



BLANCO COUNTY EMERGENCY SERVICES DISTRICT #2  
P.O. BOX 972, BLANCO, TX 78606

**Workshop Session Minutes  
Board of Commissioners  
March 15, 2022**

<b>Ann Hall, President (AH)</b>	<b>Ben Oakley, EMS Chief/Administrator</b>
<b>Carl Struck, Vice President (CS)</b>	<b>Matt McMMain, Fire Chief</b>
<b>Steve Scheffe, Treasurer (SS)</b>	<b>Caroline Richardson, Auxiliary President</b>
<b>Matt Herden, Assistant Treasurer (MH)</b>	<b>Theresa Turner, Auxiliary Treasurer</b>
<b>Lynne McKirdy, Secretary (LM)</b>	<b>Martha Herden</b>
<b>David Hall, Attorney</b>	

After a quorum was established, the “Strategic Plan” workshop was called to order by AH at 11:32 a.m.

Chief Oakley presented a high-level overview of Goals 1-6, AH volunteered to update all sections as the workshop progressed. The format for reviewing each goal is as follows:

- a. Remove or add needed objectives
- b. Develop Critical Tasks for each objective
- c. Set priority for each objective
- d. Set timeline for each objective
- e. Assign responsibility(s)
- f. Develop Performance Indicators for each objective
- g. Specify Outcomes for each objective

Chief Oakley agreed to send out an updated “B” Plan to all attendees. (Completed)

As the workshop progressed, Chiefs Oakley and McMMain committed to an update of the Responsibilities, Critical Tasks, Performance Indicators and Outcomes resulting in a more robust Strategic Plan.

Attached below is the output of the meeting:

GOAL 1: Provide quality service to our customers from first contact to dispatch to disposition of the call.

<u>Objective 1A</u> Identify and implement strategies for community risk reduction.
Priority: For all Objectives: 1= Critical to 5= Low
3
Timeline: Long Term (longer than 24 months)

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

1. <https://strategicfire.org/crr> View Overview of CRR and begin formulating plans
2. <http://riskassessment.strategicfire.org/>
  - a. Identify Risks
  - b. Prioritize Risks
  - c. Develop Strategies & Tactics to Mitigate Risks
  - d. Prepare the CRR Plan
  - e. Implement the CRR Plan
  - f. Monitor, Evaluate, and Modify the CRR Plan

Outcomes: The desired Outcomes will be developed based on the Risks.

Objective 1B

Develop interagency cooperation with governmental and-private agencies.

Priority: 3

Timeline: Continuous

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Identify entities that are currently working cooperatively with the Departments.
- b. Identify entities that should be included.
- c. Meet with entities not currently involved with the ESD and explain what cooperation is needed.

Performance Indicators:

- a. The Auxiliary has established a cooperative working relationship with other Auxiliaries, Non-profits, and Businesses that can assist or be assisted during a long-term response or emergency.
- b. EMS has contacted the required third-parties needed to implement and develop community paramedicine or telemedicine.
- c. Fire Departments within the County train and work together for the benefit of the entire Blanco County.

Outcomes:

- a. A seamless long-term response system that operates well when called upon.
- b. An established Paramedicine Program that will be accepted for funding by the State as a model rural program.
- c. Cross-trained Fire Departments that work well together and can operated all apparatus at incidents.

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<p><u>Objective 1C</u> Contract through interlocal agreement with Blanco County and Blanco City for fire inspections for fire prevention.</p>
<p><u>Priority:</u> Medium</p>
<p><u>Timeline:</u> Continuous</p>
<p><u>Responsibility:</u> Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission</p>
<p><u>Critical Tasks:</u></p> <ul style="list-style-type: none"><li>a. Monitor and project future needs</li><li>b. Evaluate and renew existing contracts to ensure financial sustainability.</li></ul>
<p><u>Performance Indicators:</u></p> <ul style="list-style-type: none"><li>a. Policies and Procedures for the Fire Inspector are approved by the Board of Commissioners.</li></ul>
<p><u>Outcomes:</u></p> <ul style="list-style-type: none"><li>a. There is a reduction in City, County businesses and multi-housing dwellings fires and accidents due to code violations.</li><li>b. Construction follows the approved plans.</li></ul>

Objective 1D

Evaluate future staffing requirements.

