



HARLEM-ROSCOE FIRE PROTECTION DISTRICT

2025-2030

STRATEGIC PLAN



Facilitated by



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Excellence

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Harlem-Roscoe Fire Protection District stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief John Bergeron and all who participated for their commitment to this process.

This community-driven strategic plan was developed in March 2025, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Jason Blume	Keli Freedlund	Gus Larson	Donald Shoefflin
Gary Caruana	Carol Gustafson	Todd Monahan	Heather Swanson
Jerry Caskey	Sam Hawley	Sue Null	Ike Trickie
Rick Cisenek	Scott Johnson	Ken O'Dell	Kirk Wilson
Joe Corl	Steve Johnson	Elizabeth Russell	
Tom Farone	Greg Kunce	Kelly Saunders	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the HRFPD, as named below.

Agency Stakeholders

Jay Alms	Ryan Donner	Joe Koeninger	Alissa Neubauer
Al Bach	John Donovan	Jacob Kruckenberg	Steve Rosander
John Bergeron	Jeff Grant	Dylan Lackey	Kyle Swanson
Kevin Briggs	Justin Harwood	Taylor Larson	Butch Taylor
Lucas Burbach	Stephanie Hipp	Rob Lukowski	Andy Wiechman
Spencer Caruana	Mike Huffman	Justin Mayton	
John Donahue	Mike Jones	Bart Munger	

Message from the Fire Chief

Dear Community Members,

I hope this letter finds you well. I am pleased to share with you the progress we have made in planning for the future of our fire department and the safety of our community.

On March 10th through March 14th 2025, our department held a strategic planning session that brought together members of our team, local leaders, and key stakeholders to discuss how we can better serve you and ensure the continued safety and well-being of our community. This session was a critical step in shaping the direction of our fire service, focusing on enhancing our capabilities, improving response times, investing in new technologies, and ensuring that our resources are allocated where they are needed most.

During the session, we reviewed both our strengths and areas for improvement, ensuring that we are prepared for future challenges.

I want to assure you that the outcomes of this planning session are not just discussions but actionable steps that will help us continue to improve and evolve as a department. We are committed to transparency, and over the coming months, we will keep you informed about the steps we are taking to implement our strategic plan.

We greatly appreciate the support we receive from the community, and we look forward to working together to maintain a safe and resilient environment for all. If you have any questions or would like to learn more about our strategic plan, please feel free to reach out to me.

Thank you for your continued trust in our department.

Sincerely,

John Bergeron

Fire Chief

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Introduction

The community serviced by the Harlem-Roscoe Fire Protection District (HRFPD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the HRFPD contracted with the CPSE to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The HRFPD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Harlem-Roscoe Fire Protection District serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Harlem-Roscoe Fire Protection District's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the HRFPD truly benefit from the process and realize its ultimate vision.

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Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholders Work Session

Agency Background

The Harlem-Roscoe Fire Protection District serves the Village of Roscoe, Harlem Township, parts of the Village of Rockton, and parts of the Village of Machesney Park in Winnebago County, Illinois. The department has a rich history dating back to its establishment in 1940.



The agency is a career/paid-on-call combination department that, over the following decades, expanded its facilities and services. In 1978, the department initiated its emergency medical services program, becoming one of the first volunteer fire departments in the area to offer paramedic services.

Harlem-Roscoe Fire Protection District personnel have been highly effective in providing services and community involvement and boast an Insurance Services Office (ISO) rating of class 2/5.

