake holders within our District. On behalf of the entire organization, I would like to thank this group from the bottom of my heart for taking their valuable time to be part of this extremely important process in shaping the future of your fire department.

I would also like to thank and acknowledge the countless members of the general public that responded either to the community surveys, or in person, and shared their desires and expectations as it regards to the services provided by AFPD and their interactions with our members throughout the years. The value of this input cannot be understated because ultimately you are who we all work for and without your support we would not be able to do our job as safely and professionally as we strive to do every day. I commit that we will all do our best to not only meet your expectations but to exceed them.

Were you aware that although Aspen Fire Protection has a year-round population of approx. 12,000 residents this number can more than triple during peak seasons, although after the pandemic year of 2020 I expect these numbers to grow much higher in the coming month and years... which will only compound the responsibility and workload of our volunteer and career responders and staff.

Were you also aware that the women and men of the Aspen Fire Protection District,

based on the most recent Pitkin County property assessment, are responsible for the protection of approximately 30 Billion Dollars' worth of actual property value within its 87 square mile district boundary? That is a staggering 500 Million Dollars' worth of property per member that we are all sworn to protect.

In 2020 AFD also experienced a number of other noteworthy historical occurrences. For the first time in its 140-year history Aspen Fire declared a state of emergency, along with our partner agencies, brought on by the COVID 19 Pandemic. I am extremely hopeful that we have the worst of this behind us and that we can soon presume somewhat normal operations of our resources as we prepare for what appears thus far to be another challenging wildfire season at our doorstep.

2020 also was a year of change within our department in terms of adding full time career firefighter members to help supplement our very dedicated volunteer roster in staffing dedicated 24/7/365 first responders at two of our strategically located fire stations. This new combination staffing model has not only resulted in enhanced service and more timely response for our community but also added value in regard to the level of training and preparedness of all our firefighters within our department. Aspen Fire is also committed to expanding and enhancing our training and interaction with neighboring public safety agencies both in the valley and statewide at every available opportunity as I believe that this will only help our agency grow and become the most professional emergency response and prevention agency we can be, for our community for the next 140 years.

Change is not easy, and a healthy debate about programs and strategies is an important exercise. Successful organizational planning and strategy are not made in isolation, and I thank all the members of AFD who shared their thoughts and ideas through meetings, surveys, and daily interaction as they all did most of the heavy lifting of creating this plan. A very special thanks to the many members that spent many hours over several days meeting and debating the many important and complex aspects of the proposed 2021 Aspen Fire Protection District's Strategic Plan. I desired to primarily listen and to understand, and once an issue was identified, the entire planning team developed a plan for action. I hope you sense that we have heard you all loud and clear.

The actual test of a strategic plan is not in its development but its implementation. Thus, we have created an implementation plan that assures accountability and communication that are constant for the life of this planning cycle. I sincerely believe that the men and women of AFD are up to the challenge of turning the initiatives, goals, and objectives within our strategic plan into a reality that benefits not only our citizens but also the volunteer and career members of AFD in the years to come.

I would like to stress the importance of maintaining Aspen Fire's long history and culture moving forward. I passionately believe that any organizations culture is the "living expression of its most cherished values and beliefs" and that healthy culture and structured goal setting, such as this strategic plan maps out, are interdependent and that they are natural partners in achieving operating excellence.

I wholeheartedly support this plan and would like to once again thank our board of directors for their invaluable input to enhance and embrace it as well and also their continued input in the development of all aspects of the plan as a road map to the future of The Aspen Fire Protection District.

Sincerely,



Rick Balentine, Fire Chief
Aspen Fire Protection District

LETTER FROM AFPD INTERNAL PLANNING TEAM

May 11, 2021

To: AFPD Board of Directors, Chief Balentine, Members of Aspen Fire Protection District, and community members:

On behalf of our strategic plan working group, I am proud to present our strategic plan which will aid us in ushering in an even brighter future for AFPD and our community over the next half-decade. Participating in this process was an honor. Rest assured that your team worked extremely hard to distill the values and unique character of our community and our organization and present them in writing here. Operationally we continue to strive to present you with the best possible service and are committed continuously to evaluation and improvement of our programs and services.

Everything must undergo change to become useful. Since we are a fire department, let's use fire as an example. The same chemical change that heats homes can also destroy them. Change must occur at a rate that constructs, not destructs. In order to ensure the ideal tempo change must be managed. This document is an attempt to manage change, but also to drive forward toward it. Change is everywhere. Change occurs in the air that we breathe to give our bodies life before we return it, changed again, to the world. The means with which we communicate have constantly changed. They had to, for change itself is constant. If someone would have stood up in the 1980s and asserted that in 40 years, we would hold the entirety of human history in our pocket, we would have had that person committed. Our entire societal and cultural bibliography, all of our collective knowledge at your fingertips 24/7? Impossible. Our decision to lock them up would have been solidified once they told us that this device would be made from... well, sand. Few could imagine how silica would change our world. This one change will drive us onward and upward at a pace not seen before. We must drive with it, or at least ride along. If we are to remain relevant, connected, and involved as a leading organization, we too must change. Through this planning process we define and describe our commitment to this continuous phoenician metamorphosis; we make a commitment from AFPD to our community to perpetually pursue whatever is next. Some of what is next and the details of how we aim to manage it are contained in the last pages of this document. A commitment to discovering the rest of it is laid before you in our values and vision.

AP Triton and our consultants did an outstanding job facilitating discussion and leading us in extracting what is important to our external and internal stakeholders. We heard our community members and our internal customers loud and clear regarding increasing our EMS service capabilities, improving relationships with our strategic partners, maintaining a thriving combination department, and in presenting ourselves professionally to all. What follows is a detailed outline of our commitment to increased support for our current fire and EMS systems. We will ensure the success of our volunteers and career members as we continue to build an extraordinarily successful combination fire department focused on valuing and retaining our members. We will improve our initial response capabilities and capacity so that we can better support our partners at Aspen Ambulance District. AAD provides exceptional ALS care at a level that is unparalleled in our valley and in most areas of our state. AFPD's commitment to increasing our ability to support our local ambulance district will result in enhanced symbiosis with AAD and allow us to operate in alignment with the expectations of our citizens, elected officials and key community partners which were outlined during the planning process.

I was very new to AFPD when this process began. At some point, I was stricken with the startling realization that I had somehow stumbled into an exceptional group of people, i.e., a group of people that truly values what I value, that cares about our community, and that is committed toward growing to meet the needs of our citizens now and in the future. I feel incredibly fortunate and humbled to be a small part of such a group. This plan will only be as successful as it is supported. Support must come from all levels. The doers on the ground will need support throughout the ranks up through the Fire Chief and the Board of Directors. A commitment to this plan is a commitment to fund and support these initiatives, goals and objectives. As an organization we must pour ourselves into this fully. Our community has asked for it and they deserve it. The men and women of AFPD are prepped, excited and ready to move forward and get to work.

With your blessing we will do so.

Grateful, Excited, Humbled,



Jacob R. Andersen
Deputy Chief of Operations
Aspen Fire Protection District

PLANNING METHODOLOGY

A businessman named Stewart Lift once said, “organizations are perfectly designed to get the results they get.” In 2020 the Aspen Fire Protection District (AFPD) commissioned a third party to conduct an Organizational Assessment. The process identified a variety of opportunities for improvement. Based on the information gathered, the District initiated several initiatives, including the transition to a combination department. Continuing to demonstrate a commitment to providing excellent service, AFPD then began developing a strategic planning process. Forbes categorized seven steps for the successful development of a strategic plan.



1. Internal/external assessment of the industry
2. Identify opportunities and threats by conducting a SWOT analysis.
3. Review of an organization’s Mission, Vision, and Values
4. Determine organizational initiatives
5. Define functional goals and objectives
6. Determine staffing, budgets, and financing needs
7. Develop metrics to measure successful completion

In addition to the Organizational Assessment, the department members committed significant time and effort to develop the department’s plan. Success will depend on buy-in from the whole organization and follow-through to achieve outcomes consistent with the established mission, vision, and values.

The process began with a community survey and work session. The participants discussed the community’s overall perception of services provided. They then prioritized their expectations and initiatives for the District. The citizens were given a general understanding of the challenges facing AFPD and the current actions being taken. Based on the above information, the participants identified opportunities for improvement from a community perspective.