Priority: 1

Timeline: Continuous

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Gap analysis
- b. Secure funding in budget process.
- c. Define roles.
- d. Advertise and identify new personnel.
- e. Validate training and certification
- f. Background checks
- g. Interview, hire, and train.

Performance Indicators:

- a. See personnel performance policies

Outcomes:

- a. Two fire fighters on duty each shift.
- b. Personnel available for Fire or EMS as needed
- c. Enhanced Fire and EMS protection for citizens
- d. Reduce unplanned overtime

Objective 1E

Evaluate creditable water sources for fire suppression activities.

Priority: Medium

Timeline: Long Term

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Build rainwater collection system to have water available when there is no City water.
- b. Identify creditable water sources.
- c. GIS mapping of creditable water sources
- d. Integrate mapping into dispatch and CAD system.

Performance Indicators:

- a. A rainwater collection system is built with UV light treatment to enable rainwater use for station water supply for showering, toilets, and sanitation when no City water is available.
- b. Mapping completed

Outcomes:

- a. Improved water sources

Objective 1F

Develop and implement Community Paramedicine Program

Priority: 1

Timeline: Ongoing

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Review any recent Texas legislative actions and current statutes for funding possibilities.
- b. Review DSHS regulations and funding opportunities.
- c. Consider hiring a professional grant writer to write the grant.

Performance Indicators:

- a. When laws change or grants occur the ESD is prepared with a well-designed plan of service.
- b. Grant is well-written and submitted on time.

Outcomes:

- a. Grant funding is acquired for the paramedicine program to reduce transport costs while improving patient care.

## GOAL 2: Provide well-trained, qualified, compassionate personnel.

<p><u>Objective 2-A:</u> Communicate regularly to all representatives of ESD2 a Culture of Excellence philosophy and apply that Culture of Excellence to everything.</p>
<p><u>Priority:</u> High</p>
<p><u>Timeline:</u> Continuous</p>
<p><u>Responsibility:</u> Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission</p>
<p><u>Critical Tasks:</u></p> <ol style="list-style-type: none"><li>a. Internal and External training opportunities.</li><li>b. Senior officer, Commissioners and Auxiliary role modeling.</li><li>c. Define excellence.</li><li>d. Identify Best Practices and expand on successes.</li><li>e. Citizen interviews</li><li>f. Promote and encourage enhanced training</li></ol>
<p><u>Performance Indicators:</u></p> <ol style="list-style-type: none"><li>a. Employees' satisfaction and improvement</li><li>b. Identify opportunities for improvement of facility and ESD representatives.</li><li>c. Pride in belonging to ESD family.</li></ol>
<p><u>Outcomes:</u></p> <ol style="list-style-type: none"><li>a. Quality service</li><li>b. Positive impressions and reputation.</li><li>c. Community of support.</li><li>d. Documented Best Practices.</li></ol>



Objective 2-B:

Establish a performance management plan for all staff for continuous development.

Priority: 3

Timeline: Ongoing

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Establish procedures and define plan.
- b. 360 reviews (involve all).

Performance Indicators:

- a. Reflected in the plan. Will vary with each employee.

Outcomes:

- a. Employees direct his/her own employment path and opportunities for advancement.

Objective 2-C:

Maintain State Firemen and Fire Marshal Association (SFFMA) and /or Texas Commission on Fire Protection (TCFP) qualified volunteers.

Priority: 2

Timeline: Ongoing

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Work with SFFMA.
- b. Identify potential candidates
- c. Train potential candidates
- d. Show appreciation.
- e. Adopt relevant VCOS Blue Ribbon Report "Preserving and Improving the Future of the Volunteer Fire Service." <https://www.iafc.org/docs/default-source/uploaded-documents/vcos-blue-ribbon-report.pdf?sfvrsn=0>

Performance Indicators:

- a. Well-trained, available volunteers.
- b. Positive camaraderie among paid and volunteer personnel.

Outcomes:

- a. More Firefighters available for responses.
- b. Fiscal savings.
- c. Enhanced community presence.

Objective 2-D:

Evaluate effectiveness of current wellness/fitness program and seek opportunities to improve it.