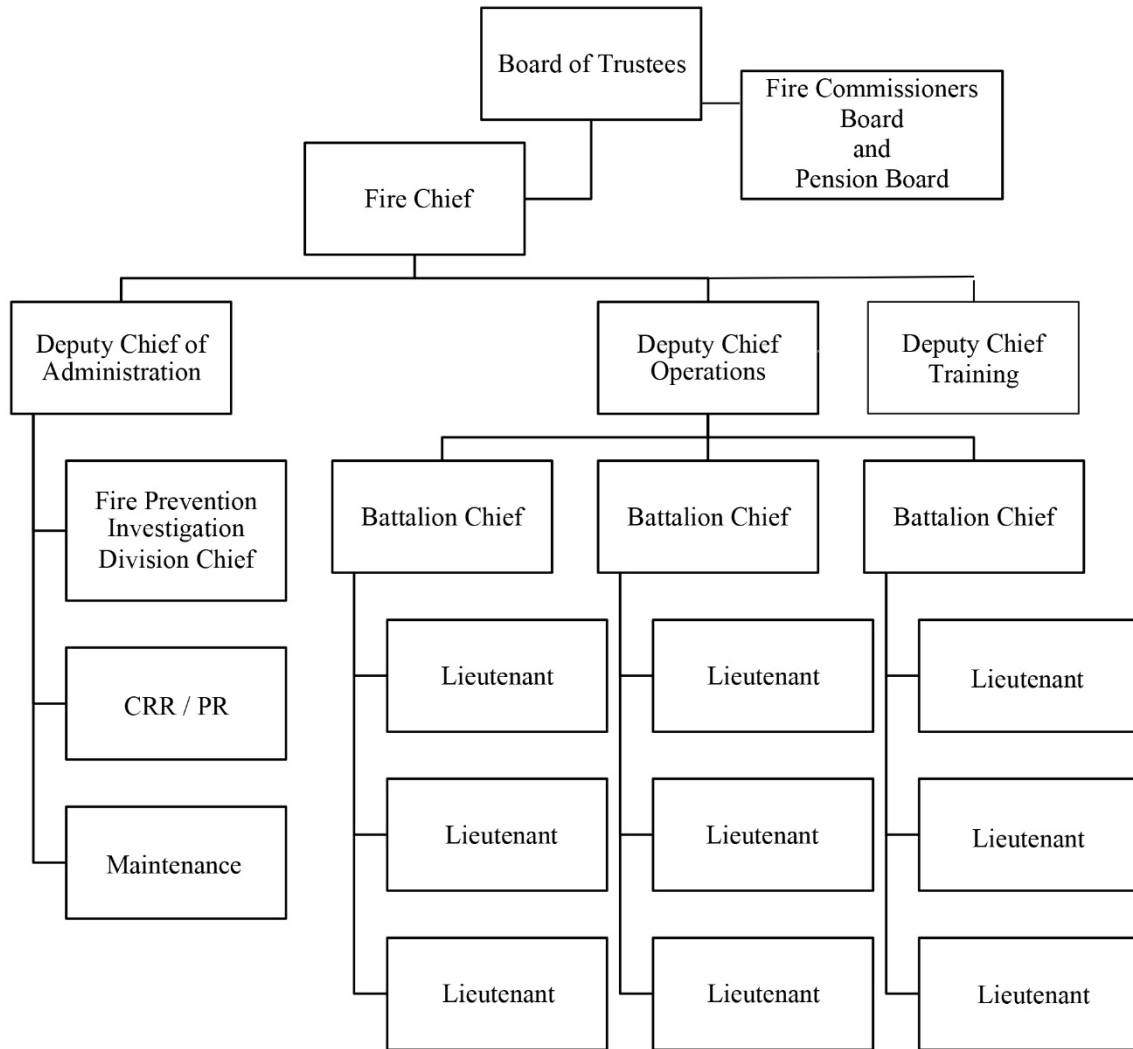
The Harlem-Roscoe Fire Protection District serves an approximate population of 35,000 residents. In addition, the local area has thousands of visitors and many others employed within the community.

Growth and increase in population have and will provide for specific risks for which The Harlem-Roscoe Fire Protection District considers, prepares, and deploys its resources and personnel.



Today, HRFPD reflects on its history and remains committed to providing all-hazard emergency services and education to its community with integrity, trust, and professionalism. The Harlem-Roscoe Fire Protection District continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from three stations that are located strategically throughout the 80 square miles of coverage area. Staffed to support the community, HRFPD embraces its future vision and excellence in service delivery.

