MONTECITO FIRE PROTECTION DISTRICT

Strategic Planning Committee Meeting Agenda

Montecito Fire Protection District Headquarters
595 San Ysidro Road
Santa Barbara, California

April 27, 2022 at 3:00 p.m.

The Strategic Planning Committee meeting will be held in person and via teleconference connection in accordance with the requirements set out in Government Code section 54953 (e) and pursuant to the findings and authority set out in Montecito Fire Protection District Resolution No. 2022-07.

Members of the public will be able to observe the Committee meeting and provide public comments via Zoom: https://us06web.zoom.us/j/82151367160, or by calling 1-669-900-6833, meeting ID: 821 5136 7160. Any member of the public who would like to provide public input on an item listed on the agenda may utilize the "Raise Hand" feature through the Zoom App or enter "*9" if participating by telephone only. The host will be notified, and you will be recognized to speak on the agenda item in the order such requests are received by the District.

Agenda items may be taken out of the order shown.

1. Public comment: Any person may address the Committee at this time on any non-agenda matter that is within the subject matter jurisdiction of the Montecito Fire Protection District. (30 minutes total time allotted for this discussion.)

2. Review final draft of Strategic Plan. (Strategic Plan Goal 4)

   a. Staff report presented by Fire Chief Taylor.

3. Fire Chief's Report.

4. Adjournment.

This agenda posted pursuant to the provisions of the Government Code commencing at Section 54950. The date of the posting is April 21, 2022.

Kevin Taylor, Fire Chief

STAFF REPORT

To: Strategic Planning Committee
From: Kevin Taylor, Fire Chief
Date: April 27, 2022
Topic: Customer Centered Strategic Plan

Summary

The Community, District, and staff participated in a Customer Centered Strategic Planning process that concluded in March 2022. This process resulted in the five-year Strategic Plan presented for your consideration.

Discussion

A Customer Centered Strategic Plan is an important tool for a fire department as it provides a roadmap into the future for the implementation of organizational and service improvement goals. During the week of March 7, 2022, representatives of staff were brought together to complete the Customer Centered Strategic Plan. This effort was facilitated by Kent Greene and his team from AP Triton. The team ensured that all stakeholders participated in the process which consisted of two distinct phases.

The first phase included an environmental scan; strengths, weaknesses, opportunities, and threats (SWOT) analysis; and a deep dive into development of the organizations mission, vision, and values statements. First phase analysis included careful consideration of community survey and stakeholder interviews conducted in 2021. The second phase consisted of development of goals, objectives, and critical tasks based on the environmental scan and SWOT analysis. After Board approval of the Strategic Plan, critical tasks will be assigned to staff by the Fire Chief for completion in the timelines identified in the report.

Conclusion

Staff recommends that the Strategic Planning Committee review and make recommendation for approval to the full Board of Directors the Customer Centered Strategic Plan.

Attachments

1. Montecito Fire Protection District Strategic Plan – April 2022

Strategic Plan Reference

1. None.

**Montecito Fire
Protection District**
Montecito, California

FIRE DEPARTMENT
Strategic Plan

March 2022

AP TRITON
VISION · INNOVATION · SOLUTIONS

Contents

Process and Acknowledgments

To complete the task of developing a fire department strategic plan, input was solicited from the public to obtain comments, concerns, and general information from involved citizens throughout the community. The community input was conducted as an online survey and a total of 889 persons completed the entire survey. Survey instruments were utilized to gather input. All questions and responses are available for review at the District offices. Public input is a critical component of the strategic planning process and is necessary in order to understand the expectations of the community in regards to fire department services. The elected and appointed officials of Montecito Fire Protection District would like to thank the individuals that participated in the public input session for the open and candid comments presented.

In March 2022, Montecito Fire Protection District convened a strategic planning committee comprised of fire department administrative and line personnel to review the community input and develop goals and objectives to carry the Department through the next five years. Information gained through the public input survey, along with internal expertise and external recommendations and guidance, was used to develop this strategic planning document.

