SNAPSHOT OF WILLIAMSON COUNTY

One word represents the current state of Williamson County – Growth! Growth in business, in population, and in the services to take care of the people living and working in the county. Williamson County has been one of the fastest growing counties in the State of Texas for more than a decade! Located in the central part of Texas just north of the state capital, Williamson County is big – occupying a land area of 1,135 square miles. Its population growth ranks it fourth in the state and 14th in the country with more than 617,000 residents according to US Census Bureau.

Experiencing robust growth over the past decade requires more from county government to assist its new and existing residents, and Williamson County is dedicated to meeting those needs. "Demand on county services is directly tied to population growth. As one of the fastest growing counties in Texas and the United States, it is vital that we adequately address the needs of our population through the services we provide," stated County Judge Bill Gravell.

Large employers have transformed Williamson County over recent years into a dynamic, self-sustaining community with less dependency on Austin. Major retail and commercial developments began appearing from 1999 to present, including the Rivery in Georgetown, the Premium Outlet Mall, the IKEA-area retail development and the La Frontera mixed-use center in Round Rock, and the new Hutto Innovation Business Park. Health care and higher education have both become major factors in the growth of Williamson County as well.

Williamson County also continuously ranks as one of the healthiest places to live by the University of Wisconsin and the Robert Wood Johnson Foundation. Williamson County is ranked 2nd in Health Factors, which measure the rate of education, housing, crime, employment, unhealthy behaviors and exercise. These components are considered to be "changeable behaviors" and indicate the current and future health of a county. The county ranks 4th in Health Outcomes, which are based on length of life and the quality of daily physical and mental health.

Real estate is booming, retail business is rapidly building, and people are moving to Williamson County at a steady and fast pace! Whether it is for its available jobs, relatively affordable cost of living, its natural beauty and resources, mild

climate, or its small-town community way of life, Williamson County is the best place to call home!

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Transportation

- Interstate 35
- U.S. Highway 183/183A Toll Road
- State Highway 130
- State Highway Loop 1
- Texas State Highway 45
- Easy access to Austin Bergstrom Intl. Airport
- Georgetown Municipal Airport
- Capital Metro MetroRail

Higher Education

• Southwestern University
• Austin Community College
• Texas State University RRC
• Temple College
• Texas State Technical College
• Texas A&M University Health Science Center
• East Williamson County Higher Education Center