Priority: 1

Timeline: Continuous

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Examine successful wellness programs and NFPA Standard 1583 currently under review  
<https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1583>, <https://www.iaff.org/wellness-fitness/wfi-resource/>,  
<https://www.ncbi.nlm.nih.gov/books/NBK493236/>
- b. Overcome the historic fire service punitive mentality of physical fitness and wellness issues;
- c. Move beyond negative timed, task-based performance testing to progressive wellness improvement.
- d. Require a commitment by labor and management to a positive individualized fitness/wellness program; and
- e. Develop a holistic wellness approach that includes: medical, fitness, injury/fitness/medical rehabilitation and mental and behavioral health.

Performance Indicators:

- a. Confidentiality of behavioral, medical and fitness evaluations.
- b. To develop a physical fitness and wellness program that is educational and rehabilitative and is not punitive.
- c. Require a commitment by labor and management to a positive individualized fitness/wellness program.
- d. Develop a holistic wellness approach that includes:
  - fitness
  - medical
  - rehabilitation
  - behavioral health
  - Be long term

Outcomes:

- a. Physical and mental health improvement of all personnel



Objective 2-E:

Review and improve training program.

Priority: 2

Timeline: Ongoing

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Appoint training officer
- b. Examine current training programs
- c. Solicit input from staff and volunteers
- d. Modify and improve current plan where needed.
- e. Reach out to other organizations for successful programs.
- f. Establish mentor / protegee program

Performance Indicators:

- a. Well-trained staff moving EMTs to Paramedics and Firefighter 1 to Firefighter 2.

Outcomes:

- a. Advanced certifications among employees
- b. Job satisfaction
- c. Retention of personnel
- d. Promotions from within

### GOAL 3: Promote a safe, healthy, and educated community.

<p><u>Objective 3A:</u> Develop webinars/seminars to educate the public about nutrition, exercise, and healthy lifestyles based on an analysis of calls.</p>
<p><u>Priority:</u> Medium</p>
<p><u>Timeline:</u> Ongoing.</p>
<p><u>Responsibility:</u> : Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission</p>
<p><u>Critical Tasks:</u></p> <ol style="list-style-type: none"><li>a. A topic for the year has been selected by the EMS by July 1<sup>st</sup>.</li><li>b. The Auxiliary has been notified of the topic and pointed the Auxiliary to available resources, such as CDC.</li><li>c. The Auxiliary acquires information from suggested sources.</li><li>d. The Auxiliary has information available for distribution by October 1<sup>st</sup>.</li><li>e. The Auxiliary posts information on the Auxiliary Facebook and Website throughout the year on the topic.</li><li>f. The Auxiliary distributes information to Good Samaritan in order to reach that portion of the District that may not have access to computers.</li><li>g. The Auxiliary offers seminar, webinar, or presentations to local clubs, churches, subdivisions, or assisted living centers during the year.</li><li>h. Determine if webinars require translation into Spanish.</li></ol>
<p><u>Performance Indicators:</u></p> <ol style="list-style-type: none"><li>a. Webinar scheduled annually. (Post COVID)</li><li>b. Meet targeted # of individuals attending.</li><li>c. Participant satisfaction.</li></ol>
<p><u>Outcomes:</u></p> <ol style="list-style-type: none"><li>a. Improvement in health status of the targeted population.</li></ol>

Objective 3B:

Host a community CPR/AED class every quarter.

Priority: High

Timeline: Ongoing

Responsibility: : Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Identify Red Cross or American Heart Association Certified Instructors and Instructors without certification on staff.
- b. Schedule two different sessions:
  1. CPR/AED classes requiring certification/recertification (medical professional, fitness instructor, first responder, educators, life guards, coaches)
  2. CPR/AED classes for the general public.
- c. Secure space, Annies and equipment needed.
- d. Promote and advertise classes.
- e. Leverage High School CPR event to encourage community CPR training.

Performance Indicators:

- a. Classes scheduled and completed quarterly.
- b. Participation satisfaction.
- c. Achieve targeted % penetration of CPR/AED trained community.

Outcomes:

- a. Prepared community ready to perform CPR if required. Lives saved.

Objective 3C

Post/develop public safety content for the website / Facebook on a quarterly basis.

Priority: Medium

Timeline: Ongoing - Quarterly

Responsibility: : Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. **Improve ESD2 website. ANN just added.**
- b. Identify topics. (Safe Burning/Burn Ban, Gate Codes to Sheriff, Emergency vehicle driveway clearance, CPR, Snakes, Heat Exhaustion, Smoke detector battery replacement, carbon monoxide detectors, icy weather precautions, yielding to emergency vehicles).
- c. Determine SME (subject matter experts) to write content.
- d. Poll community and key stakeholders for additional topics.

