

**COMAL COUNTY EMERGENCY SERVICES DISTRICT No. 6**  
**June 10, 2019 MINUTES**

The Comal County Emergency Services District No. 6 Commissioners met in regular session June 10, 2019 at the Bracken Volunteer Fire Department (BVFD) Central Station located at 23600 FM 3009, San Antonio, Texas 78266.

**Agenda Item #1.** Call to order and establish quorum and pledges to the flags.

Commissioner Coley called the meeting to order at 6:00 P.M. Commissioners Maschek, Solomon, Waechter, and Yannuzzi were present to establish a quorum. BVFD Fire Chief Donald Zipp and BVFD Board member (Chaplain) Skip Courter were also present.

**Agenda Item #2.** Approval of the minutes of the May 13, 2019 regular meeting.

Motion to accept the May 13, 2019 minutes as written was made by Commissioner Waechter and seconded by Commissioner Solomon. The motion passed unanimously.

**Agenda Item #3.** Receive and take action on the Treasurer's report.

Commissioner Waechter read the treasurer's report and provided each commissioner a copy of the report. As of April 30, 2019, the cash balance in bank accounts was \$2,656,933.16. Motion to accept the treasurer's report was made by Commissioner Maschek and seconded by Commissioner Yannuzzi. The motion passed unanimously.

**Agenda Item #4.** Take action on outstanding bills owed by the District.

Commissioner Waechter reported that there was one outstanding bill for the District. The bill was our annual charge of \$96.03 from Topsarge Business Solutions (TBS) for maintaining our ESD No 6 website. Motion to pay the outstanding bills for the District was made by Commissioner Maschek and seconded by Commissioner Solomon. The motion passed unanimously.

**Agenda Item #5.** Receive a report on recent activities of the Bracken Volunteer Fire Department.

Chief Zipp reported that the Department is staying busy and responded to 61 calls this month. Chief reminded the Board that the Garden Ridge Police Department and the BVFD will hold their annual pancake breakfast at Paul Davis Park on June 22, 2019 from 8:00 AM to 11:00 AM. Money raised will go to the Children's Advocacy Center of Comal County. Copper Ridge has opened its final development section and the City of New Braunfels has approved developing a multi-gated access road off FM 1863 for an emergency entrance to Copper Ridge.

**Agenda Item #6.** Receive a Bracken Volunteer Fire Department Board update.

BVFD Board representative Skip Courter thanked the ESD Board for their continued support of the BVFD.

**Agenda Item #7.** Receive Public Comment. 3–minute limit per citizen.

No public comment.

**Agenda Item #8.** Discussion and possible action on using committees to handle various business matters. (Reference SAFE-D ESD Handbook 1<sup>st</sup> Edition 2017 page 6, Committees)

The Board discussed using committees to handle various business matters. The committees would need well defined operational parameters and consist of board and non-board members. The real ESD No 6 test of using non-board members on committees will occur during the development of the Strategic Plan for ESD No 6. Further discussion on using committees was tabled until Agenda Item 9 was discussed.

**Agenda Item #9.** Update and discussion on the planning process for the development of a Strategic Plan for ESD No 6. (Commissioner Solomon)

Commissioner Solomon provided each Commissioner a packet and a detailed briefing on the Strategic Planning Process Overview for Comal County ESD No 6. ( See Encl 1 and 2) He discussed strategic planning as a deliberate dynamic process for the Emergency Services District and not the specific service providers. Commissioner Solomon also discussed, “requirements-based budgeting, regulatory compliance, and understanding the geographic and demographic landscape for the future” as three reasons for a Strategic Plan. Commissioner Coley mentioned that working the Strategic Planning Process is often more important than the actual paper plan. He also stated that we (ESD No 6 Board) need to provide the Mission, Vision, and Values of ESD No 6 before we hand it off to a Planning Committee. Commissioner Solomon’s recommendation was to proceed with a Strategic Planning Process and that we use a planning committee made up of Commissioners and other civilian volunteers. Commissioners Solomon and Waechter are the ESD No 6 Commissioners that will work to recruit and run the planning committee.