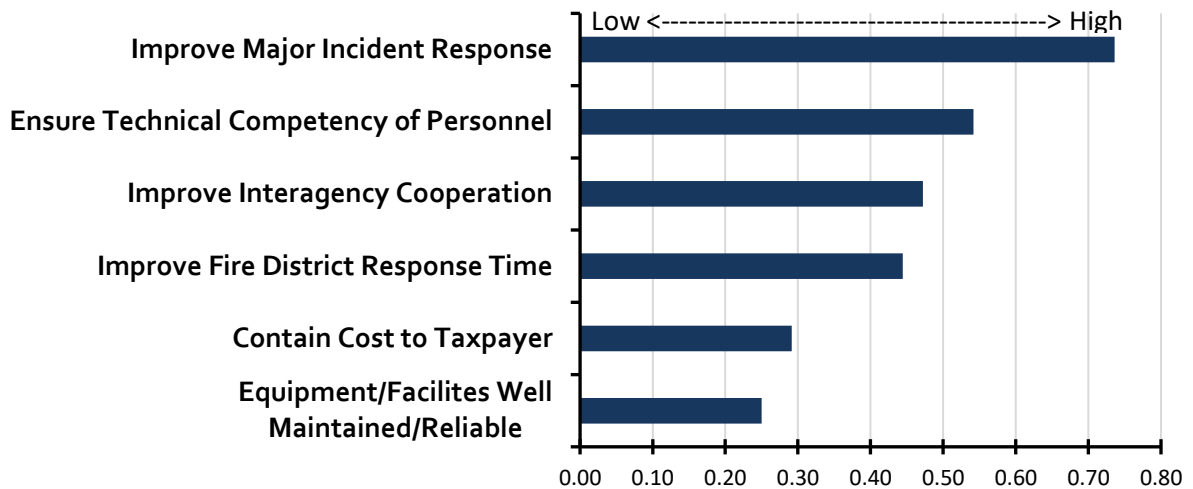
The next phase was a foundational scan drawing the experiences and perspectives from the internal stakeholders. This phase included anonymous surveys focusing on organizations continuing commitment to professionalism. Each member of the organization was given an opportunity to comment on the District’s current state and services. The results were then presented to the AFPD Board of Directors (Board). Based on the information, they offered an overview of their expectations, financial constraints, and other limitations relating to long-term planning for the organization. The Board demonstrated its commitment to developing a strategic plan that meets the community’s needs and provides a path for future success.

With perspectives from the community workgroup, internal stakeholders, and direction from the Board, an internal team was established to develop a five-year strategic plan. The process began with an in-depth environmental scan utilizing a SWOT (strengths, weaknesses, opportunities, and threats) Analysis. This analysis translated to the final initiatives, goals, and objectives summarized in this report.

CITIZEN SURVEY RESULTS

Sixteen citizens of the District attended the citizen forum to discuss the District and provide feedback during a structured, facilitated meeting. They represented area businesses, citizens who have received Aspen Fire Protection District services in the past, other local governments, and other key external stakeholders. The following figures illustrate the attendees’ responses and are intended to guide the District in developing its strategic plan for the next five years.

Figure 1: Citizen Planning Priorities



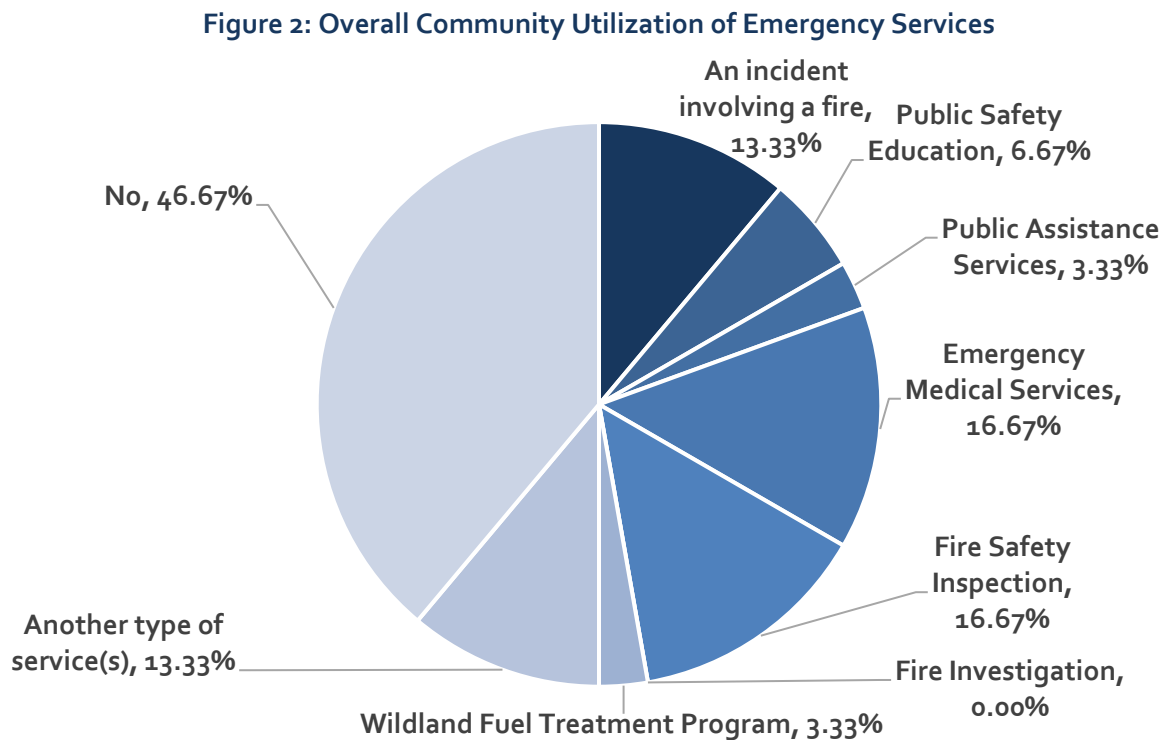
The planning priorities were presented as a forced ranking of major incident response, response times, technical competency, equipment/stations, interagency cooperation, and cost containment. The respondents compared each planning element against all others and were forced to choose the more important of the two compared elements. Each element was compared to all others in the set.

The citizen forum participants agreed that they want their Fire District to improve their response to major incident events. This priority was focused on wildland fires and interface fires. The participants desired a comprehensive perspective covering public education, mitigation, and emergency response. A not too distant second in priority was ensuring the technical competency of firefighters. Specialized training should be consistent with the service demand throughout the District. The third priority covered a broad spectrum with an expectation of improved interaction between AFPD and other public entities throughout the

County. Specific focus included support response with Aspen Ambulance District, interaction with the Pitkin County Sheriff's Office and neighboring fire districts.

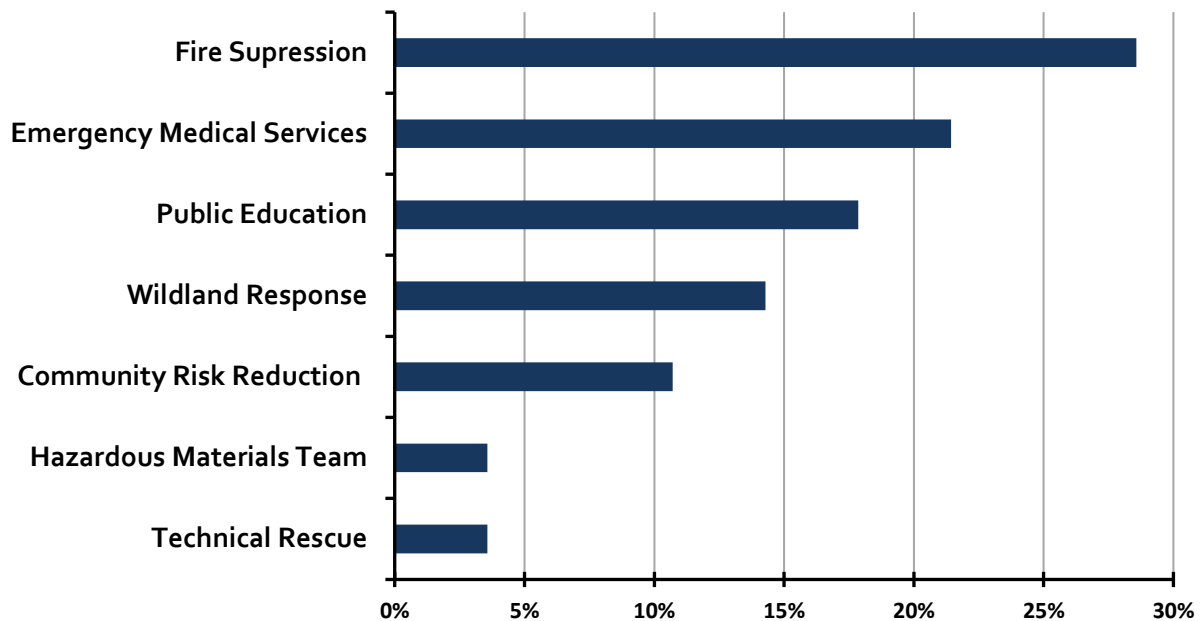
A respectable fourth priority was AFPD's total response times throughout the District. The addition of paid staffing in two stations has significantly improved the response times. Continued evaluation of opportunities to improve response times was a general expectation of the citizen forum. Maintaining equipment/facilities and containing costs were of much lesser concern. When queried about this result, the participants mostly felt that the District is a good steward of their funds. While containing costs is of overall importance, they think the District already does an excellent job of cost containment.