Organizational Chart



Agency Stakeholders Work Session Participants

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all HRFPD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Harlem-Roscoe Fire Protection District is dedicated to providing the highest standard of service to the community through prevention, training, education, and emergency services. Our purpose is to save lives and protect property.



Agency Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

Professionalism-providing compassionate service through highly trained and educated individuals.

Integrity-demonstrating honesty, transparency, and ethical conduct.

Courage-taking action in a decisive and unselfish manner for the safety and well-being of the community.

Leadership-empowering decision-making and ensuring personal accountability at all levels.

Diversity-respecting different identities, experiences, and perspectives of those we work with and the community we serve.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Harlem-Roscoe Fire Protection District to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful futurity of the Harlem-Roscoe Fire Protection District and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the HRFPD’s vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

An innovative fire department dedicated to our community through professional emergency response, education, and prevention. We will continue to foster a culture of integrity, compassion, and excellence.



Agency Stakeholders Work Session

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The HRFPD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



Enhance and promote a stable workforce to properly mitigate emergency and non-emergency situations.



Improve the use and functionality of assets to best benefit the needs of the community.



Improve external collaboration to enhance transparency to provide the best level of service to the community.



Develop and implement a health and wellness program to ensure the long-term viability of department members.



Enhance and expand training opportunities to provide the highest quality of service to the community.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Harlem-Roscoe Fire Protection District's vision remain congruent. The accompanying **Management and Implementation Guide** will assist the HRFPD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Harlem-Roscoe Fire Protection District navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



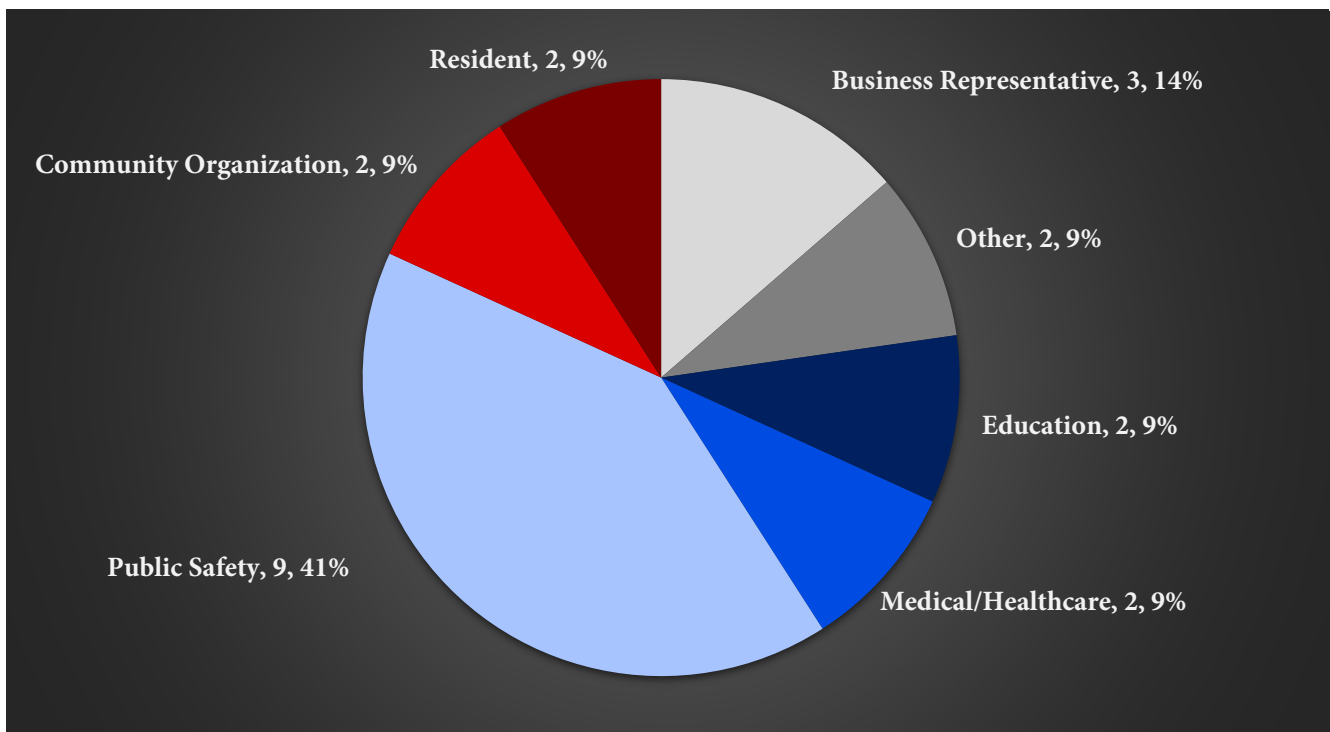
“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Harlem-Roscoe Fire Protection District demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the HRFPD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Harlem-Roscoe Fire Protection District (verbatim, in priority order)

