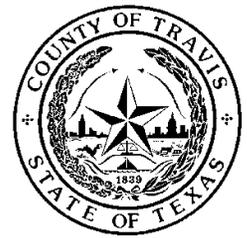


TRAVIS COUNTY EMERGENCY SERVICES

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Emergency Services Project Charter

Revised 20180109

Project Name: Strategic Plan Development

Project Manager: Josh Davies, County Executive Emergency Services

Administrative Support: Lauren Hill

Leadership Team: Tony Callaway, Chief Fire Marshal
Blake Clampffer, Interim Emergency Management Coordinator
Casey Ping, Chief Deputy/Director of EMS & STAR Flight
Dr. Keith Pinckard, Chief Medical Examiner
Beth Devery, Chief Administrative Officer

Start Date: February 2017

Completion Date: May 2018

Description of Project:

The Travis County Emergency Services Department will create a comprehensive strategic plan that includes the Executive Office, Fire Marshal, STARFlight, Office of Emergency Management, and Medical Examiner.

The Strategic Plan will provide a roadmap for the Department for up to a five-year period and will serve as a guidance document for budget alignment, potential department organization modifications, and project prioritization.

Project Objectives:

1. Develop a roadmap for the next five years related to the core activities of the Emergency Services Departments in the form of a Strategic Plan.
2. Develop Executive Leadership relationships through the planning process which is designed to empower collaboration and strategic visioning.
3. Create a planning process that considers the value and input of all staff, stakeholders, and County partners.
4. Provide an opportunity for any Emergency Services staff member to take lead roles in a large, strategic level project.
5. Create a forum for honest and informed program evaluation in order to develop a well-defined and actionable plan.
6. Encourage creativity, innovation, and Just Culture approaches.

Key Deliverables:

1. Integrated planning between all Emergency Services Departments
2. Increased staff awareness of the need for strategic planning as a driver of service analysis and cost determination.
3. Production of a one to three-year Work Plan
4. Production of a five year Emergency Services Strategic Plan
5. Increased staff, management, and stakeholder awareness of the roles and responsibilities of Emergency Services.
6. Collaborative visioning and shared understandings related to management and organizational priorities.

Methodology:

Using a decentralized method, department heads will coordinate established activities with their staff and their stakeholder groups using tools provided by the project manager. This approach is intended to leverage feedback from all staff that work in Emergency Services Departments and the clients that are served by these departments.

The process that is used will first identify what services are required to be provided, the self-analysis of the department, the clients' analysis of the department, recognition of gaps, and then planned activities that address these gaps as well as the identification of actions required to advance the organization to meet its required and elective objectives.

Limited consulting services may be accessed to address certain portions of the plan development process.

Estimated Costs Description:

Up to \$50,000 in training cost related to Lean Six Sigma training may be requested. Depending on the progress of the plan, additional funding may be required to complete the project if external consulting services are used.

Issues/Risks:

1. Lack of support from staff and stakeholders will decrease the effectiveness of the strategic planning effort.
2. The developed plan must be actionable where results and the return on the investment are clear to not only staff but the public and stakeholders.

3. Participants must be focused on the operations of the Emergency Services Department of future, this means that some initiatives and core components may need to be adjusted or changed to accommodate organizational pivots and budgetary considerations.
4. The lack of having a stakeholder-driven strategic plan will impact the organization's ability to successfully leverage organizational changes, budget adjustments, and performance.
5. Emergency Services has not participated in strategic planning efforts in some time. Understanding and then applying tools and skills necessary for developing and implementing a strategic plan can be confusing and cause frustration.

Assumptions:

1. Strategic planning is needed and will provide valuable information in order to make the organization more effective and efficient in the way services are delivered to the public and the staff.
2. The final strategic plan will be the baseline for budget management and organizational development.

Constraints and Dependencies:

1. Staff time is needed to dedicate to the strategic planning process that may require reprioritization of department work plans and priorities.

Planned Approach:

1. Preparatory: Mandates and Essential Services Determination

In advance of Session 1, department heads collect and identify legal mandates and essential services that must be accomplished by the organization. Each mandate and essential services is then reviewed and the department head determines if any gaps exist. These gaps are tracked and used in Session 1 and 3 understanding that more gaps may emerge throughout the strategic planning process.



Responsible: Department Heads
Timeline: April 2017 - Complete
Deliverables: Applicable Mandates Form
Essential Services Form
Credentials, Accreditations, Certifications Form

2. Preparatory: Lean Six Sigma Yellow Belt



The Lean Six Sigma Yellow Belt program provides a framework for understanding performance standards and measurement as they apply to department operations, quality assurance and improvement, and strategic planning. Key members of each Emergency Services Department and other County Departments will participate in this session in advance of the formal start of the strategic planning process.

Responsible: County Executive
Timeline: **June 1-2, 2017 Complete**
Deliverables: Increased Performance Management Awareness
Lean Six Sigma Yellow Belt Capabilities in each ES Department
Access to Strategic Planning Resources

3. Preparatory: Work Plans



The Emergency Services Work Plan is shared with each Department so that all Department staff members are aware of the short and mid-term organizational priorities. Each department creates subordinate work plans as necessary to track progress, assign/delegate tasks, and to provide routine updates.