The citizen's survey included questions identifying the most important services the District provides. The following graphic shows an overall utilization of services by the community.



For clarification, the above graphic does not include law enforcement activities, and the emergency medical services incidents did not always have a response by AFPD. Based on the number of specific responses, the following graphic shows the priority for services provided by the AFPD.

Figure 3: Community Survey Identifying Priority of Services



CITIZEN SURVEY COMMENTARY

The most significant number of citizen comments related to the community's desire for the District to support the current EMS system. Following are a few comments placed into the survey.

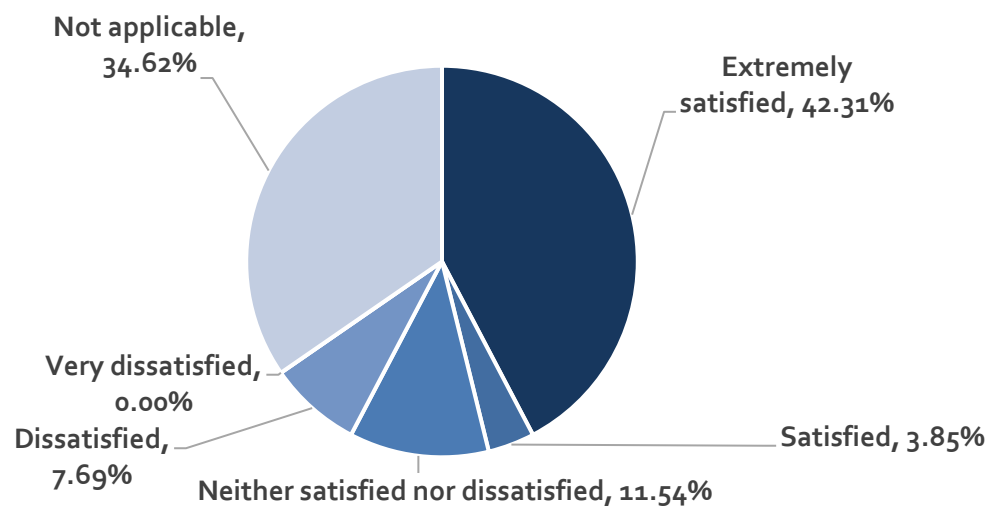
- Why is there an ambulance district that has not joined modern times and made itself a title 32 district? Why has the fire department allowed this to continue?
- Combine with the ambulance service.
- Medical services
- Well, Aspen Fire is the closest agency to most of the Aspen Ambulance district calls.
- If my loved one needs medical help why is the Ambulance driving in from the hospital when we are next door to the fire station.
- More EMT 2 service level to compliment the paramedics. I would like to paramedics to have access to a Lucas device.
- EMS
- Better integration of EMS and fire with reducing duplication of services
- Consolidate
- Work towards continuity with the ambulance district and RFFR while maintaining independence from these organizations and Pitkin County.

- Get over the politics and sit down and merge forces.

The above results support the community’s priority for improved interagency cooperation. It is essential to recognize that these results are not necessarily representative of a community-wide perspective. These survey results would be an accurate predictor of similar results of a broader survey. It reflects the opinions of those participating, armed with some initial background information about Aspen Fire Protection District’s delivery, along with a brief description of the challenges and limitations the District faces. This result reinforces AP Triton’s firm belief that robust community engagement provides the opportunity to educate the community about a fire agency’s service delivery system and its limitations to the broader community.

Referencing the community survey, the citizens are satisfied with the effectiveness and professionalism of the AFPD. The following graphic shows an overall satisfaction rating by the respondents of the survey.

Figure 4: Community Survey District Satisfaction Results



The results showed that of the individuals who utilized emergency services from the AFPD, 71% were satisfied with the services provided. It also showed that 11% were dissatisfied with service, and 18% did not document an opinion. This supports the conclusion that there are opportunities for improvement and public input is critical for a successful strategic plan.

INTERNAL SURVEY RESULTS

Before AP Triton’s arrival on site, a survey instrument was administered to all Aspen Fire Protection District members. The survey was used to measure the internal dynamics and environment of the District. The results help in the development of processes associated with the planning workshop. The following are the results of the survey instrument displayed graphically.

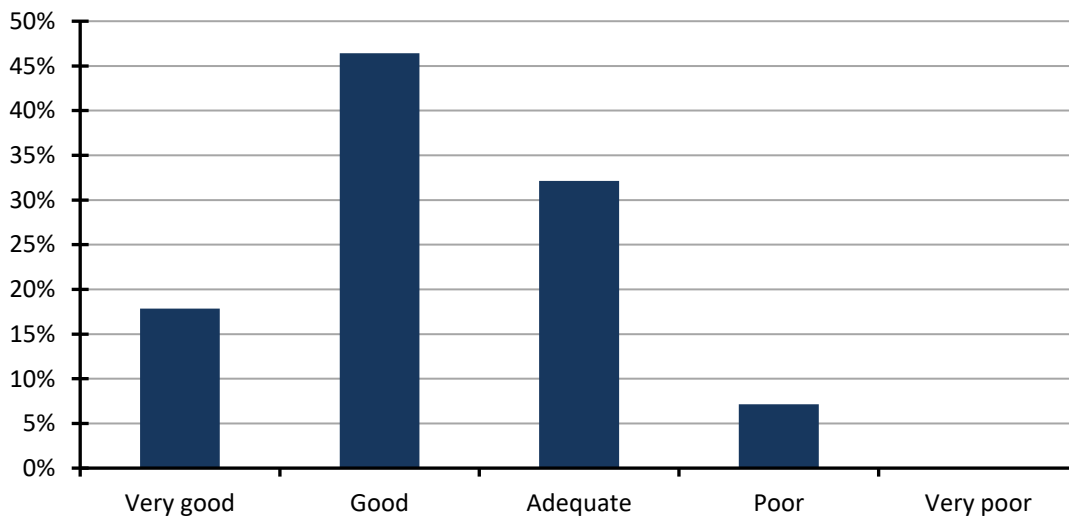
Figure 5: Survey Response AFPD Affiliation

AFPD Affiliation	Percent of Respondents
Fire District Staff	10%
Fire Officers (Paid)	7%
Fire Officers (Volunteer)	4%
Firefighter (Paid)	25%
Firefighter (Volunteer)	50%
Other	4%

Out of 54 members within the Aspen Fire Protection District at the time of the survey, 28 responded, over 50% of the membership. The response is consistent with responses to general surveys but adds to an overall perspective of the organization. The majority of respondents were volunteers, supporting a broad perspective when preparing for the District's future.

The first survey question asked the membership their opinion on the District’s services provided relating to fire response. The following graphic shows the responses.