Performance Indicators:

- a. Articles posted monthly - completed.
- b. Reduction in house fires/injuries/deaths without a smoke detector/carbon monoxide detector.
- c. Reduction in falls due to icy conditions.

Outcomes:

- a. Reduction in annual calls tied to a specific topic.



Objective 3D:

Establish immunization programs.

Priority: High

Timeline: Ongoing with an emphasis on school start deadlines/ Flu Season.

Responsibility: : Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Secure current Blanco County's immunization data.
- b. Determine which immunizations (childhood and adult) are deficient.
- c. Secure vaccines.
- d. Communicate through school websites, homeschool programs and websites, Good Sam, Churches, social media platforms.
- e. Schedule immunization clinics (TBD - by appointment or cattle call).
- f. Enter completed immunizations into state tracking database.
- g. Develop vaccine card.
- h. Provide proof of vaccination to parent or adult receiving vaccine.
- i. Determine if Health Plans/Medicaid/Medicare will reimburse for administration and vaccine supply.
- j. Work with our billing company if payors are identified.

Performance Indicators:

- a. Improve Blanco County vaccination penetration and statistics.
- b. Reduction in preventable childhood diseases.
- c. Reduction of influenza calls and deaths.

Outcomes:

- a. Reduction in school and work absences.
- b. Improved health status of our population.
- c. Reduction in secondary infections (influenza to pneumonia, measles/mumps/chicken pox to skin infections).
- d. Decreased mortality from preventable deaths.

## GOAL 4: Provide long-term financial stability for the District.

### Objective 4-A:

Evaluate alternative funding and savings opportunities on an ongoing basis.

Priority: High

Timeline: Ongoing

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

### Critical Tasks:

- a. Plan well in advance when applying for grants.
- b. Review interest rates for opportunities for refinancing loans.
- c. Contact national and state vendors for funding possibilities and donation in addition to the Blanco community.
- d. Plan events that bring new people into the District for fund-raisers.
- e. Apply for grants from corporations, foundations, and government entities.
- f. Keep demographics, call volume, and financial data up to date for grant applications.
- g. Study Texas Comptroller reports for current sales tax providers and notify state of new businesses in the District if not on the current list.
- h. Provide data to the public that shows opportunities for donations that benefit the community

### Performance Indicators:

- a. Increased alternate funding sources other than property taxes.
- b. Federal grant applications are considered and approved a year in advance so that proper planning can occur.

### Outcomes:

- a. ~~Funding from alternate sources.~~ **Financial security.**

Objective 4B:

Study design and staffing model for all future sub-stations in the District.

Priority: Medium

Timeline: Ongoing to acquire land. Next substation not envisioned until current station loan is paid.

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Define how a long-term study will be done and by whom.
- b. Define if sub stations will initially be manned or unmanned.
- c. Determine is a single design for all future sub stations is possible.
- d. Prepare cost estimate based on current dollars.
- e. Contact other Districts who have multiple substations for suggestions.
- f. Evaluate call volume and response times to various parts of the District.
- g. Map growth, density, and volume within the response area.
- h. Prepare a standard letter to be sent to developers requesting that land be donated for a future substation, but with no formal agreement, or timeline. If the land is not used it is returned to the developer.

Performance Indicators:

- a. Letter written and sent to new developers and existing development explaining the need to plan for future substations.
- b. Study committee is formed with members and community volunteers familiar with construction and government building costs and requirements.
- c. Initial plan of action is put into writing.

Outcomes:

- a. A written initial plan is presented covering who, what, when, where, and how it is recommended that the substation(s) should be built.
- b. Developers and landowners are aware that the BCESD2 is looking for land donations.