Healthcare/Hospitals

• Seton Medical Center Williamson County
• St. David's Georgetown Hospital
• St. David's Round Rock Medical Center
• Baylor Scott & White Hospital
• Cedar Park Regional Medical Center
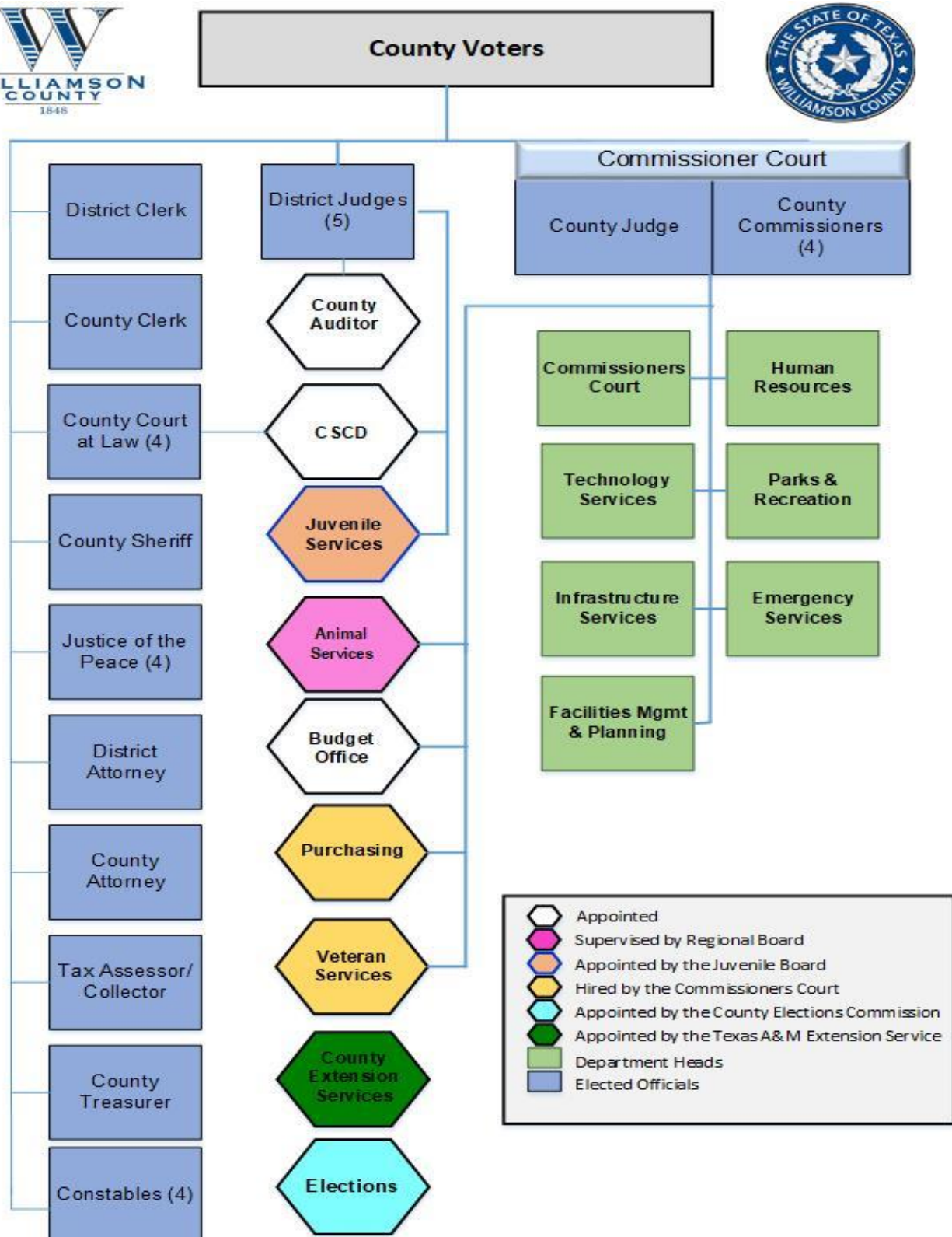• St. David's Emergency Center Leander

Sample Targeted Industries

• Information Technology and Computer Systems
• Advanced Manufacturing and Assembly
• Corporate Office and Support Services
• Healthcare and Biotechnology

Williamson County is Open for All Types of Business

When people think of business in Williamson County, Dell Inc. often comes to mind, or more recently, the construction of Apple's second largest campus outside of Cupertino, California. Although Dell has been a leading driver in the development of the high-tech sector in the county, a great number of business sectors grow and thrive in Williamson County. Business sectors including agricultural and agribusiness, manufacturing and assembly, construction, real estate, health care, government and education are all significant economic contributors to our robust economy. Williamson County is a member of the Austin MSA, one of the fastest growing areas in the country. The booming population trend paired with abundant available resources allows a range of business endeavors to flourish.

Organizational Summaries

WILLIAMSON COUNTY ORGANIZATIONAL CHART

County Voters

Commissioner Court

County Judge	County Commissioners (4)

District Clerk

County Clerk

County Court at Law (4)

County Sheriff

Justice of the Peace (4)

District Attorney

County Attorney

Tax Assessor/ Collector

County Treasurer

Constables (4)

District Judges (5)

County Auditor

C SCD

Juvenile Services

Animal Services

Budget Office

Purchasing

Veteran Services

County Extension Services

Elections

Commissioners Court	Human Resources
Technology Services	Parks & Recreation
Infrastructure Services	Emergency Services
Facilities Mgmt & Planning	

Legend
- Appointed
- Supervised by Regional Board
- Appointed by the Juvenile Board
- Hired by the Commissioners Court
- Appointed by the County Elections Commission
- Appointed by the Texas A&M Extension Service
- Department Heads
- Elected Officials

Updated October 2019

Attachment C

Williamson County Location Map

STRATEGIC PLAN

WILLIAMSON COUNTY, TEXAS

STRATEGIC PLAN

Plan Overview

A strategic plan provides guidance to an organization by establishing where they are now, where they want to be, how to get there, and if they have arrived. A strategic plan identifies the mission and vision of the organization – why they exist – and establishes values that the organization will hold to as it moves forward.