**Agenda Item #10.** Discussion and possible action on hiring AG/CM a professional construction management and estimating firm to oversee design and construction for the BVFD Sub Station and the BVFD Central Station renovation.

The commissioners, having sought a firm to provide construction management professional services, identified AG/CM Inc, a professional construction management firm. The firm has a long history of providing owner representation services for similar projects in scope and complexity to the construction projects that ESD No 6 is intending to initiate. As a result of this, the ESD#6 construction project lead spoke with an AG/CM



representative, reviewed their company capabilities, background, and work they had conducted for other government clients. A senior representative from AG/CM was interviewed to further determine their capability to provide owner representation, construction management services. Based on all of this, the commissioner's determined that AG/CM was most qualified to perform construction management services for ESD No 6. A motion was made by Commissioner Solomon, and a second by Commissioner Waechter, to have AG/CM, Inc, a professional services firm determined to be most qualified, hired to provide construction management services for ESD No 6's two construction projects (bay construction and modifications for sub-station and modifications and upgrades to main station). The motion passed unanimously.

**Agenda Item #11.** Update, discussion, and possible action on the EIKON designs for the BVFD Central Station renovation and the BVFD Sub Station facility. (Commissioner Yannuzzi)

Commissioner Yannuzzi recommended a letter to EIKON that would inform them that we have hired AG/CM to provide construction management services for ESD No 6. Commissioner Yannuzzi will be our representative working directly with AG/CM.

**Agenda Item #12.** Review, discussion, and possible action on the ESD 2020 budget process and possible dates for a budget workshop.

Commissioner Waechter provided each Commissioner with a draft CY 2020 budget based on prior years historical data and contract increase limitations. The draft will continue to be refined awaiting final figures for the 2020 tax year from the Comal County Tax Office.

**Agenda Item #13.** Set date, time, and location for next meeting of ESD No.6.

All commissioners agreed that the next regular meeting will be on July 8, 2019 at 6:00 P.M. at the BVFD Central Station, 23600 FM 3009, San Antonio, TX.


**Agenda Item #14.** Adjourn

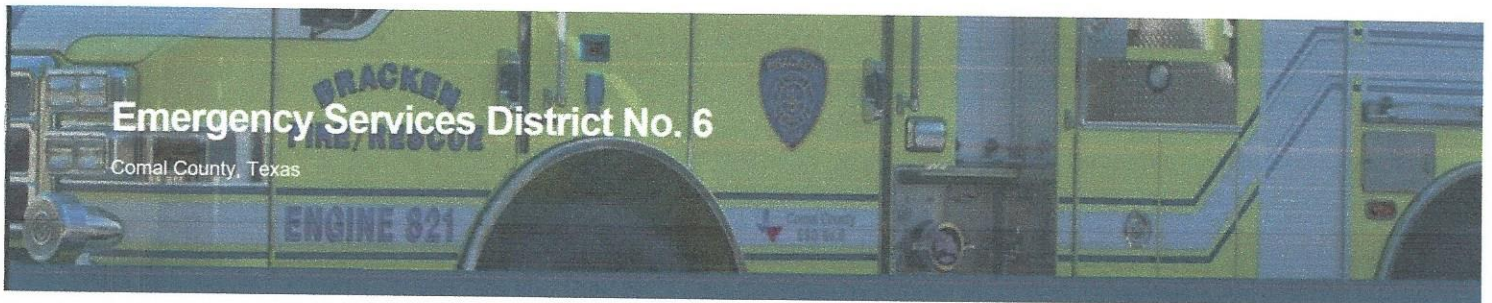
Commissioner Coley adjourned the meeting at 7:12 P.M.