**GOAL 5: Foster positive leadership and positive workplace environment for all personnel.**

<p><b>Objective 5A:</b> Update District policies and procedures and review all operational procedures.</p>
<p><b>Priority:</b> 1</p>
<p><b>Timeline:</b> Short Term (0-12 months) First draft, then annual review and updates as needed.</p>
<p><b>Responsibility:</b> Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission</p>
<p><b>Critical Tasks:</b></p> <ul style="list-style-type: none"><li>a. Review existing P&amp;Ps to identify gaps or P&amp;P's requiring revision or updates. Create new P&amp;Ps or revise as needed.</li><li>b. Update P&amp;Ps to reflect current legislative, operational, and clinical environment.</li><li>c. Environmental scan to determine if current Fire and EMS work flows align with current P&amp;Ps. Modify as needed.</li><li>d. Review P&amp;Ps to ensure alignment with Clinical Operating Guidelines, address any conflicts.</li><li>e. Identify the need or trigger for a new or revised P&amp;P:<ul style="list-style-type: none"><li>i) Emerging business need</li><li>ii) Emerging significant risk</li><li>iii) Legislative and/or regulatory changes</li><li>iv) Clarifying roles and responsibilities and assisting staff with implementing new processes.</li><li>v) Ensuring consistency across teams.</li></ul></li><li>f. Review annually or sooner as business needs dictate.</li></ul>
<p><b>Performance Indicators:</b></p> <ul style="list-style-type: none"><li>a. Quarterly review of P&amp;Ps to determine status.</li><li>b. Annual submission of updated P&amp;Ps to the ESD. Submitted by July of each year.</li><li>c. Standing agenda item at monthly staff meetings. Report on new updates and no need for revisions.</li></ul>
<p><b>Outcomes:</b></p> <ul style="list-style-type: none"><li>a. P&amp;Ps are aligned to achieve objectives and fulfill the needs of our citizens.</li><li>b. Responsibilities, methods, and measurements ensure effective operations.</li></ul>

Objective 5B:

Establish standards for volunteers.

Priority: High

Timeline: Short Term

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Develop volunteer training curriculum with estimated hours and tasks required.
- b. Screen potential volunteers carefully to determine availability and commitment.
- c. Communicate all requirements. Emphasize Blanco Fire's commitment to safety, continuous training, and culture of excellence through fine-tuned skills and performance feedback.
- d. Engage long standing volunteers to assist in guiding newer members with an emphasis on the safety aspect of training.
- e. Long standing volunteers should encourage a culture within the department where training is a critical part of being an emergency responder. Encourage long standing members to share their experience and knowledge. Lead by example.
- f. Ensure that all training sessions are respectful of a volunteer's time and are relevant to their role. Ensure that the training is organized and on time.
- g. Establish rank structure and qualifications for promotion. Probationary FF – FF -FF1 – FF2- LT
- h. Develop and execute on a recognition program to celebrate completed training and commitments fulfilled. Recognize long standing members importance in upholding a training culture.

Performance Indicators:

- a. Attend a reasonable number of emergency calls as determined by self-reported availability.
- b. Attend and participate in approved training to be current on total training requirements
- c. Participate in one 24 hours shift per month.

Outcomes:

- a. Well trained volunteers to respond to emergencies.
- b. Volunteer retention.
- c. Pride in membership.
- d. Well qualified pool to draw from as paid positions become available.
- e. Community recognition.

Objective 5C:

Examine the role of the ESD Administrative Assistant for the next 5 to 7 years to include compensation and responsibilities.

Priority: Medium to High (Post COVID)

Timeline: Short term

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Explore an expanded role for a full-time administrative assistant who is also a paramedic or EMT.
- b. Fulfill all admin functions while also serving as the key triage person on Blanco Ave.
- c. Administrator will field all telephone calls and emails, prioritizing them and assigning to the most appropriate person.
- d. Process all incoming mail, correspondence and invoices. Paying close attention to any items requiring immediate attention of the Chiefs or Assistant Chiefs.
- e. Paramedic/EMT will triage all incoming citizens seeking care, and if required request assistance from most the clinically appropriate staff member.
- f. Work collaboratively with Community Paramedicine staff to manage workload.
- g. Post ESD meeting agendas and attend all ESD meetings to record the minutes.
- h. Act as the liaison with the public
- i. Other duties as the Chief's determine.

Performance Indicators:

- a. Clinical indicators follow standard EMT/Paramedic Indicators.
- b. Manage all incoming correspondence within established turn-around times.
- c. All walk-in patients triaged during normal hours within X minutes of arrival.

Outcomes:

- a. Organized and well-run office.
- b. Workload more appropriately managed.
- c. Rapid assessment of walk-in patients for triage.
- d. Community recognition of trusted health care partner.