Montecito Fire Protection District
Strategic Planning Committee

Kevin Taylor, Fire Chief

David Neels, Division Chief

Aaron Briner, Fire Marshal/Battalion Chief

Scott Chapman, Battalion Chief

Travis Ederer, Battalion Chief

Anthony Hudley, Battalion Chief

Lucas Grant, Engineer

Trevor Burch, Firefighter/Paramedic

David Johnson, Firefighter

Jered Walberg, Firefighter

Maeve Juarez, Wildland Specialist

Christina Favuzzi, Public Information Officer

Araceli Nahas, Accountant

Background and History

The Montecito Fire Protection District (MFPD) was organized in June, 1917 and provides fire suppression, rescue, and emergency medical services to an area of 21.7 square miles in southern Santa Barbara County, California. MFPD is governed by a board of elected officials representing the area served and staffs two stations within the community of Montecito.

In an effort to continue the process of continuous service improvement, the Fire Board of Directors commissioned this strategic plan to ensure the Department is focused on important goals, as identified by the citizens and the Department, over the next five years.

AP TRITON

April 27, 2022

Section I:
ENVIRONMENTAL ASSESSMENT

April 27, 2022

Planning Methodology

Fire and other emergency services organizations are finding themselves in a culture of increased expectations and limited resources, now more than ever. The ever-increasing service demand combined with, in some cases, declining revenues, have made it critical that governing boards ensure their organizations are operating in the most effective and efficient manner possible.

With this in mind, the Montecito Fire Protection District made the decision to conduct a create a strategic plan that included critical input from the public.

Environmental Scan

In order to properly formulate strategic initiatives, the Strategic Planning Committee had to evaluate the external and internal organizational environment. The committee combined the feedback with its collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the committee with a basis for formulating the strategic initiatives resulting from this process.

The Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
- Assess organizational strengths and weaknesses
- Identify opportunities and potential threats to the organization
- Identify gaps in performance
- Establish organizational strategic initiatives (mission-specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

Community Stakeholders

As part of the overall strategic planning process, Montecito Fire Protection District solicited input from the public through online surveys, mailings, and telephone calls beginning in late 2020. The survey instrument contained 40 questions regarding residency/business ownership status, contact with MFPD, satisfaction with service, expectations of the District, overall rating of the District, concerns, response times, partnerships, and a prioritization of services provided by the District.

Community Survey Results

In total, 889 persons responded to the survey, representing a 10.3% respondent rate. Of the respondents, 92% identified as being a resident of the District, 4.7% identified as being a resident and a business owner in the District, 1.0% identified as being a business owner only of the District, and 2.3% identified as none of these options.

To the question as to whether the respondent had needed MFPD services in the past, 19.6% indicated they had requested assistance due to fire, 4.9% requested assistance for public education, 3.2% requested assistance for a non-emergency need, 22.5% requested medical assistance, 12.7% requested a fire safety inspection, 17% requested a fire investigation, 4.5% requested wildland fuel treatment, and 12.7% requested other service types. As expected, 42.1% had not requested MFPD services.

Of those that answered "yes" to the previous question, 59.0% rated their experience as extremely satisfied, 4.4% as satisfied, 1.5% as dissatisfied, and 0.4% as extremely dissatisfied. Of the respondents, 33.2% did not rank their satisfaction. Related to the question of response time, 46.3% of respondents indicated that it should take no more than four minutes for units to arrive at an emergency scene while 41.1% indicated that six minutes was a satisfactory response time. 12.6% indicated that eight minutes was satisfactory. Most of the remaining questions or open text asked the respondent to rank services when compared against others. In all cases, fire suppression was selected as the most important service provided by the District with emergency medical services second.

A complete document containing all survey results is maintained at the District offices for review.