Responsible: County Executive and Department Heads
Timeline: **March 2017 - Complete**
Deliverables: Emergency Services Work Plan

4. Preparatory: Staff Review of Existing Mission, Vision, and Values



In advance of Session 1, department heads review the existing department mission, vision, and values with staff to determine if they are accurate and reflective of applicable mandates and essential services in addition to mission-specific attributes. Department heads will use the Golden Circle to craft revised statements that focus on “why” and not simply “how” and “what”. Suggestions are discussed and collected for use in Session 1.

Responsible: Department Heads
Timeline: **April / May 2017 - Complete**
Deliverables: Mission, Vision, Values Form

5. Preparatory: Staff Anonymous On-Line Survey



In advance of Session 1, all Emergency Services Staff will be provided with an on-line, anonymous survey that focuses on the views from the staff of the organization. Questions focus on management, customer service, staff development and mentoring, visioning, and suggestions.

Responsible: County Executive, Department Heads, and Public Information Officer

Timeline: April / May 2017 - Complete

Deliverables: Collected and Analyzed Survey Data

6. Session 1: Staff Strategic Planning: SWOT and Mission, Vision, and Values



This session will be conducted with each department and their staff (encourage all staff to participate if at all possible) facilitated by the County Executive. The focus is on identification of Strengths, Weaknesses, Opportunities, and Threats (SWOT) and then, using the Golden Circle, define the department's mission, vision, and values through the use of SMART components (earlier preparatory work). The Executive Team will complete this session together at the May Executive Staff meeting before facilitating the same exercise with each Emergency Services Department.

Responsible: County Executive (Facilitator) and Department Heads

Timeline: May – July, 2017 - Complete

Deliverables: SWOT Form
Mission, Vision, and Values Form

7. Session 2: Stakeholder Strategic Planning:



This session will be conducted by the department heads working with their key internal and external stakeholders. The department mission, vision, values, and essential functions will be shared with the partners. Additionally, an on-line survey will be provided so that stakeholders may anonymously submit feedback. The County Executive will assist with facilitation as needed. The value of external viewpoints is critical to understanding the public impression of the services that are provided and the value placed on the organization by the public. It may be necessary to hold multiple forums to effectively collect actionable feedback.

Responsible: County Executive (Facilitator) and Department Heads

Timeline: July / August 2017 - Complete

Deliverables: Survey Data
External View Points Summary Form

8. Session 3: Identification of Gaps



Department heads will review feedback from Session 1 and 2 and then identify gaps in mandated services, essential services, and elective services with consideration of public expectations. Department heads will then review these gaps with staff to determine how they should be addressed focusing on the development of strategic goals and objectives that are the focus of Session 4.

Responsible: Department Heads
Timeline: **September 2017 - Complete**
Deliverables: Strategic, Operational, or Tactical Categorization of Gaps Form

9. Session 4: Identification of Strategic Goals and Objectives



In this session, which will consist of more than one meeting with staff, department heads will address the gaps identified in Session 4 as well feedback solicited from internal and external stakeholders to draw the roadmap at a high level. This is the core development phase of the strategic planning process where the results of data analysis are used to create specific goals and objectives. Once individual department-goals objectives are completed, the Executive Staff will collaborate to integrate applicable goals and objectives across all departments.

Responsible: Department Heads and County Executive
Timeline: September – February 2018 (revised date)
Deliverables: Department Goals and Objectives Form
Emergency Services Organizational Goals and Objectives Form

10. Session 5: Vetting the Plan / Seeking Feedback



The final draft plan will be available for staff, stakeholders, and County Staff review. An open comment period will occur following the presentation of the plan.

Responsible: Department Heads, County Executive, and Public Information Officer
Timeline: March 2018 (revised date)
Deliverables: Summary of Collected Feedback

11. Session 6: Executing and Monitoring of the Plan

Responsible: Department Heads and County Executive
Timeline: May / June 2018 (revised date)
Deliverables: Emergency Services Strategic Plan (5 year)
Department Specific Work Plans (2 year)

Adjustments to Initial Plan since Authorization

1. Early in the evaluation process it was identified that all staff would benefit from training in Just Culture. Just Culture training will occur beginning in January 2018 through July 2018 for all Emergency Services Department Staff.

Responsible: Department Heads and County Executive
Lauren Hill - Coordinator
Timeline: January – June 2018
Deliverables: Completion of Train-the-Trainer Program
All Staff Completion of Just Culture 4 Hour Module

2. An additional Six Sigma Yellow Belt Course will be scheduled in the Spring of 2018, available to all County Staff, to provide additional training in performance measurement and development of performance measures.

Responsible: Emergency Services and PBO will co-sponsor the course,
funded by Emergency Services.
Timeline: Spring 2018
Deliverables: Completion of 16 Hour Course of 30 County Staff

3. The timeline was adjusted to allocate more time for the development of goals and objectives. The timeline was extended to account for staffing changes, workload, and to provide adequate time for staff to dedicate appropriate time to effectively develop Specific, Measurable, Attainable, and Time-bound (SMART) goals and objectives.