1. Response times. Lower response times. Respond to medical/fire emergencies in an expedient manner. Respond quickly. Quick response to emergency incidents. Timely and professional service. Quick response times. Be there when needed/promptly. Timely response to emergency response calls. Fire department has great response time and works hard to improve response times. Quick response to fire and medical calls. (63)
2. Competent well-trained people responding to calls. Well-trained/professional staff. Good (trained) medics and firefighters. To deliver excellent service with the highest trained personnel as possible. Career development for rank/file employees. Well-trained employees. (26)
3. Quality patient care. ALS every time. Available medic/fire units. Enough paramedics on all medical calls. (14)
4. Fire/EMS/Rescue. (11)
5. Engage collaboration amongst agencies/organizations. Work with police and other community organizations to create a safe area. Positive engagement with stakeholders. Collaboration and coordination with local and regional first responders. (10)
6. For personnel to be courteous and professional. Quality employees. Professional interactions with citizens and agency partners. (9)
7. Continue to look forward to growing the department. Increase staffing levels. Adequate number of personnel to meet department/community needs. (7)
8. To have and maintain the best equipment and tools possible for the job. Take care of needs with proper equipment. (4)
9. Continued drive to improvement (not set and forget). (3)
10. Best practices used for emergency response. (3)
11. Budget. (3)
12. Follow up. Follow-up after difficult calls (CISM). (2)
13. Push to install vision in HRFD and community to uphold expectations. (1)

Areas of Community Concern about the Harlem-Roscoe Fire Protection District (verbatim, in priority order)

1. Number of qualified personnel to run multiple calls at once. Adequate number of trained paramedics. Appropriate staffing. Level of staffing needed to maintain level of service. Having enough staff. Ability to have the right number of professional employees. Working hard to staff each site. (29)
2. Funding. Cost of staffing. Funding. Paying for staff. Financial stability. Budget. (24)
3. Retention for diminishing pipeline. Employee retention. Hiring the right people. Recruitment levels, enough applicants. Recruitment of personnel. (19)
4. Training- wellness of staff. Consistent training throughout all department members; full time, paid on-call, and contract employees. Adequate training for personnel. (9)
5. Growing too fast. Too much annexation/area to cover. (8)
6. Change to career department that HRFD may lose their community involvement. (5)
7. Public relations. (5)

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8. Falling into a trap - “we have always done it this way.” (5)
9. Active shooter/violent care incident management (community-wide effort). (5)
10. Available ambulances. (5)
11. Significant changes in leadership impacting the positive connections of HRFD (not currently an issue). (5)
12. Aging fleet/apparatus. Utilizing most current equipment/technologies. (4)
13. Becoming “exclusive” and not working with surrounding departments. (3)
14. Keeping proper people in management position. (3)
15. Pension legislation. (3)
16. Keeping up with a growing population. (1)
17. Mobile Integrated Healthcare services in the community. (1)



Community Stakeholder Work Session

Positive Community Comments about the Harlem-Roscoe Fire Protection District (verbatim, in no order)

- Good leadership/Open door policy.
- Good working relationships with other departments.
- Public involvement, ex. Christmas gifts and dinners for seniors.
- Participation in community events.
- Excellent care provided for medical and fire.
- Great response time and always looking to improve.
- Fire department is here for our community and residents.
- Professional leadership team.
- Innovative technology.