Williamson County's government is a large, complex organization with many moving parts. The Commissioners' Court steers this organization through the budget process, setting policy and demonstrating leadership in a number of other ways. The Williamson County Internal Assessment and Strategic Plan (Strategic Plan) is one such example of proactive leadership.

The Strategic Plan is a comprehensive compilation of the County's goals and values. The process of the plan (described in greater detail below) included interviews with all elected officials and department heads, collecting their individual goals, priorities, and mission. Compiled, sorted, and analyzed, the goals provide a blueprint for the long and short-term development of the County.

Throughout the process certain values continued to rise to the surface, including, *fiscal conservatism, professionalism, efficiency, and modernization*. Priorities for the County include providing better public service by upgrading and utilizing information technologies and ensuring County facilities are right-sized. Other important issues included streamlining County government, supporting County employees, and customer service.

The goals identified in the plan will be achieved through an application of one or a combination of the values as they are not mutually exclusive. For example, meeting financial goals can be achieved by efficient, highly trained staff, which can be a result of the application of information technologies. This comprehensive approach was applied throughout the plan.

The strategic plan is an important tool for the current leadership of Williamson County. The plan should also be tool for future County leadership. As a snapshot or baseline of where the County is now, future leadership will be able to refer to the goals established in 2010 and see if they have been achieved and, if not, why? The strategic plan is a "living" document, it is not written in stone, but meant to be constantly revisited, amended and updated; a well-used tool to move the County to where it wants it to be.

Plan Process

The planning process began in early summer of 2009. Staff from the Lower Colorado River Authority met with the Commissioners Court and County staff to begin discussing the idea of developing a strategic plan and the process involved. Once the decision was made to move forward, LCRA staff began working with the County.

Interviews

The first step in the plan was interviewing elected and appointed officials from across the County. Nearly every elected official ranging from Justices of the Peace, Constables, Commissioners, etc. were interviewed. These interviews were an effort to understand the needs of each of these officials to carry out their duties. Because of the disparate nature of County government and the range of services it provides, this was a critical step to understand the overall picture.

Appendix A contains the interview questions as well as the notes from the interview process. An overarching theme from the interviews was the desire to increase efficiency at all levels of County government. County officials understand the limited resources and are committed to maintaining taxes as low as possible. They see many opportunities for serving the growing needs of the County through new technology, software, and other tools that will allow for more service, more efficiently.

Many elected officials and department heads currently work under a strategic plan developed for their departments. These individual departments will be incorporated into this overall strategic plan. The goals and objectives identified in this plan are based on these interviews and reflect the concerns and opportunities identified by the elected and appointed County leadership.

Commissioners Review

Once the interviews were completed, LCRA staff consolidated the raw notes into the following categories:

- Technology
- Planning
- Human Resources
- Policy and Development

These categories covered the range of issues identified in the interview process. Objectives were identified within these topics based on common issues identified by officials. Each County Commissioner took one or more of the topics for more specific review and discussion. Based on this review and discussion a final list of objectives was identified for the plan.

Plan Adoption and Implementation

Once the final list of objectives was identified, LCRA staff created the Implementation Guide for the plan that lays out the detailed actions required to make the plan a success. The Implementation Guide provides a clear process for achieving the goals of the County. Commissioners Court is responsible for using the plan in its budgeting process and to encourage other elected officials to do so as well. Because the plan includes input from across County leadership it provides a clear direction that should be supported across the board. The plan will allow Williamson County to continue providing the best services to and facilities for its citizens while maintaining the fiscal conservatism the residents of the County value.