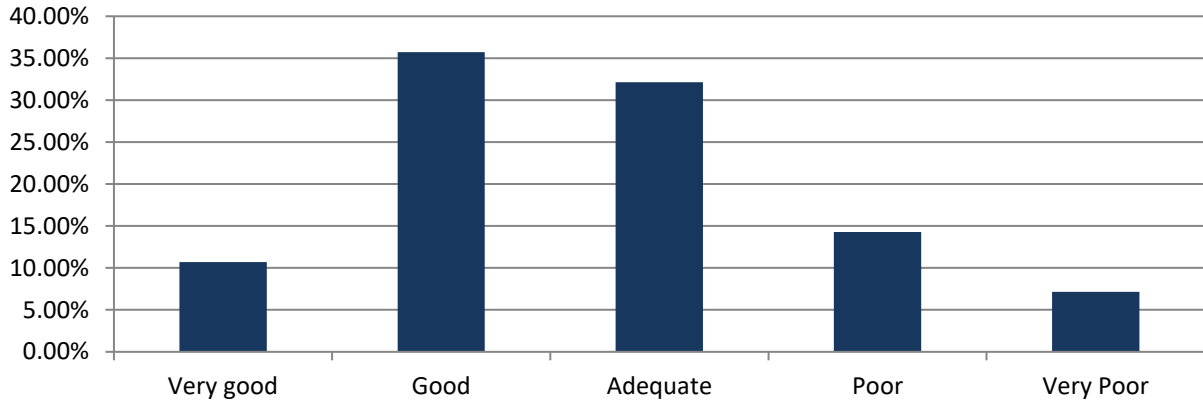
Figure 6: Internal Survey Performance of Fire Response



It is the perception of the AFPD membership that the District is providing adequate to excellent response to fire-related events. Approximately 7% believe the fire response needs to be improved.

The following survey question is related to the District’s level of fiscal responsibility. It is incumbent on any public entity to demonstrate appropriate use of public funds. Following is the membership’s perception of the leadership’s management of funding.

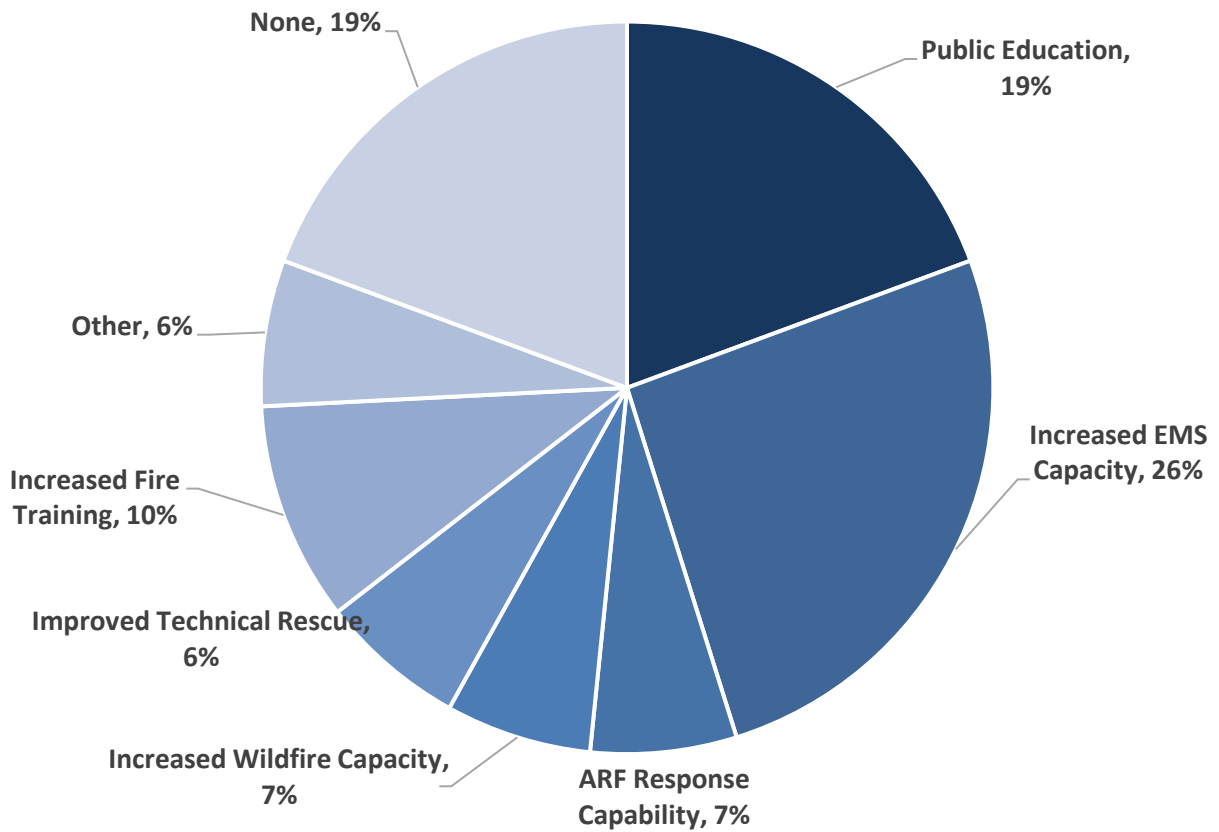
Figure 7: Internal Survey District Fiscal Responsibility



The survey results support the perception that the organization is effectively and responsibly managing District funds. Approximately 21% of membership believe there is an opportunity for improvement.

The fire service has developed a broad scope of services provided to the community. The provision of services is dependent on incident call volume and availability of funding. Respondents were asked to list any additional services they believed the AFPD should be provided.

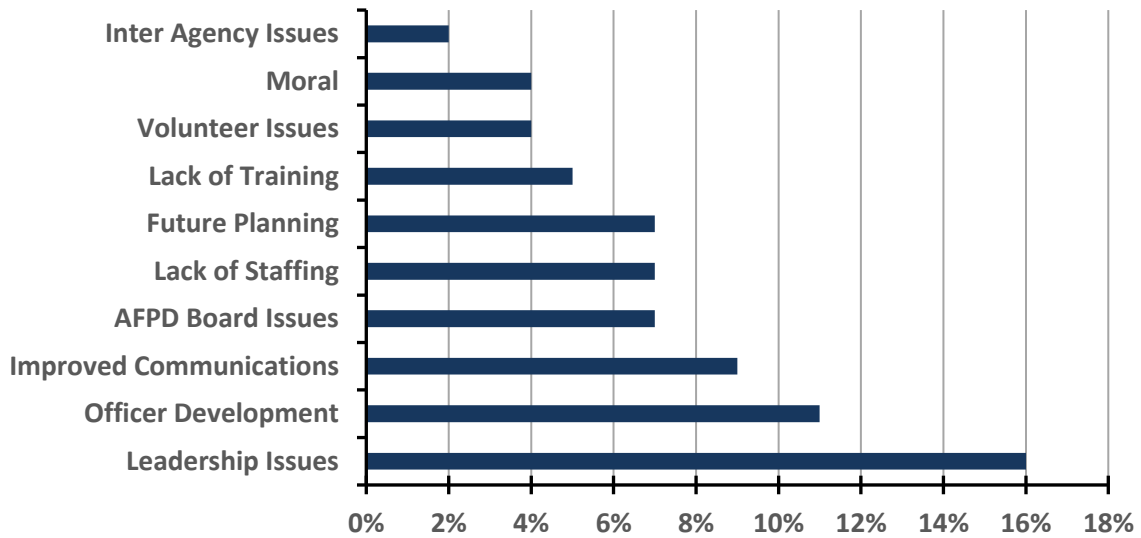
Figure 8: Recommended Additional Services Provided by AFPD



The majority of the respondents suggested increasing the capacity to provide emergency medical services (EMS). The second highest suggestion was increasing the level of public education. Most of the comments referred to the community’s need for an improved understanding of wildfires and property mitigation. Almost 20% of the respondents did not believe the department should increase service delivery.