- Training opportunities.
- Facilities.
- Equipment and apparatus.
- Great reputation.
- Good leadership.
- Nice stations.
- Equipment is always top-notch.
- Medical personnel are great.
- Chief always answers my questions, big or small.
- Leadership.
- Quality personnel.
- Quality equipment and vehicles.
- Excellent leadership.
- Community involvement.
- Working relationships with other fire departments.
- Good and reliable facilities and apparatus.
- Stable funding sources.
- Good department with a positive culture.
- Communications and outreach are always positive and supportive.
- Have a strong image in their community.
- Engaged with the community.
- Good leadership.
- Excellent response/services provided.
- Community-oriented.
- Loyal to the community.
- They take pride in their work.
- Great leadership and members.
- Support for Harlem School District.
- Community presence - values their contribution to the community.
- Always working to improve.
- Rapid responses.
- Community outreach - all manners of events.
- Community/joint planning with the village on community events.
- Community/school involvement and partnerships.
- Fire department's outreach to support the schools.

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- Works well with outside agencies, including the police department.
- Organized command on calls.
- Community-oriented.

Other Community Comments about the Harlem-Roscoe Fire Protection District (verbatim, in no order)

- HRFD is comprised of compassionate, hard-working personnel.
- Thanks for hosting this event. Thank you for inviting me.
- Thank you for revisiting the strategic plan.
- Thank you for having the vision to put this together.
- I appreciate the firefighters' association's support for our students' schools, fundraising, donations, etc.
- History of personable fire chiefs who are deeply involved in the community.
- I feel lucky that HRFD is a partner in our community that I rely on.

Things the Community Feels the Harlem-Roscoe Fire Protection District Should Change

(verbatim, in no order)

- Continue to work with local leadership, but be more involved with law enforcement in the strategic plan-teamwork.
- Training as a department.
- Bill for services - insurance only. (2)
- Cliques within the department/personnel-treatment of non-personnel by existing members.

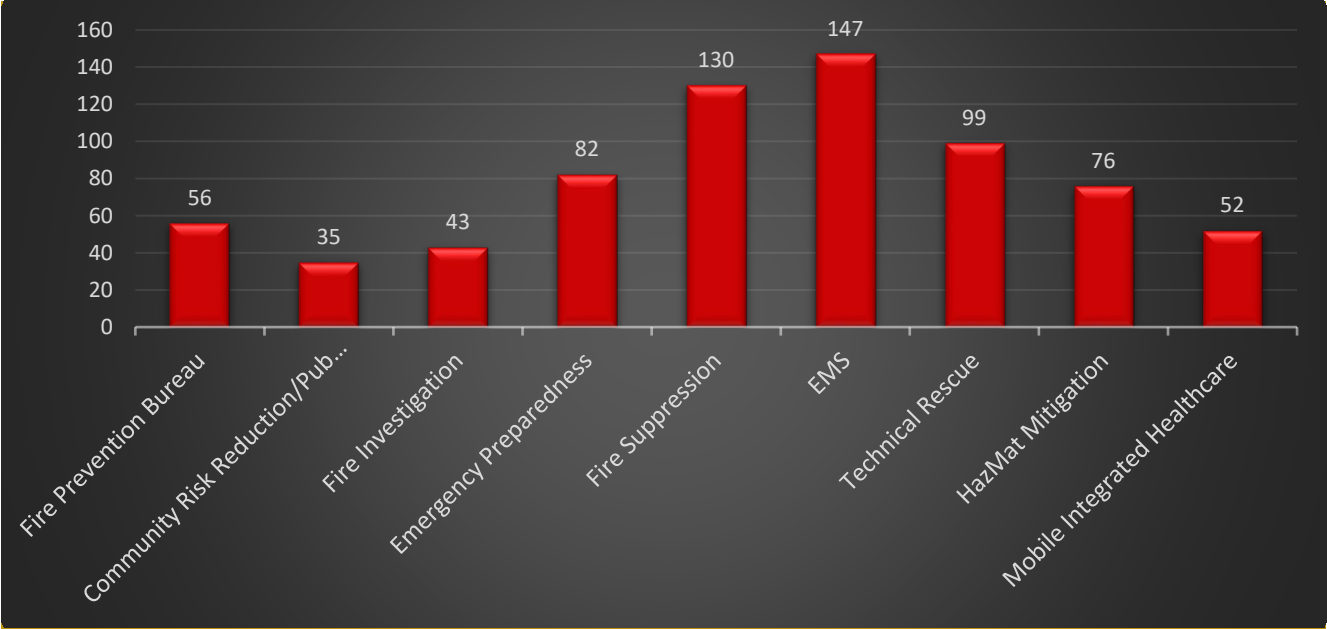
Things the Community Feels the Harlem-Roscoe Fire Protection District Should NOT Change

