



Comal County ESD #6

Strategic Planning Project

The Comal County Emergency Services District #6 Commissioners are embarking to develop a strategic plan to assist them in meeting today's requirements and to prepare for future requirements. To develop the strategic plan, the Commissioners are seeking volunteers from key stakeholders and citizens-at-large to form a Strategic Planning Committee that will be chaired by an ESD #6 Commissioner.

Committee members should:

- be prepared to participate for a year or longer to complete the plan;
- be able to actively participate as a working member prepared to roll up their sleeves to support the committee's needs;
- be able to attend information, planning, and working meetings on a regular basis. Frequency of meetings will be determined by the committee, but anticipate at a minimum, meetings will be conducted monthly (meetings to be conducted at the BVFD Main Fire Station, FM 3009);
- have the community's best interest in mind as it relates to fire related services and emergency medical treatment and transport related services.

Strategic Planning Committee: max 15 standing members plus, as needed, external members

- 2 Commissioners
- 1 BVFD rep
- 1 BVFD BOD rep
- 1 Schertz EMS rep
- 1 City of Garden Ridge City Government rep
- 3-9 Citizen-at-large reps

Strategic Planning: Great leaders envision the future yet to be born. Strategic Plan prepares the organization for that future by meeting current requirements and deliberately planning and preparing for the changes that are predicted to occur.

With a defined Mission and Vision, coupled with Organizational Values, the Strategic Planning Process takes the known, combines it with stakeholder input and feedback, internal and external

planning factors, associated risks (known and assumed), assumptions, and defines goals with objectives and strategies to be incorporated into Action Plans to achieve the desired end state. This strategic planning is for the Emergency Services District, not specific service provider responsibilities.

3 Reasons for Strategic Plan

- Requirement based budgeting
- Compliance to regulatory and other mandates
- Strategic analysis - Clear understanding of the geographic & demographic landscape for the future

Strategic Planning Process: Deliberate vs rapid action drill. It is dynamic - Strategic planning is a process that requires feedback and course correction. What the committee learns during the planning and implementation processes may cause them to recommend that the commissioners go back and adjust their vision, goals, and initiatives.

Strategic Planning Committee Areas of Interest

- Governance, Administration, & Compliance
- Contract Services (Fire, EMS)
- Agreements
- Tax, Budget, Financial, Audit Management
- Asset Accountability and Management
- Annual Cycle of Requirements and Activities
- Process for reoccurring Strat Plan Updates and Reviews

Critical Tasks

- Geographic & Demographic Review - Current, projected
- SWOT Assessment
- Assumptions for planning
- Internal and external input and feedback

ROE for Committee – Committee:

- Reports to commissioners – monthly at commissioner’s meetings
- Makes recommendations for approval by Commissioners
- Members agree to volunteer for a period of 1 year or until Strat Plan has been approved by Commissioners
- Meets as needed
- Develops a Strategic Plan within the guidelines presented by the Commissioners
- Conducts reviews and research
- Researches areas of interest related to the Strat Plan
- Conducts town-hall focus groups
- Meets with SME’s
- Presents final recommendations and report to the Commissions

Comal County ESD#6 Strategic Planning Timeline

Phase/Task	Apr – May 2019	Jun - Aug	Sep - Feb	Mar - Apr	May - Jun	Jul 2020
Research (report June)						
Review existing strat plans, discussions with neighboring ESDs, review SAFE-D guidance, assess scope of project, develop concept of operation						
Development, Planning & Approach (report Sep)						
Seek approval of commissioners for project launch, organize committee, ROE & focus, refine approach and timeline, Commissioners Mission, Vision, Values						
Data Collection, Stakeholder Engagement, & Analysis (report Mar)						
1. Critical Tasks: Geographic & Demographic Review - Current, projected; SWOT Assessment; Assumptions for planning; Internal and external input and feedback – stakeholder engagement. 2. Strategic Planning Committee Areas of Interest: Governance, Administration, & Compliance; Contract Services (Fire, EMS); Agreements, Tax, Budget, Financial, Audit Management; Asset Accountability and Management; Annual Cycle of Requirements and Activities; Process for reoccurring Strat Plan Updates and Reviews. 3. Committee Shall examine and comment on the following as they develop the Strategic Plan: ESD Governance – Compliance & Accountability; Commissioners Compliance; Fiscal, Audit, Budget, Capitol Expenses; Meetings; Assets Management; Services Agreements; Administration & Record Keeping; Reporting; General – Insurance, Bond						
Develop Goals, Objectives & Strategies (report May)						
Establish & Prioritize Goals – each with objectives and strategies that are measurable, that lead to the intended end state.						
Write Strat Plan & Present to Commissioners (report Jul)						
Plan structure shall be simple, effective tool, created for usability						

Points of Contact for the Comal County ESD #6 Strategic Planning Process:

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