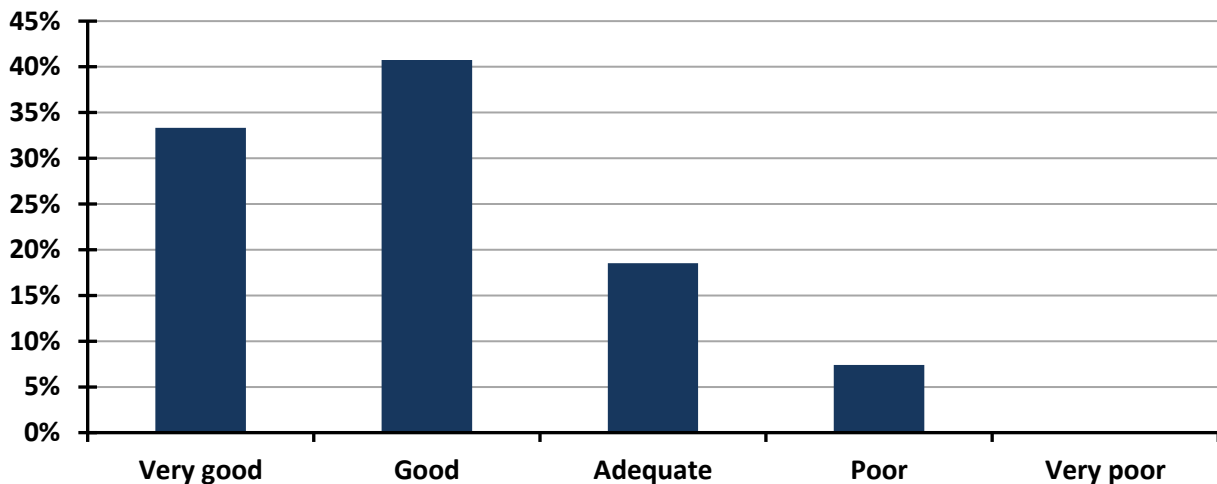
The next topic is related to identifying the critical issues currently facing the District. The following graphic shows the top categories and ranks the issues depending on their importance.

Figure 9: Internal Survey Critical Issues



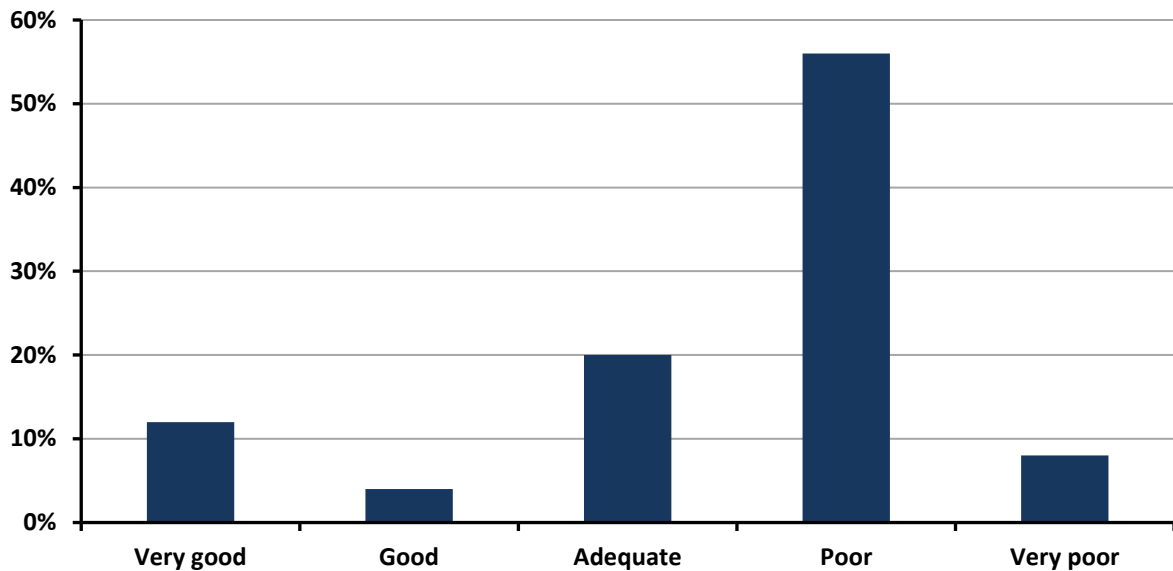
The level of professionalism was the next topic for review. Respondents were asked how they would rate professionalism and interaction with the District and the community members. Following graphic shows the results of the survey question.

Figure 10: Internal Survey Level of Professionalism



The next topic is specific to the provision of emergency medical services (EMS). Aspen Ambulance District provides all advanced life support (ALS) care and transport to definitive care facilities. There has been a lot of discussion as to the role of AFPD in supporting pre-hospital care. AFPD has historically provided limited training and response to medical incidents, particularly severe incidents such as CPR in progress. With the addition of paid personnel in the station, there is increased EMS service delivery regarding training/certification and response frequency. The following graphic shows the perception of the current level of care provided by AFPD and the current internal perception of medical skill competence.

Figure 11: Internal Survey Level of EMS Care



The majority of respondents did not believe AFPD provided an adequate level of emergency medical services. An opportunity exists to determine the organization’s mission regarding the provision of medical care.

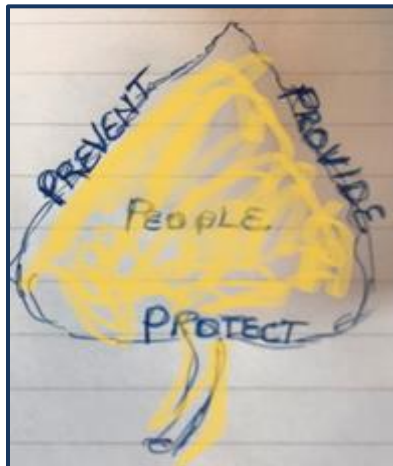
MISSION, VISION, & VALUES

The **Mission Statement** of an organization should clearly define the significant services that are provided to the community. The mission statement identifies why the organization exists and keeps its members focused on what is truly important to the organization. All department members should understand the mission statement and post it prominently in the organization's facilities. The Aspen Fire Protection District, through a consensus process, updated its existing mission statement as follows:

Aspen Fire Protection District Mission Statement

"Protect our community and environment by providing education, prevention, and response through professional excellence!"

In addition to developing a new mission statement for the organization, the internal stakeholder group felt it was essential to create a motto for the Aspen Fire Protection District, providing a usable, daily reminder of their mission statement:



Prevent * Provide * Protect

With "People" at the center of all that we do and our Aspen environment as our foundation.

While mission statements define why an organization exists, a **Vision Statement** describes what the organization intends to accomplish over time. A good vision statement serves as a guide for continuous self-improvement and provides additional direction and focus for the department and community. The Aspen Fire Protection District developed its vision as:

Aspen Fire Protection District's Vision

- We will encourage and support excellence in leadership, industry advancement, and service.
- We will provide effective and professional service and response.
- We will value teamwork and open communication with our internal and external partners as the foundation for everything we do.
- We will honor our families and will act with respect and integrity in all situations.

An organization's **Core Values** are significant. Values identify the department's culture and belief system, guiding internal conduct, as well as its relationships with the community it serves. Values also help clarify what the organization considers to be appropriate and inappropriate behaviors. The Aspen Fire Protection District developed the following core values:

Aspen Fire Protection District's Core Values

- PEOPLE – We value above all else
- SAFETY - Because we value people
- BALANCE – We recognize the importance of work-life balance
- INTEGRITY – Honest actions, open communication
- COMPASSION – In serving those in need
- RESPECT – For our community, our neighboring agencies, each other, and ourselves
- GROWTH – As an organization, as a team, and as individuals
- FORWARD-THINKING – Oriented towards the future

ENVIRONMENT SCAN

The Strengths, Weaknesses Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses and possible opportunities and potential threats.

Strengths

The identification of organizational strengths is the first step in the environment scan. It is essential for an organization to identify its strengths to ensure service delivery capability and consistency. Identifying organizational strengths often leads to channeling efforts toward the primary needs of the community that match those strengths. Programs that do not fit organizational strengths or the organization's primary function should be reviewed to evaluate the rate of return on staff time and allocated funds. The Aspen team identified the following organizational strengths:

- Quality of Personnel
- Financial
- Fleet/Facilities
- Morale
- Training
- Community Support
- Participation
- Staffing (Combination)
- Location
- Dedication/Passion
- Experience
- Ability to change

Weaknesses

Organizational weaknesses, or lack of performance, are also an important factor of the environmental scan. For an organization to begin (or continue) to move progressively forward, areas where it functions poorly or not at all, must be identified. These areas are not the same as threats but rather those day-to-day issues and concerns that may slow or inhibit progress. The Aspen team identified the following weaknesses:

- Quantity of Personnel
- Communication
- Experience
- Accountability
- Lack of Direction
- Staffing Levels
- Attitude/Entitlement
- Follow Through
- Maintaining Competency
- Perception
- Apparatus/Equipment
- Management

Opportunities

An organization's opportunities are usually derived from the external environment. Opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. Opportunities should focus on existing services and expand and develop new possibilities inside and beyond the current service area. Members of the internal AFPD team identified the following opportunities.