Implementation Guide

1. Technology

> *Vision: To provide superior and low-cost County services through the use of information technology systems.*

From every level of Williamson County government, the call to modernize internal and external services was echoed. Modernization typically meant integrating and/or upgrading information technology systems into departmental processes to increase staff efficiency, provide greater user (citizen) access to records or documents, speed payment of fines, eliminate redundant data entry and develop a consistent platform for sharing data and documents between departments. Concerns regarding upgrading or purchasing new technologies include proprietary issues, potential expansion, and a sound business case for the expense of the technology and training.

Goal 1.1: Incorporate a County-wide program to continually implement and upgrade public safety technology.

A public safety technology program is comprehensive approach to updating and upgrading many of the county's public safety functions to state-of-the-art information technologies, thereby increasing efficiency and function. This project includes a Computer Aided Dispatch, law enforcement records management, and others public safety services. Once Phase I is implemented, the County should continue to upgrade and update all public safety technology.

Goal 1.2: Ensure that all Information Technology and software is consistent and compatible between County departments.

Any large organization deals with software incompatibility and upgrades and licensing issues. The need to monitor, inventory, and plan the County's systems to ensure that platforms across the organization are compatible is a constant effort. For the County, one priority is to ensure that all relevant offices have and use Odyssey.

Goal 1.3: Upgrade and develop internet services to provide better access to county functions for citizens.

This is an ambitious goal that covers multiple functions of the county. For law enforcement it means enabling citizens to pay fines, submit documents, sign-up for jury duty, access information and records regarding tickets and other infractions all online. It means a reduction in the amount of data entry required of the courts and clerks and streamlining record management.

Technology

Goal 1.1: Incorporate a County-wide program to continually implement and upgrade public safety technology.

Objective		Action		Priority	FY Start	FY Completion	Person/committee Responsible	Financing Method
1.11	Increase the efficiency, speed, and security of service by public safety departments	1.11.1	Phase I developed: Computer Aided Dispatch, Automatic Vehicle location, Records Management, and Civil Process.	M	2010	2012	PSTP Committee/ITS	County/ C.O.
		1.11.2	Concurrent with Phase 1, Construct Emergency Services Operations Center for 911 and other departments	M	2010	2012	PSTP Committee/ITS/ Infrastructure	
		1.11.3	Phase II: Evaluate and upgrade components of next phase	M	2011	2013	PSTP Committee/ITS	

Goal 1.2: Ensure that all Information Technology and software is consistent and compatible between County departments.

Objective		Action		Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
1.21	All Civil and Criminal Courts utilize the same case management software: **Odyssey**.	1.21.1	Work with J.P. #1-3 to determine issues and needs re: implementation of Odyssey software.	N	2010	2011	Courts/ITS/JP #1-3	County
		1.21.2	Convert J.P. 4 to Odyssey	N	2011	2012	Courts/ ITS/JP#4	
1.22	All courts and Co. departments will scan and digitize documents for records management.	1.22.1	Identify which courts and departments are not scanning and digitizing their documents.	N	2011	2013	Courts/ITS	County
		1.22.2	Ensure all courts and departments have the soft- and hardware to digitize documents at the point of entry (see internet access to public).	N	2011	2013	Courts/ITS	
		1.22.3	Implement Electronic Filing	N	2011	2013	Courts/ITS/Clerks	

	Objective		Action	Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
1.23	Implement a case management system for Juvenile Services.	1.23.1	Identify, select, and implement a case management system for Juvenile Services	D	2012	2014	Juvenile Services/ITS	County
1.24	Utilize software to increase efficiency and transparency of County's financial actions.	1.24.1	Utilize accounting software to post County accounts payable on the World Wide Web.	N	2012	2014	Treasurer	County
		1.24.2	Upgrade accounting system to newer version	M	2012	2013	ITS	
1.25	Implement Electronic Payment	1.25.1	Work with IT and banks to implement program.	M	2010	2011	County Treasurer/ County Auditor & ITS	County

Goal 1.3: Upgrade and develop internet services to provide better access to county functions for citizens.