(verbatim, in no order)

- Professional service.
- EMS.
- Stay focused on core values of their services.
- Collaboration with local school district.
- Leadership.
- Great community partnership/involvement. (4)
- Civic expression - parades, outreach, public relations involved in schools.
- Their working relationships with surrounding departments.

Community-Prioritized Programs

Understanding how the community prioritizes the agency’s programs and services allows the Harlem-Roscoe Fire Protection District to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the HRFPD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the HRFPD attended a three-day work session to review the community feedback, develop or revise the agency’s mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency’s internal stakeholders utilized a strategic environmental analytic method known as SOAR: where members consider the organization’s current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization’s set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency’s vision for leadership in day-to-day functions.

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Strengths

Highly trained personnel.	Optimistic about the future.
Community-involved fire department.	Fire prevention bureau community involvement.
Teaching based on department experiences.	Up-to-date equipment.
Comprehensive in-house training program.	High-quality EMS services.
Quality facilities and grounds.	Fiscally responsible.
In-house fleet maintenance.	Professional appearance.
Good patient rapport.	Strategically placed stations.
Community support.	Financial reserves and investments.
HRFD fire service leadership.	Dedicated training facility.
Educational and training in fire and EMS.	Emergency scene with mutual aid partners.
Community active fire association.	Good rapport with local hospitals and police.
Longevity of 85 years.	Young and developing department.
Promote physical health.	Encourage open dialogue.
College reimbursement.	

Opportunities

Better recruitment training and retention.	Increased staffing for engines and ambulances.
Make engines all ALS.	Increase funding, EMS billing, inspections, and permits.
Communication with the public, social media, news media with more transparency.	Create better avenues for communication with the public and businesses.
Increased training with outside departments.	Mobile integrated health care.
Create a regional task force.	Improved medical equipment training.
Enhance and offer vehicle maintenance to other organizations.	To change from the “this is how we have always done it” culture.
Improve technical rescue teams and abilities.	Create an in-house wellness and fitness facility.
Mental health support group.	Create a health and safety committee.
Yearly health screenings.	Second set of gear.
Update SCBA to current standards.	Regional CPAT facility.
Increase the youth in the fire service.	Improve admin capabilities.
Develop a succession plan.	Expand training grounds.
Update combination equipment and capabilities.	Improve extrication equipment.
Improve the cadet program.	Develop a tutoring program for EMS and fire.
Improve working relations with local utilities and define water distribution system.	