- Improve Initial EMS response/support
- New Personnel/Recruitment
- Organizational Leader
- Mentor/Coaching
- Cross-Agency Training
- Community Outreach Program Development
- Instill Respect/Traditions
- Build Relationships
- Increase Training/Competency
- Apparatus/Equipment
- Allied Agency Cooperation
- Improved Standard of Cover

Threats

Recognizing possible threats to an organization can reduce the potential for loss. Identifying these threats or conditions, which may or may not be directly controlled by the organization, allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. The Aspen team identified some current and potential threats as follows:

- Catastrophic Loss
- Climate Change
- Consolidation
- Cost of Living
- The decline of Staffing (Volunteer/Career)
- Political Influence

Definition of Terms

A strategic plan has six primary elements: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or Performance Indicators. To assist in this strategic planning process, each of the elements is defined as follows:

Initiative—An initiative is designed to resolve a difficulty or improve a situation. The initiative is the principal element of a strategic plan. Once an initiative has been identified, goals and objectives can be developed.

Goal—A general target falling under an initiative that contributes to the completion of a specific initiative. When all of the goals have been accomplished, then the initiative will come to fruition.

Objective— Establish the boundaries for what your organization's effort must focus on in the future. They create the third layer of your strategic plan's framework, articulating what you'll focus on to achieve your vision of success. An objective must be measurable and contain specific timeframes for completion.

Critical task—Specific short-term task (within 90 days) that supports completion of an objective. Not all goals or objectives have critical tasks.

Outcome Statement—A summary statement of specific goals and objectives upon completion.

Performance Metric—An objective description of the metrics used to measure successful completion of a goal or objective.

Strategic initiatives, goals, objectives, critical tasks, and performance metrics or outcomes become an essential part of the organization's efforts. By following these components carefully, the organization will be guided into the future and benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by AP Triton with the internal planning team.

The following tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows: Critical tasks (to be completed in 90 days), Short-term (less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). Some of the objectives may also be ongoing. All of the timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team assigned to coordinate the effort to implement that objective.



INITIATIVE 1—OFFICER/LEADERSHIP DEVELOPMENT

Initiative 1 – Officer/Leadership Development		
Description		
<i>Initiative Managers:</i>		
Goal: 1A	Create and Implement Officer Development Program	
Objectives	1. <i>Identify Knowledge, Skills, & Abilities & Create Policy</i>	
	Responsible: Jake Andersen	Timeline: 1 year
	2. <i>Create Officer’s Qualification Training Program</i>	
	Responsible: Arnold Nimmo	Timeline: 18 months
	3. <i>Review/Revise Officer Selection Program</i>	
	Responsible: Ken Josselyn	Timeline: 18 months
Outcome: 100% Program implementation and Officer Certification within 2 Years		
Goal: 1B	Develop and Communicate Command Structure	
Objectives	1. <i>Update Organizational Chart</i>	
	Responsible: Jake Andersen	Timeline: 3 Months
	2. <i>Define Chain-of-Command Structure</i>	
	Responsible: Jake Andersen	Timeline: 6 Months
	3. <i>Develop Command Structure and COC Training Program</i>	
	Responsible: Scott Arthur.	Timeline: 18 Months
Outcome: 100% Staffed Trained within 2 Years		

Goal: 1C Evaluate and Revise Job Descriptions	
Objectives	1. Review/Update Volunteer Job Descriptions
	Responsible: Bruce Bradshaw Timeline: 1 Year
	2. Review/Update Career Job Descriptions
	Responsible: Jake Andersen Timeline: 1 Year
	3. Review/Update Administrative/Prevention Job Descriptions
	Responsible: Jan Legersky Timeline: 1 Year
	4. Develop Evaluation/Appraisal Program for All Personnel
	Responsible: Daniel Palmer Timeline: 2 Years
	Outcome: 100% Program Completion and Integration within 3 Years

INITIATIVE 2—PROGRAM DEVELOPMENT

Initiative 2 – Program Development		
Description		
<i>Initiative Managers: Jake Andersen, Jan Legersky</i>		
Goal: 2A	Enhance Wildland Program	
Objectives	1. <i>Update Community Outreach Education Program</i>	
	Responsible: Charles Curtis	Timeline: 18 months
	2. <i>Review/Update Wildfire Mitigation Assessment Program</i>	
	Responsible: Jake Spaulding	Timeline: 2.5 Years
	3. <i>Revise Seasonal Staffing Program</i>	
	Responsible: Jake Spaulding	Timeline: 3 Months
	4. <i>Develop First "48" Incident Action Plan Packet</i>	
	Responsible: Jake Spaulding	Timeline: 6 Months
	5. <i>Develop Out-of-District Response Program</i>	
	Responsible: Jake Spaulding	Timeline: 2 years
Outcome: 100% Program Completion and Integration within 3 Years		
Goal: 2B	Develop Certification/Qualification Program	
Objectives	1. <i>Create Firefighter Training Matrix</i>	
	Responsible: Scott Arthur	Timeline: 18 months
	2. <i>Identify Firefighter Knowledge, Skills, & Abilities & Create Policy</i>	
	Responsible: Jake Andersen	Timeline: 1 Year
Outcome: 100% familiarization by all personnel within 2 years; 50% compliance by all personnel within 18 months		

Goal: 2C Enhance Public Education	
Objectives	<i>1. Develop Programs for At-Risk Groups</i>
	Responsible: Jan Legersky Timeline: 2 years
	<i>2. Review/Revise School Education Program</i>
	Responsible: Jan Legersky Timeline: 2 years
	<i>3. Develop Life-Safety Educational Program</i>
	Responsible: Jan Legersky Timeline: 2 years
	<i>4. Develop Community Risk Reduction Program</i>
Responsible: Jan Legersky Timeline: 2 Years	
Outcome: 100% Program Implementation within 3 Years	
Goal: 2D Enhance Emergency Medical Services (EMS) Delivery	
Objectives	<i>1. Evaluate EMS Equipment/Supplies</i>
	Responsible: Max Lyall Timeline: 1 year
	<i>2. Evaluate EMS Response Policy</i>
	Responsible: Jake Andersen Timeline: 18 months
	<i>3. Review/Revise and Implement Internal EMS Training Program</i>
	Responsible: Arnold Nimmo Timeline: 2 Years
	<i>4. Conduct EMS Gap Analysis to Identify Industry Standards</i>
	Responsible: Jake Andersen Timeline: 2 Years
	<i>5. Develop Internal EMS Team</i>
	Responsible: Roya Beklik Timeline: 1 year
Outcome: Completion and implementation of programs within 3 Years	

Goal: 2E Develop Health and Wellness Program	
Objectives	1. <i>Develop Peer Support Program</i>
	Responsible: Jake Spaulding Timeline: 2 Years
	2. <i>Develop Cancer Prevention Initiative</i>
	Responsible: Arnold Nimmo Timeline: 2 Years
	3. <i>Create Health and Wellness Committee</i>
	Responsible: Mike Tracey Timeline: 2 Years
	4. <i>Identify Fitness/Wellness Partners</i>
	Responsible: Mike Tracey Timeline: 2 Years
	5. <i>Perform Gap Analysis for Occupational Physical Standards</i>
	Responsible: Dan Palmer Timeline: 3 Years
	6. <i>Develop Annual Employee Health Screening Protocol</i>
	Responsible: Nikki Lapin Timeline: 2 Years
	7. <i>Develop Functional Physical Fitness Program</i>
	Responsible: Michael Holmes Timeline: 1 Year
	8. <i>Evaluate/Enhance Mental Health Program</i>
	Responsible: Braulio Jerez Timeline: 18 Months
Outcome: 80% participation by full membership within 3 years; 100% compliance with organization health standards within 5 years	