Mission, Vision, and Values

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department members on what is truly important to the organization. The mission statement should be understood by all Montecito Fire Protection District personnel and posted prominently throughout the organization's facilities. Each employee should commit the mission to memory. The Strategic Planning Committee adopted the following mission statement:

The Montecito Fire Protection District is a progressive organization committed to the protection of people, property, and the environment. As part of the community, we exist to provide professional and timely service through preparation for, response to, and recovery from emergencies.

Vision

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the members of Montecito Fire Protection District with a direction of how things can be and a sense of organizational pride and purpose. The Strategic Planning Committee adopted the following vision:

- *We will serve our whole community with an innovative approach to preparedness, response, and recovery.*
- *We will enhance our relationships through collaboration to resolve all challenges our community may face.*
- *We will lean forward with intent in the pursuit of advancing technology and industry best-practices.*
- *We will develop exceptional leaders in our organization supported by a culture of empowerment.*
- *We will enhance mental, physical, and spiritual health within our organization.*

Values

Value statements define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The Strategic Planning Committee adopted the following value statements:

We value community through:
- ***Respect***
- ***Relationships***
- ***Approachability***
- ***Public outreach***
- ***Transparency***

We value service through:
- ***Commitment to excellence***
- ***Competence***
- ***Preparedness***
- ***Collaboration***
- ***Integrity***
- ***Professionalism***

We value our people through:
- ***Our culture of empowerment***
- ***Mental, physical, and spiritual health***
- ***Personal and professional experience***
- ***Training and education***

With the completion of its mission, vision, and guiding principles, the Strategic Planning Committee established the organization's foundation for strategic planning. We strongly recommend that every member empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

April 27, 2022

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The process of conducting a SWOT analysis involves identification of both internal and external factors facing the organization. Strengths and Weaknesses are generally thought of as internal factors within the control of the organization, while Opportunities and Challenges are more typically external factors that, while outside the immediate control of the organization, can be addressed through improved communications and processes.

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability of providing the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the department should be reviewed to evaluate the rate of return on precious staff time. The Strategic Planning Committee identified the following strengths for the Montecito Fire Protection District.

- *Relationships*
- *Approachability*
- *Financial Stability*
- *Diversity in Experience and Background*
- *Culture of Empowerment*
- *Community Support*
- *Progressive*
- *Recruitment and Retention*
- *Cohesion*
- *Work/Life Balance*
- *Support of Opportunities*
- *People*

- *Capabilities*
- *Flexibility/Agility*
- *Collaboration*
- *Communication*
- *Level of Care*
- *Valued Workforce*
- *Well-Equipped*
- *Consistency*
- *Vision*
- *Professional Development*
- *Executive Development*
- *Service Mentality*
- *Peer Support*

Top Strengths

1. *Culture of Empowerment*
2. *Relationships*
3. *Financial Stability*
4. *People*
5. *Service Mentality*
6. *Community Support*
7. *Valued Workforce*

Weaknesses

Once strengths of the organization have been identified, the next step in the environmental scan is to identify organizational weaknesses. Weaknesses within an organization can hinder the ability of the agency to deliver services to the expected level. Although agencies tend to place negativity on any internal weaknesses, identification of these areas can lead the organization through a process of continuous improvement. The Strategic Planning Committee identified the following weakness for the Montecito Fire Protection District.

Weaknesses (no priorities identified)

- ***Communications System***
- ***Facility Limitations***
- ***Response Area Geographical Gaps***
- ***Administrative Systems Integration***
- ***Limited Promotional Opportunities***
- ***Commuter Workforce***
- ***Limited Diversity/Representation***
- ***Operational Area Standard Operating Procedures (SOP) Integration***

Opportunities

Opportunities available to the organization can be multiple and varied. Most organizations fail to see the full benefit of external opportunities and, therefore, fail to reap the potential benefits. Being able to identify potential opportunities to assist the organization in achieving goals and objectives is a critical element in the process of strategic planning. The strategic planning committee identified the following potential opportunities available to Montecito Fire Protection District.