Aspirations

Improve response times to mirror national standards.	Fully staffed apparatus at all stations.
Well-trained and prepared personnel at all stations.	Be the fire department of choice to join.
Increase ISO score in the district.	Increase retention rate to improve service delivery.
Improve the training ground - draft pit, TRT, and modifiable rooms.	Have a department mobile integrated health care program.
Staffing on all ambulances with two ALS members.	Maintain five serviceable ambulances.
Have the capacity to handle three medical and fire incidents with HRFD personnel.	Increase admin staffing to correlate with finance, human resources, and billing.
Built station 4.	Build a regional training facility.
Increase diversity in skills and service.	Build a professional honor guard.
Build in-house gyms at all stations.	HFRD in-house fire academy.
Secure a team of grant writers to secure funding.	Improve maintenance facility with full-time staff.
Real-time accountability system.	Replace aging fleet of vehicles.
Full-time nutritionist to provide meals.	Provide in-house EMS classes.
Station dogs.	Technical rescue teams at the technician level.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Continued community support - Continue to provide high quality services and efficiency - Financial stability - Decrease in community health - Healthier workforce - Improved daily schedules - Highly specialized department - Consistently trained EMS - Increased morale and mental health - Personnel are trained to the highest level - Safer technical rescue incidents - A developed succession plan for cadet to fire chief - Updated critical fire department equipment 	<ul style="list-style-type: none"> - Less reliance on mutual aid - Less turnover - Better informed community - Better response times - Reduced maintenance costs and downtime - More interdepartmental training - Healthier firefighter/reduced risk of injury - Increase of on-scene safety and efficiency - Future of the department cemented in for in-house personnel - Updated critical fire department equipment - A developed succession plan for cadet to fire chief 	<ul style="list-style-type: none"> - Innovative EMS and fire skills - Continued financial stability - Increased ability to work with mutual aid partners - Increased community and stakeholder rapport - More efficient response and personnel - Better insurance rates - Less reliant on neighboring departments - The premier fire department in the area - Increased income from CPAT courses and fleet services - Increased certified personnel to fill vacant spots - Future of the department cemented in for in-house personnel

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Harlem-Roscoe Fire Protection District and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Harlem-Roscoe Fire Protection District. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
<p>Workforce Development</p> <ul style="list-style-type: none"> ○ Lack of appropriate staffing. ○ Succession planning. ○ Improve the cadet program. ○ Recruitment and retention. ○ Determine appropriate pay and benefits. ○ Physical and mental wellness. ○ Educational assistance. ○ Job fair. 	<p>Workforce</p> <ul style="list-style-type: none"> ○ Adequate number of responders. ○ Improve recruitment efforts. ○ Improve retention. ○ Benefits package. ○ Fully staffed apparatus. ○ Increased admin staffing. ○ Personnel development. ○ Succession plan. ○ Leadership development. 	<p>Workforce</p>
<p>Physical Resources</p> <ul style="list-style-type: none"> ○ Aging fleet. ○ Outdated information technology. ○ Communications infrastructure. ○ Aging station furnishings. ○ Lack of sufficient PPE. ○ Rescue tools. ○ Station grounds. ○ Upgrade training facility. ○ Physical and mental wellness. 	<p>Asset Management</p> <ul style="list-style-type: none"> ○ Fleet management. ○ Build station 4. ○ Update SCBA/extrication/equipment. ○ Build maintenance facility. ○ Second set of PPE. ○ Acquire exercise equipment. ○ ALS equipment for engines. ○ Real-time accountability. 	<p>Asset Management</p>

Group 1	Group 2	Initiative Link
<p>Community Engagement</p> <ul style="list-style-type: none"> ○ Mutual aid partners. ○ Mobile Integrated Health. ○ Community outreach. ○ Fire prevention. ○ Interaction with schools. ○ Improve the cadet program. ○ CERT ○ CPR and first aid training. ○ Interaction with hospitals, police, and dispatch. 	<p>Public Relations</p> <ul style="list-style-type: none"> ○ Increased training with other departments. ○ Increased youth in the fire service. ○ Increased transparency with the public. ○ MIH. ○ Lower ISO score. ○ Improve social media. ○ Establish a PIO for the department. ○ Association community support. 	<p>Public Relations</p>
<p>N/A</p>	<p>Health and Wellness</p> <ul style="list-style-type: none"> ○ Mental health support. ○ Health screenings. ○ EAP development. ○ Cancer prevention. ○ Annual physical testing 	<p>Health and Wellness</p>
<p>N/A</p>	<p>Training</p> <ul style="list-style-type: none"> ○ Leadership development ○ Create a deployable task force. ○ Lack of appropriate staffing. ○ Training grounds. ○ Establish an in-house academy. ○ Lack of dedicated training staff. 	<p>Training</p>

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Workforce Asset Management Public Relations Health and Wellness Training

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.



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