INITIATIVE 3—CAPITAL ASSET MANAGEMENT

Initiative 3 – Capital Asset Management		
Description		
<i>Initiative Managers: Ken Josselyn, Rick Balentine</i>		
Goal: 3A Review/Amend Apparatus Replacement Program		
Objectives	1. <i>Develop Apparatus/Support Vehicle Replacement Criteria</i>	
	Responsible: Ken Josselyn	Timeline: 2 Years
	2. <i>Review/Revise Apparatus Truck-Check Program</i>	
	Responsible: Ken Josselyn	Timeline: 1 Year
	3. <i>Develop Maintenance Reporting Program</i>	
	Responsible: Ken Josselyn	Timeline: 1 Year
	4. <i>Identify Long-Term Maintenance Needs</i>	
	Responsible: Ken Josselyn	Timeline: 5 Years
Outcome: 100% program completion and implementation of objectives 1, 2, and 3 within 3 Years.		
Goal: 3B Review/revise Facilities Plan		
Objectives	1. <i>Develop Facility Master Plan</i>	
	Responsible: Rick Balentine	Timeline: 2 Years
	2. <i>Identify Property Manager Needs for Internal Housing Project</i>	
	Responsible: Rick Balentine	Timeline: 1 Year
Outcome: 100% Completion of Initiative within 2.5 years		

Goal: 3C Develop Small Equipment Management Program	
Objectives	<i>1. Develop a Small Equipment Inventory Schedule</i>
	Responsible: Sandy Schiff Timeline: 18 Months
	<i>2. Develop a Small Equipment Maintenance Plan</i>
	Responsible: Eric Jackson Timeline: 18 Months
	Outcome: 100% Implementation of Program within 18 Months
Goal: 3D Development of Information Technology Program	
Objectives	<i>1. Develop an IT Inventory Schedule</i>
	Responsible: Jeff Edelson Timeline: 1 year
	<i>2. Evaluate Staffing Needs for IT Services</i>
	Responsible: Jeff Edelson Timeline: 2 Years
	<i>3. Evaluate Internal/External Communications Equipment Needs</i>
	Responsible: Jeff Edelson Timeline: 2 Years
	Outcome: Deliver IT Master Plan within 2 Years

INITIATIVE 4—STAFFING

Initiative 4 – Staffing		
Description		
<i>Initiative Managers: Jake Andersen, Nikki Lapin</i>		
Goal: 4A Develop Hiring and Retention Program		
Objectives	1. <i>Conduct Salary Survey for All Positions</i>	
	Responsible: Nikki Lapin	Timeline: 1 Year
	2. <i>Develop Recruitment/Retention Program</i>	
	Responsible: Jake Andersen	Timeline: 18 Months
	3. <i>Consider Options for Implementing Fire Explorer Post Program</i>	
	Responsible: Rick Balentine	Timeline: 1 Year
Outcome: Implementation of a program within 2 years		
Goal: 4B Development of Health/Wellness Program		
Objectives	1. <i>Define Roles, Responsibilities, and Workflows</i>	
	Responsible: Jake Andersen	Timeline: 2 Years
	2. <i>Conduct Needs Assessment for Administration, Prevention, and Support Services</i>	
	Responsible: Jake Andersen	Timeline: 2.5 years
	3. <i>Identify Shared Administrative Service Opportunities</i>	
	Responsible: Jake Andersen	Timeline: 5 Years
Outcome: Program Completion within 5 Years		

Goal: 4C		Review and Development of Administrative Support Program	
Objectives	<i>1. Define Roles, Responsibilities, and Workflows</i>		
	Responsible: Jake Andersen		Timeline: 2 Years
	<i>2. Evaluate Operational Needs Based on Standards of Cover</i>		
	Responsible: Jake Andersen		Timeline: 3 Years
	<i>3. Conduct Volunteer Firefighter Optimization Study</i>		
	Responsible: Craig Melville		Timeline: 1 Year
	Outcome: Completion of Program within 5 Years		

INITIATIVE 5—COOPERATIVE ENHANCEMENTS

Initiative 5 – Cooperative Enhancements	
Description	
<i>Initiative Managers: Jake Andersen</i>	
Goal: 5A	Explore Inter-Agency Service Delivery Options
Objectives	1. Evaluate Local/Regional Training Opportunities
	Responsible: Dan Palmer Timeline: 1 Year
	2. Increase Participation in Local and Regional Incident Management Teams
	Responsible: Jake Spaulding Timeline: 6 Months
	3. Explore Service Delivery Options with Aspen Ambulance District
	Responsible: Arnold Nimmo Timeline: 1 Year
	4. Evaluate Service Delivery Options
	Responsible: Jake Andersen Timeline: 5 Years
	5. Evaluate Regional Special Team Participation
	Responsible: Jake Andersen Timeline: 5 Years
6. Review/Enhance Mutual and Auto-Aid Agreements	
Responsible: Jake Andersen Timeline: 1 Year	
Outcome:	100% Completion of all Programs Within 5 Years

INITIATIVE 6—ORGANIZATIONAL DEVELOPMENT

Initiative 6 – Organizational Development		
Description		
<i>Initiative Managers: Jake Andersen</i>		
Goal: 6A	Define Organizational Capabilities	
Objectives	1. <i>Define Statutory Requirements</i>	
	Responsible: Jake Andersen	Timeline: 18 months
	2. <i>Identify Community Needs/Expectations</i>	
	Responsible: Nic Milton	Timeline: 2 years
	3. <i>Identify Organizational Needs/Expectations</i>	
	Responsible: Rick Balentine	Timeline: 2 Years
Outcome: Completion of Programs Within 3 Years		
Goal: 6B	Develop Fireground Incident Command System	
Objectives	1. <i>Identify Available Fireground Incident Command System Models</i>	
	Responsible: Jake Andersen	Timeline: 1 year
	2. <i>Develop Training Program for the use of System</i>	
	Responsible: Jake Andersen	Timeline: 2 Years
	3. <i>Identify Future Organizational Needs/Expectations</i>	
	Responsible: Rick Balentine	Timeline: 4 Years
Outcome: Completion of Program and Implementation for objectives 1 and 2 within 2.5 years. Completion of objective three within five years.		

Goal: 6C		Develop Communications Plan	
Objectives	1. <i>Develop Internal Communications Plan</i>		
	Responsible: Jake Andersen		Timeline: 6 months
	2. <i>Develop External Communications Plan</i>		
	Responsible: Jake Andersen		Timeline: 1 year
	3. <i>Establish Media Relations Protocol</i>		
	Responsible: Jake Andersen		Timeline: 1 year
	Outcome: Completion and implementation of Program Within 18 Months		
Goal: 6D		Develop Standards of Cover	
Objectives	1. <i>Perform Community Risk Assessment</i>		
	Responsible: Rick Balentine		Timeline: 4 Years
	2. <i>Conduct a Standards-of-Cover Assessment</i>		
	Responsible: Rick Balentine		Timeline: 2 Years
	Outcome: Completion of Program within five years		
Goal: 6E		Review/Update SOGs, SOP's	
Objectives	1. <i>Review/Revise Current SOPs/SOGs</i>		
	Responsible: Jake Andersen		Timeline: 2 Years
	2. <i>Develop Training Policies, Procedures, and Guidelines</i>		
	Responsible: Dan Palmer		Timeline: 3 Years
	3. <i>Create Training Manual</i>		
	Responsible: Dan Palmer		Timeline: 5 Years
Outcome: Completion of Program Within five years			

Goal: 6F Develop Transitional Plan for Combination Department	
Objectives	1. <i>List Advantages of Current Volunteer Organizational Structure</i>
	Responsible: Craig Melville Timeline: 18 Months
	2. <i>List Advantages of Current Career Organizational Structure</i>
	Responsible: Craig Melville Timeline: 18 Months
	3. <i>Define Advantages of Combination Organization Model</i>
	Responsible: Craig Melville Timeline: 2.5 years
	4. <i>Perform Cost-Benefit Analysis</i>
	Responsible: Craig Melville Timeline: 3 Years
	Outcome: Completion of Program Within 4 Years

IMPLEMENTATION METHODOLOGY

The following section will provide guidelines for the successful implementation of the Aspen Fire Protection District Strategic Plan. An article produced by OnStrategy consultants identified the four most common reasons an organization fails to implement a strategic plan.¹

- 60% of organizations don't link strategy to budgeting
- 75% of organizations don't link employee incentives to strategy
- 86% of business owners and managers spend less than one hour per month discussing strategy
- 95% of the typical workforce doesn't understand their organization's strategy.

Three elements can help prevent the failures described above. They include prioritization and completion of objectives, seeking and utilizing input from AFPD members, and continually measuring the status of each goal.

Team Responsibilities

This process begins with the AFPD Board adopting the strategic plan and expressing their support of the process in an open letter to all readers of the plan (contained within this report). The fire chief and employee associations should also sanction the plan and be provided in this document. The value of these letters cannot be overemphasized. An organization must show a unified commitment to the accomplishment of each initiative.