**ENCL 1** – Strat Plan Initial Brief ESD No 6

**ENCL 2** – Strat Plan Timeline

Commissioner Randy Maschek, Secretary, ESD No. 6

  
Signature \_\_\_\_\_ Date 07/08/2019



# **Strategic Planning Process Overview**

## ***Comal County ESD #6***

**June 10, 2019**

Encl: 1 STRAT PLAN Initial Brief ESD No.6

## Comal County ESD #6 Strategic Planning Project

- 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.

## Comal County ESD #6 Strategic Planning Project

- 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.
- Goals are prioritized with low hanging fruit accomplished as rapidly as possible; parking lot goals set aside for an appropriate time, and high priority goals, those requiring more substantial effort, worked deliberately with action teams.\*

\*This strategic planning is for the Emergency Services District, not specific service provider responsibilities.



## Comal County ESD #6 Strategic Planning Project

### **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

## Comal County ESD #6 Strategic Planning Project

- 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.



## Comal County ESD #6 Strategic Planning Project

- **Strategic Planning (per SAFE-D)**

- Strategic Planning One of the most vital aspects of an ESD's success is long-range strategic planning for the purpose of ensuring continued health of the ESD and the efficient provision of emergency services. Developing overall goals for the ESD and identifying the short-term and long-term objectives needed to achieve those goals is necessary to an ESD that desires to be run like a professional organization. With this in mind, the ESD Board should schedule at least one strategic planning session (or workshop) per year to focus on broad focused goals and activities for the ESD.

## Comal County ESD #6 Strategic Planning Project

### **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

## Comal County ESD #6 Strategic Planning Project

### **Stakeholder Considerations:**

- Neighboring ESD commissioners
- County judge representative
- County commissioner(s) or rep
- The County Clerk or rep
- The local Central Appraisal District or rep
- The local Tax Assessor-Collector or rep
- Garden Ridge City Mayor or rep
- Garden Ridge City representatives or Reps
- All other incorporated areas
- Major landowners
- Chamber of Commerce(s)
- Faith/Church leaders
- TxDot
- HOA reps
- Developers
- Major commercial businesses
- High school and elementary school reps
- Railroad rep
- Utilities reps (water, electric, gas, cable)
- Quarry rep



## Comal County ESD #6 Strategic Planning Project

### **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**

- Reports to commissioners – monthly at commissioner’s meetings
- Recommendations for approval by Commissioners

# Comal County ESD #6 Strategic Planning Project

## **Roles & Responsibilities**

### **Project Lead – ESD#6 VP**

- Present concept plan and structure to Commissioners for approval
- Organize & chair committee
- Develop a schedule of committee meetings
- Assist committee with multiple town-hall meetings

### **Commissioners**

- Oversee process
- Develop ESD#6 Mission and Vision statements and ESD#6 Corps Values
- Receive monthly reports of activities
- Act upon committee recommendations

## **Committee Members**

- Agree to volunteer for a period of 1 year or until Strat Plan has been approved by Commissioners
- Meet as needed
- Develop a Strategic Plan within the guidelines presented by the Commissioners
- Conduct reviews and research
- Research areas of interest related to the Strat Plan
- Conduct town-hall focus groups
- Meet with SME's
- Report on activities monthly
- Present final recommendations and report to the Commissions

## Comal County ESD #6 Strategic Planning Project

### **Suggested ESD#6 Mission Statement, Vision & Values**

- **Mission:** To preserve and protect life and property with fire and EMS services that enhances the quality of living for citizens of the district.
- **Vision** – using cutting edge equipment and techniques, with equal service capability throughout the district, preserve and protect life and property with fire and EMS services.
- **Values:** Integrity, trust, excellence, transparency, service, sense of community