## GOAL 6: Develop A Planning Culture

<p><u>Objective 6A</u> Establish a long-term planning committee to address all capital resource requirements annually.</p>
<p><u>Priority:</u> 2</p>
<p><u>Timeline:</u> Continuous</p>
<p><u>Responsibility:</u> Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission.</p>
<p><u>Critical Tasks:</u></p> <ul style="list-style-type: none"><li>a. Long-range Planning Committee analyzes spending using the Business Plan.</li><li>b. Review all current long range capital plans <del>and staffing plans.</del></li><li>c. Prioritize programs and spending.</li></ul>
<p><u>Performance Indicators:</u></p> <ul style="list-style-type: none"><li>a. Needs assessment has been developed and a financial gap analysis has been created.</li><li>b. Recommendations have been made on priority resource purchases and presented to the Board of Commissioners.</li></ul>
<p><u>Outcomes:</u></p> <ul style="list-style-type: none"><li>a. Long-range resource plan is examined and developed annually.</li><li>b. A plan for the priority allocation of funds for resources has been accepted by the Board of Commissioners.</li></ul>

Objective 6B:

Develop plans for increased compensation and benefits for current staff.

Priority: High

Timeline: Short Term (0-12 months)

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Evaluate fund availability based on the BCESD2 Business Plan.
- b. Examine area-wide pay and benefits
- c. Propose benefits and compensations changes to the ESD Board for budget approval

Performance Indicators:

- a. Compensation and benefit costs are approved and can be funded without risk.

Outcomes:

- a. Increased compensation and benefits for current staff



Objective 6C:

Develop written roles and responsibilities for the Board of Commissioners, Staff, and Auxiliary Board to ensure continued availability of knowledgeable leaders.

Priority: 4

Timeline: Mid Term (12-24 months)

Responsibility: Circle all that apply: Administration, EMS Chief, Community Paramedicine, Fire Chief, Fire Prevention, Auxiliary, ESD Commission

Critical Tasks:

- a. Identify skills and competencies next-generation individuals will need to function well in key positions.
- b. Develop systems to identify and transfer essential knowledge and shorten learning curves.
- c. Mentor next generation individuals so there is seamless transfer of leadership.
- d. Notify Blanco County Commissioners Court of ESD Board Succession Plan so that appointments to the Commission are collaboratively discussed.
- e. Recognize that with two-year terms Commissioners have little time to learn about institutional knowledge and government statutes.

Performance Indicators:

- a. Develop a curriculum of “critical skills” for each of the following positions:
  - a. Board President
    - i. Roberts Rules of Order Parliamentary Procedure
    - ii. Health & Safety Code Section 775
    - iii. Government Code pertaining to surplus, salvage, and government procurement.
    - iv. Human Resources
      1. Documentation
      2. Drug Testing
      3. Due Process for Government Employees
      4. Overtime
      5. Free Speech
    - v. Tax Laws for Assessment of Taxes
  - b. Board Treasurer
    - i. Audit Requirements
    - ii. Reconciliation of Accounts
    - iii. Bill Pay approval process
  - c. Board Secretary
    - i. Concisely recording minutes that show what was “done” vs. what was “said”.
  - d. EMS Chief

- i. Develops Critical Tasks List
  - ii. Follows DSHS requirements
- e. Fire Chief
  - i. Develops Critical Tasks List
  - ii. Follows TCFP requirements
  - iii. Follows SFFMA requirements
- f. Auxiliary President
  - i. Develop Critical Tasks List
  - ii. Follows all 501c3 requirements as covered in the BCESD2 Formation Documents and the bylaws.
  - iii. Reporting to the Texas Secretary of State when required.
  - iv. Familiar with Roberts Rules of Order Parliamentary Procedure.
- g. Auxiliary Treasurer
  - i. Develops Critical Tasks List
  - ii. Experience with Quickbooks or Excel for financial tracking.

Outcomes:

- a. Seamless leadership from one generation to the next.