Based on an organizational commitment, each initiative is assigned to a specific team within the organization. This team should have the desire and expertise to complete the objectives identified in the plan. Each team should have a team leader, established meeting schedules, and a developed work plan. The work plan should include a specific timeline(s) and metrics to measure successful completion.



Each team leader needs clear responsibilities, objectives, and financial restraints associated with respective initiatives. Emphasis on internal and external communication is essential. A process needs to be established to ensure that the communication is routine and accurate. This process encourages continued support from the AFPD membership.

Role of the Planning Team & Fire Chief

A strategic plan is a living document and should be routinely reviewed and revised based on the organization's needs. The original planning team should meet quarterly (at a minimum) to present the status of each initiative. Obstacles can be identified, and delays minimized during these quarterly meetings.

¹ OnStrategy, Strategic Implementation, <https://onstrategyhq.com/resources/strategic-implementation/>

The fire chief is responsible for facilitating the meetings and must ensure that all information is disseminated throughout the organization. The development of the District's strategic plan began with input from community members. Progress relating to the accomplishment of initiatives must be communicated back to the community team.

Communication Strategies

As previously discussed, communication is an essential component of a successful strategic plan. The following list of mechanisms can help with the process.

- A routine agenda item for the AFPD Board of Director's meeting should include an update from the chief providing an overview of initiatives.
- Officer meetings should include a brief update and opportunities for members to participate in specific initiatives.
- If mission, vision, and value statements are updated, specific training to all members of the organization should be delivered. This supports the continuity of the organization.
- An electronic copy of the strategic plan should be made available to all members of the organization as well as interested community members.
- Meeting minutes from the Internal Planning Team should be electronically disseminated to all members of the organization.

Transparency is essential to the success of an organization. Individuals may not always agree with specific initiatives, but a consensus can be achieved when all members are informed. Clear communication shows collaboration and translates to a standard set of organizational goals.

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APPENDIX B: TIMELINE

Objectives	Assigned Responsibility	Critical 90 Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
Identify Knowledge, Skills, & Abilities & Create Policy	Jake Andersen		X		
Create Officer's Qualification Training Program	Arnold Nimmo			X	
Review/Revise Officer Selection Program	Ken Josselyn			X	
Update Organizational Chart	Jake Andersen	X			
Define Chain-of-Command Structure	Jake Andersen		X		
Develop Command Structure and COC Training Program	Scott Arthur			X	
Review/Update Volunteer Job Descriptions	Bruce Bradshaw		X		
Review/Update Career Job Descriptions	Jake Andersen		X		
Review/Update Administrative/Prevention Job Descriptions	Jan Legersky		X		
Develop Evaluation/Appraisal Program for All Personnel	Daniel Palmer			X	
Update Community Outreach Education Program	Charles Curtis			X	
Review/Update Wildfire Mitigation Assessment Program	Jake Spaulding			X	
Revise Seasonal Staffing Program	Jake Spaulding		X		
Develop First 48 Incident Action Plan	Jake Spaulding		X		
Develop Out-of-District Response Program	Jake Spaulding			X	
Create Firefighter Training Matrix	Scott Arthur			X	
Identify Firefighter Knowledge, Skills, & Abilities & Create Policy	Jake Andersen		X		
Develop Programs For At-Risk Groups	Jan Legersky			X	

Objectives	Assigned Responsibility	Critical 90 Days	Short < 1 year	Mid 1 to 3 years	Long 3 to 5 years
Review/Revise School Education Program	Jan Legersky			X	
Develop Life-Safety Educational Program	Jan Legersky			X	
Develop Community Risk Reduction Program	Jan Legersky			X	
Evaluate EMS Equipment/Supplies	Max Lyall		X		
Evaluate EMS Response Policy	Jake Andersen			X	
Review/Revise Internal EMS Training Program	Arnold Nimmo			X	
Conduct EMS Gap Analysis	Jake Andersen			X	
Develop Internal EMS Team	Roya Beklik		X		
Develop Peer Support Program	Jake Spaulding			X	
Develop Cancer Prevention Initiative	Arnold Nimmo			X	
Create Health and Wellness Committee	Mike Tracey			X	
Identify Fitness/Wellness Partners	Mike Tracey			X	
Perform Gap Analysis for Occupational Physical Standards	Dan Palmer				X
Develop Annual Employee Health Screening Protocol	Nikki Lapin			X	
Develop Functional Physical Fitness Program	Michael Holmes		X		
Evaluate/Enhance Mental Health Program	Braulio Jerez			X	
Develop Apparatus/Support Vehicle Replacement Criteria	Ken Josselyn			X	
Review/Revise Apparatus Truck-Check Program	Ken Josselyn		X		
Develop Maintenance Reporting Program	Ken Josselyn		X		
Identify Long-Term Maintenance Needs	Ken Josselyn				X
Develop Facility Master Plan	Rick Balentine			X	
Identify Property Manager Needs for Internal Housing Project	Rick Balentine		X		

Objectives	Assigned Responsibility	Critical go Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
Develop a Small Equipment Inventory Schedule	Sandy Schiff			X	
Develop a Small Equipment Maintenance Plan	Eric Jackson			X	
Develop an IT Inventory Schedule	Jeff Edelson		X		
Evaluate Staffing Needs for IT Services	Jeff Edelson			X	
Evaluate Internal/External Communications Equipment Needs	Jeff Edelson			X	
Conduct Salary Survey for All Positions	Nikki Lapin		X		
Develop Recruitment/Retention Analysis	Jake Andersen			X	
Consider Options for Implementing Fire Explorer Post Program	Rick Balentine		X		
Define Support Roles, Responsibilities, and Workflows (Administrative)	Jake Andersen			X	
Conduct Needs Assessment for Administration, Prevention, and Support Services	Jake Andersen			X	
Identify Shared Administrative Service Opportunities	Jake Andersen				X
Define Operational Roles, Responsibilities, and Workflows (Operational)	Jake Andersen			X	
Evaluate Operational Needs Based on Standards of Cover	Jake Andersen			X	
Conduct Volunteer Firefighter Optimization Study	Craig Melville		X		
Evaluate Local/Regional Training Opportunities	Dan Palmer		X		
Increase Participation in Local and Regional Incident Management Teams	Jake Spaulding		X		
Explore Service Delivery Options with Aspen Ambulance District	Arnold Nimmo		X		

Objectives	Assigned Responsibility	Critical go Days	Short ≤ 1 year	Mid 1 to 3 years	Long 3 to 5 years
Evaluate Service Delivery Options	Jake Andersen				X
Evaluate Regional Special Team Participation	Jake Andersen				X
Review/Enhance Mutual and Auto-Aid Agreements	Jake Andersen		X		
Define Statutory Requirements	Jake Andersen			X	
Identify Community Needs/Expectations	Nic Milton			X	
Identify Organizational Needs/Expectations	Rick Balentine			X	
Identify Available Fireground Incident Command System Models	Jake Andersen		X		
Develop Training Program for the use of ICS	Jake Andersen			X	
Identify Future Organizational Needs/Expectations (ICS)	Rick Balentine				X
Develop Internal Communications Plan	Jake Andersen		X		
Develop External Communications Plan	Jake Andersen		X		
Establish Media Relations Protocol	Jake Andersen		X		
Perform Community Risk Assessment	Rick Balentine				X
Conduct a Standards-of-Cover Assessment	Rick Balentine				X
Review/Revise Current SOPs/SOGs	Jake Andersen			X	
Develop Training Policies, Procedures, and Guidelines	Dan Palmer				X
List Advantages of Current Volunteer Organizational Structure	Craig Melville			X	
List Advantages of Current Career Organizational Structure	Craig Melville			X	
Define Advantages of Combination Organization Model	Craig Melville			X	
Perform Cost-Benefit Analysis	Craig Melville				X
List Advantages of Current Volunteer Organizational Structure	Craig Melville			X	

APPENDIX C: TASK WORKSHEET

See next pages....

Task Worksheet

Initiative:		Person(s) Responsible:		Desired Outcome(s):				
Goal:								
Objective:		Timeline:						
#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments		
1								
2								
3								
4								
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6								
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12								
13								
14								
15								

Task Worksheet

Initiative:		Person(s) Responsible:		Desired Outcome(s):				
Goal:								
Objective:		Timeline:						
#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments		
1								
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