Opportunities

- ***Regional Dispatch***
- ***Ground Ambulance Contract***
- ***Regional HazMat***
- ***Out of Area Response – Experience***
- ***Facilities Upgrades***
- ***Joint Fire Station Project***
- ***Community Outreach***
- ***Reputation***
- ***Political Opportunities***

- ***Increased Fuel Reduction/Grant Opportunities***
- ***Community Risk Reduction (CRR)***
- ***Wildfire Detection Technology***
- ***Regional Task Force Urban Search and Rescue (US&R)***
- ***Website Improvements***
- ***Cooperation with Public Utilities***

April 27, 2022

Top Opportunities

1. *Community Risk Reduction*
2. *Community Outreach*
3. *Regional Dispatch*
4. *Evacuation Study*
5. *Website Improvements*

Threats

Like external opportunities, threats or challenges can be varied based on a number of environmental factors such as population, demographics, socio-economic issues, etc. The process of identifying organizational challenges allows the agency to address those issues and take the appropriate action to mitigate the effects upon the organization. The Strategic Planning Committee identified the following potential challenges facing the Montecito Fire Protection District.

Threats (no priorities identified)

- *Legislation*
- *Cost of Living*
- *Economic Uncertainty*
- *Community Services District*
- *Unfunded Mandates*
- *Natural/Manmade Disasters*
- *Geography/Topography*
- *Technology*
- *Regional Departure of Institutional Knowledge*

Definition of Terms

The main components to a strategic plan are: Goals, Objectives, and Critical Tasks. For purposes of this Strategic Plan, they are defined as follows:

- **Goal:** A goal is focused on one particular area but is still general in nature.

- **Objective:** A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

- **Critical Task:** The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

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

April 27, 2022

Section II:
STRATEGIC PLAN

Strategic Plan

The planning process, after dealing with establishing the mission, vision, and guiding principles of the organization and assessing the environment within which it is operating, turns its focus to the establishment of goals and objectives. Realistic goals were formulated and specific objectives developed to support the successful completion of those goals. Strategic goals and objectives provide the organization and its members with clear direction.

Strategic goals and objectives are management tools that should be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community. Strategic goals and objectives become the focus of the organization's efforts. By following these goals and objectives carefully, the organization is given structure and guidance, reducing obstacles and distractions and facilitating smooth transition.

The Strategic Planning Committee set priorities for the accomplishment of specific goals and objectives. The goals are listed in a descending order of priority. When evaluating progress toward accomplishing the goals, timelines may need to be adjusted to reflect changes in the organization's needs, environment, and resources.

April 27, 2022

Goal 1. Deliver exceptional emergency services to our community

1A. Respond to emergency calls for service in seven (7) minutes or less 90% of the time.	
Lead: Timeline: 12 months	**Critical Tasks:** • Collect and analyze emergency response data • Identify gaps • Monitor response time segments and rectify deficiencies • Report quarterly to Board of Directors
1B. Continue to collaborate with Carpinteria Summerland FPD on a fire station to reduce response times in both districts.	
Lead: Timeline: 24 months	**Critical Tasks:** • Identify suitable property • Educate community on project • Acquire appropriate permitting/zoning • Develop program of work
1C. Participate in the Regional Fire Communications Center.	
Lead: Timeline: 24 months	**Critical Tasks:** • Participate in regional administrator's committee • Participate in regional operations committee • Develop transition plan
1D. Identify enhancements in EMS service delivery.	
Lead: Timeline: 24 months	**Critical Tasks:** • Identify and measure key performance indicators (KPIs) • Identify gaps in KPIs and rectify deficiencies • Research emergency prehospital healthcare trends • Identify and offer advanced training opportunities • Participate in regional ground ambulance transport efforts