## **Comal County ESD #6 Strategic Planning Project**

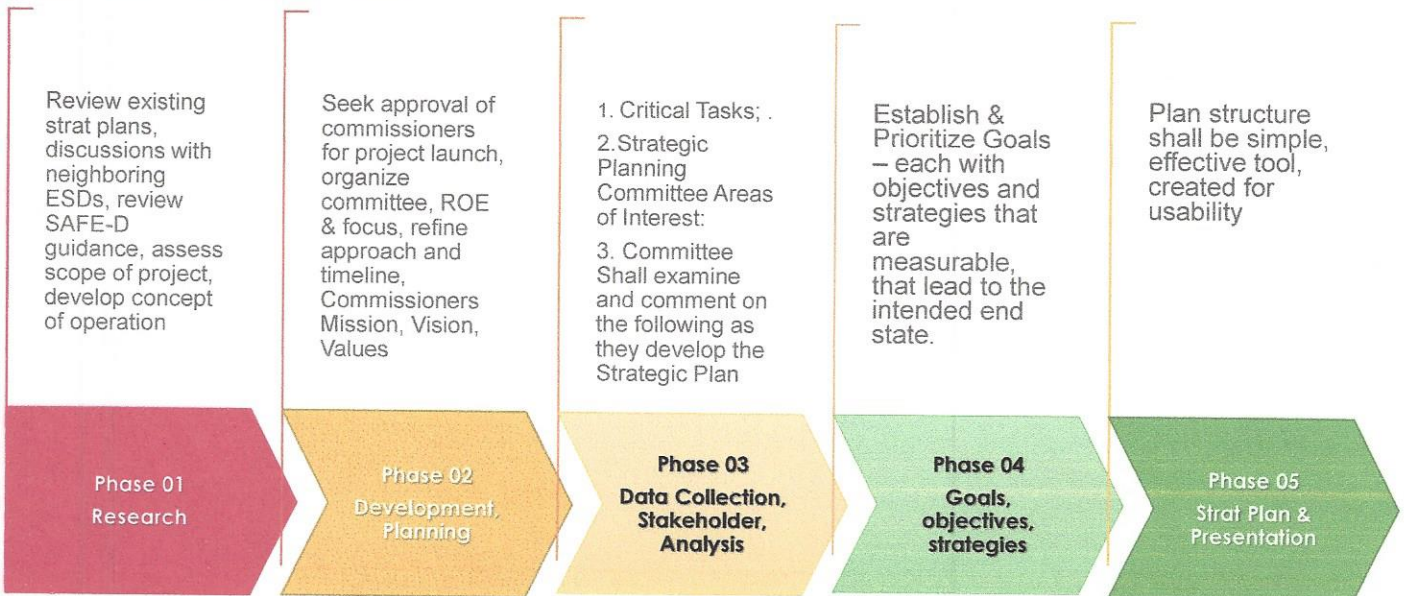
### **ESD#6 Services – rural, wildland, and suburban settings**

- Fires Services – Prevention & Suppression
- Emergency Medical Services – Treatment & Transport
- Technical Rescue
- Hazardous Materials First Response
- Public Education
- Emergency Management Incident Coordination
- Pre-Incident Planning and Fire Hydrant Flow Testing

### **Service Providers**

- BVFD – Fire related services
- Schertz EMS – emergency medical treatment and transport related services

# Comal County ESD #6 Strategic Planning Project Timeline



## Comal County ESD#6 Strategic Planning Timeline

Phase/Task	Apr – May 2019	Jun - Aug	Sep - Feb	Mar - Apr	May - Jun	Jul 2020
<b>Research (report June)</b>						
Review existing strat plans, discussions with neighboring ESDs, review SAFE-D guidance, assess scope of project, develop concept of operation						
<b>Development, Planning &amp; Approach (report Sep)</b>						
Seek approval of commissioners for project launch, organize committee, ROE & focus, refine approach and timeline, Commissioners Mission, Vision, Values						
<b>Data Collection, Stakeholder Engagement, &amp; Analysis (report Mar)</b>						
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						
<b>Develop Goals, Objectives &amp; Strategies (report May)</b>						
Establish & Prioritize Goals – each with objectives and strategies that are measurable, that lead to the intended end state.						
<b>Write Strat Plan &amp; Present to Commissioners (report Jul)</b>						
Plan structure shall be simple, effective tool, created for usability						

Encl: 2 STRAT Plan Timeline