	<b>TIMELINE</b>	<b>OBJECTIVES</b>	<b>Short Term Year one</b>	<b>Mid Term Year two</b>	<b>Long Term Years three - five</b>
1	Objective 1A	Identify and implement strategies for community risk reduction.			
2	Objective 1B	Develop interagency cooperation with governmental and-private agencies			
3	Objective 1C	Contract through interlocal agreement with Blanco County and Blanco City for fire inspections for fire prevention.			
4	Objective 1D	Evaluate future staffing requirements.			
5	Objective 1E	Evaluate creditable water sources for fire suppression activities.			
6	Objective 1F	Develop and implement Community Paramedicine Program			
7	Objective 2A	Communicate regularly to all representatives of ESD2 a Culture of Excellence philosophy and apply that Culture of Excellence to everything.			
8	Objective 2B	Establish a performance management plan for all staff for continuous development.			
9	Objective 2C	Maintain State Firemen and Fire Marshal Association (SFFMA) and /or Texas Commission on Fire Protection (TCFP) qualified volunteers.			
10	Objective 2D	Evaluate effectiveness of current wellness/fitness program and seek opportunities to improve it.			
11	Objective 2E	Review and improve training program.			
12	Objective 3A	Develop webinars/seminars to educate the public about nutrition, exercise, and healthy lifestyles based on an analysis of calls.			
13	Objective 3B	Host a community CPR/AED class every quarter.			
14	Objective 3C	Post/develop public safety content for the website / Facebook on a quarterly basis.			

15	Objective 3D	Establish immunization programs.			
16	Objective 3E	Establish immunization programs.			
17	Objective 4A	Evaluate alternative funding opportunities on an ongoing basis.			
18	Objective 4B	Study design and staffing model for all future sub-stations in the District.			
19	Objective 5A:	Update District policies and procedures and review all operational procedures			
20	Objective 5B:	Establish standards for volunteers.			
21	Objective 5C:	Examine the role of the ESD Administrative Assistant for the next 5 to 7 years to include compensation and responsibilities.			
22	Objective 6A:	Establish a long-term planning committee to address all capital resource requirements annually.			
23	Objective 6B:	Develop plans for increased compensation and benefits for current staff.			
24	Objective 6C:	Develop written roles and responsibilities for the Board of Commissioners, Staff, and Auxiliary Board to ensure continued availability of knowledgeable leaders.			

1.	Review the portions of the Strategic Plan that have been approved to date. Reserve discussion for each Objective during that section of the meeting. a. Goals b. Objectives	(30 Minutes) 11:30am – 12:00pm
2.	<b>Goal 1</b> a. Remove or add needed objectives b. Develop Critical Tasks for each objective c. Set priority for each objective d. Set timeline for each objective e. Assign responsibility(s) f. Develop Performance Indicators for each objective g. Specify Outcomes for each objective	(25 Minutes) 12:00pm – 12:25pm
3.	<b>Goal 2</b> a. Remove or add needed objectives b. Develop Critical Tasks for each objective c. Set priority for each objective d. Set timeline for each objective e. Assign responsibility(s) f. Develop Performance Indicators for each objective g. Specify Outcomes for each objective	(25 Minutes) 12:25pm – 12:50pm

4.	<b>Goal 3</b> h. Remove or add needed objectives i. Develop Critical Tasks for each objective j. Set priority for each objective k. Set timeline for each objective l. Assign responsibility(s) m. Develop Performance Indicators for each objective n. Specify Outcomes for each objective	(25 Minutes) 12:50pm – 1:15pm
5.	<b>Goal 4</b> a. Remove or add needed objectives b. Develop Critical Tasks for each objective c. Set priority for each objective d. Set timeline for each objective e. Assign responsibility(s) f. Develop Performance Indicators for each objective g. Specify Outcomes for each objective	(25 Minutes) 1:15pm – 1:40pm
6.	<b>Goal 5</b> a. Remove or add needed objectives b. Develop Critical Tasks for each objective c. Set priority for each objective d. Set timeline for each objective e. Assign responsibility(s) f. Develop Performance Indicators for each objective g. Specify Outcomes for each objective	(25 Minutes) 1:40pm – 2:05pm
7.	<b>Goal 6</b> a. Remove or add needed objectives b. Develop Critical Tasks for each objective c. Set priority for each objective d. Set timeline for each objective e. Assign responsibility(s) f. Develop Performance Indicators for each objective g. Specify Outcomes for each objective	(25 Minutes) 2:05pm – 2:30pm

**The workshop was adjourned at 2:30 p.m.**

**Respectfully submitted,  
Lynne McKirdy,  
Secretary**