Task	Start	End	Dur	2022			2023				2024		
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Goal 1: Deliver exceptional emergency services to our community.	5/1/22	5/1/24	517										
Respond to emergency calls for service in seven (7) minutes or less 90% of the time.	5/1/22	5/1/23	258										
Continue to collaborate with Carpinteria Summerland FPD on a fire station to reduce response times in both districts.	5/1/22	5/1/24	517										
Participate in the Regional Fire Communications Center	5/1/22	5/1/24	517										
Identify enhancements in EMS service delivery	5/1/22	5/1/24	517										

April 27, 2022

Goal 2. Enhance risk mitigation efforts

2A. Explore technological advances in wildfire prevention, detection, and response.	
Lead: Timeline: 36 months	**Critical Tasks:** • Consider artificial intelligence and infrared technology to detect wildfire • Determine site locations • Find and secure funding • Install and monitor • Design scaled response

2B. Optimize pre-incident planning processes.	
Lead: Timeline: 12 months	**Critical Tasks:** • Define target hazards • Identify and prioritize key target hazards • Develop and implement data gathering systems/procedures • Coordinate efforts between prevention and operations • Educate end users

2C. Strengthen vegetation mitigation programs.	
Lead: Timeline: 60 months	**Critical Tasks:** • Analyze potential environmental impacts of program expansion • Implement Strategic Vegetation Mitigation Plan • Educate community on wildfire preparedness/protection programs • Enhance home hardening initiatives • Collaborate with neighboring agencies

2D: Conduct an independent, third-party evacuation study that includes traffic modeling and analysis.	
Lead: Timeline: 12 months	**Critical Tasks:** • Analyze evacuation study and traffic modeling report • Refresh evacuation plan and zones • Communicate evacuation plan changes to community and partner agencies • Consider evacuation exercise • Evaluate relationship between current housing density, infrastructure, and potential future housing density; determine impact on our ability to evacuate community • Advocate for density modifications and/or limitations at the policy level if indicated by analysis

Task	Start	End	Dur	2022	2023	2024	2025	2026	2027
Goal 2: Enhance risk mitigation efforts	5/1/22	5/1/27	1291						
Explore technological advances in wildfire prevention, detection, and response.	5/1/22	5/1/25	774						
Optimize pre-incident planning processes.	5/1/22	5/1/23	258						
Strengthen vegetation mitigation programs.	5/1/22	5/1/27	1291						
Conduct an independent, third-party evacuation study that includes traffic modeling and analysis.	5/1/22	5/1/23	258						

Goal 3. Achieve excellence in customer service

3A. Follow up with community members after providing service.	
Lead: Timeline: 36 months	**Critical Tasks:** • Research and identify methods to obtain customer feedback • Develop a method of retrospective feedback to community • Provide education to staff and community on availability of program
3B. Revisit framework for improving applicant understanding of the permit process.	
Lead: Timeline: 24 months	**Critical Tasks:** • Identify gaps in current permitting process • Enhance methods for providing the community with pertinent information • Review permit information and processes with applicants
3C. Communicate the Strategic Plan elements to entire organization for continuity of service.	
Lead: Timeline: 3 months	**Critical Tasks:** • Distribute and discuss updated Strategic Plan with all personnel • Ensure understanding of the Community Engagement Plan

Task	Start	End	Dur	2022				2023				2024				20	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Goal 3: Achieve excellence in customer service	5/1/22	5/1/25	774														
Follow-up with community members after providing service.	5/1/22	5/1/25	774														
Revisit framework for improving applicant understanding of the permit process.	5/1/22	5/1/24	517														
Communicate the Strategic Plan elements to entire organization for continuity of service.	5/1/22	8/1/22	66														

Goal 4. Strengthen community outreach and education

4A. Re-establish school fire and life safety education programs.	
Lead: Timeline: 9 months	**Critical Tasks:** • Review existing fire and life safety programs • Explore reorganization of responsibilities • Schedule and deliver updated programs • Evaluate and revise as necessary
4B. Utilize multi-media to communicate with the community.	
Lead: Timeline: 60 months	**Critical Tasks:** • Refresh existing website • Evaluate existing use of social media platforms • Determine most appropriate messaging content • Explore additional social media platforms • Determine target audience communication method • Research other uses of social media, specifically for community education

Task	Start	End	Dur	2022	2023	2024	2025	2026	2027
Goal 4: Strengthen community outreach and education.	5/1/22	5/1/27	1291						
Re-establish school fire and life safety education programs.	5/1/22	2/1/24	453						
Utilize multi-media to communicate with the community.	5/1/22	5/1/27	1291						

Goal 5. Strengthen our infrastructure

5A. Modernize facilities.	
Lead: Timeline: 48 months	**Critical Tasks:** • Evaluate existing facilities • Determine deficiencies • Develop and fund program of work

5B. Modernize equipment to meet response capability.	
Lead: Timeline: 24 months	**Critical Tasks:** • Evaluate existing equipment and apparatus response capabilities • Determine deficiencies • Develop and fund equipment and apparatus upgrade plan

Task	Start	End	Dur	2022	2023	2024	2025	2026
Goal 5: Strengthen our infrastructure.	5/1/22	5/1/26	1031					
Modernize facilities.	5/1/22	2/1/24	453					
Modernize equipment to meet response capability.	5/1/22	5/1/26	1031					

April 27, 2022

Goal 6. Develop exceptional employees

6A. Expand professional and executive development.	
Lead: Timeline: 36 months	**Critical Tasks:** • Evaluate and review the Professional Development Guide • Expand and support Incident Management Team (IMT) positions • Identify specific position gaps • Evaluate need for mentoring program • Develop individual short and medium range development plans
6B. Develop position transition plan.	
Lead: Timeline: 18 months	**Critical Tasks:** • Evaluate critical positions and responsibilities • Determine plan format

Task	Start	End	Dur	2022			2023				2024				2025	
				Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Goal 6: Develop exceptional employees.	5/1/22	2/1/25	710													
Expand professional and executive development.	5/1/22	2/1/25	710													
Develop position transition plan.	5/1/22	5/1/23	258													

April 27, 2022

Goal 7. Prioritize employee wellness

7A. Enhance the mental, physical, and spiritual health of our organization.	
Lead: Timeline: 24 months	**Critical Tasks:** • Determine needs of the organization • Evaluate effectiveness of current programs/services/needs • Maintain peer support programs
7B. Cultivate an environment that fosters positive relationships across all levels of the organization.	
Lead: Timeline: 24 months	**Critical Tasks:** • Identify any barriers to organizational trust that may exist • Identify positive aspects of current workplace • Develop plan to remove any barriers and reinforce positives • Identify existing methods used to maintain positive workplace environment

Task	Start	End	Dur	2022				2023				2024			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal 7: Prioritize employee wellness.	5/1/22	5/1/24	517												
Enhance the mental, physical, and spiritual health of our organization.	5/1/22	2/1/24	453												
Cultivate an environment that fosters positive relationships across all levels of the organization.	5/1/22	5/1/24	517												

April 27, 2022

Goal 8. Ensure financial accountability and transparency

8A. Verify financial policies.	
Lead: Timeline: 12 months	**Critical Tasks:** • Validate financial policies annually • Identify any new accounting or reporting standards • Update policies to reflect changes
8B. Ensure accessibility of financial records.	
Lead: Timeline: 12 months	**Critical Tasks:** • Continue to post financial records to the website • Report bi-monthly to Finance Committee

Task	Start	End	Dur	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Goal 8: Ensure financial accountability and transparency.	5/1/22	5/1/23	258								
Verify financial policies.	5/1/22	5/1/23	258								
Ensure accessibility of financial records.	5/1/22	5/1/23	258								

April 27, 2022