	Objective		Action	Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
1.31	Implement system for citizens to pay fines and fees online in all precincts	1.31.1	Currently, most J.P.s provide this service. Identify J.P.s not doing so and reasons why.	D	2010	2012	Court/ITS/J.P. s	County
		1.31.2	Address issues and work with J.P.s for ubiquitous use of system	D	2010	2013	Court/ITS	
1.32	Upgrade and develop system to enable citizens to sign up for jury duty on-line.	1.32.1	District Clerk to purchase new software package and implement on-line jury portal.	D	2010	2011	District Clerk	County/2011 Budget
1.33	Utilize improved technology to better community with County residents.	1.33.1	Use video streaming to enhance communications	D	2011	On-Going	County Information Officer	County

Notes: M=Mandatory; N=Necessary; and D=Desirable. "n/a" stands for "not available"; "NC" means "No Cost".; and County refers to the County General Fund

2. Planning

Vision: To develop departmental strategic and work plans to guide departments and work groups in helping to meet the overall goals and objectives of Williamson County.

As Williamson County continues to grow and develop, proactive planning is important to ensure that departments and works groups are working towards similar goals and objectives. The planning process can help County leaders in preparing for the implementation of infrastructure, parks, economic development, medical facilities, and other services. Therefore, County departments working in conjunction with one another will, in general, help leaders maintain and/or improve the overall quality of life in Williamson County.

The County has adopted Master Transportation and Parks plans. In addition, the Emergency Management Services (EMS) and Purchasing departments have also developed strategic plans. These documents are examples of departmental strategic plans which are living documents, utilized to guide the long-term growth of the county and ensure that County goals are obtained. Each plan should ideally feed into the overall goals and objects of the County. This type of planning and preparedness will support the County's efforts in transparency and efficiency.

Goal 2.1: Develop and institute strategic and work plans in County departments and work groups.

Developing strategic and works plans will ensure that all County departments are striving to meet goals and objects in conjunction with the overall mission of the County. In this effort, each department should work to develop an annual work plan outlining the projects that coincide with overarching goals of Williamson County.

Goal 2.2: Create a short- and long-range Facilities Plan to provide detailed guidance for the development and expansion of the County's facilities.

The Facilities Plan will provide a detailed road map to help guide a current and future county leadership plan, acquire and build facilities to meet the needs of its citizens which include facilities that are 1) accessible and convenient to the general public; 2) safe and efficient for the employees of the county; 3) sustainable, energy efficient; with low O&M costs and 4) as necessary and feasible enhance customer service by aligning departments in each precinct close to one another.

Goal 2.3: Implement and update strategic plans adopted by the County.

The strategic planning process is ongoing and continual. Each department should update any work or strategic plans to ensure that goals are obtainable and in conjunction with overarching County goals. Any plans adopted or accepted by the County should be reviewed and updated to ensure that the work plan falls within the scope of current objectives of Williamson County leaders.

Planning Implementation Guide

Goal 2.1: Develop and institute strategic and work plans in County departments and work groups.

Objective			Action	Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
2.11	Encourage groups to complete a departmental strategic or work plan.	2.11.1	Conduct needs assessment for each department	D	2011	2011		n/a
		2.11.2	Identify departments with the need for a strategic plan.	D	2011	2011		
		2.11.3	Facilitate a planning work session to outline departmental goals and objectives.	D	2011	2012		
2.12	Ensure that plans are consistent with County-wide efforts	2.12.1	Provide departments with County-wide goals and objectives annually.	D	2011	On-Going		
		2.12.2	Update strategic and work plans on an annual basis.	D	2011	On-Going		

Goal 2.2: Create a short- and long-range Facilities Plan to provide detailed guidance for the development and expansion of the County's facilities.

Objective			Action	Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
2.21	**Facilities Plan**: County requires clear, written plan for developing facilities	2.21.1	Update/fact check existing GIS inventory of facilities	D	2011	2011	Senior Director of Infrastructure	n/a
		2.21.2	Update/fact check existing GIS inventory of County land holdings.	D	2011	2011	Senior Director of Infrastructure	
		2.21.3	Conduct needs assessment for each department	D	2011	2012	Senior Director of Infrastructure	
		2.21.4	Determine best combination of departments, which should logically be housed together.	D	2011	2012	Senior Director of Infrastructure	
		2.21.5	Develop short- and long-range detailed plan for facilities	D	2011	2012	Senior Director of Infrastructure	
		2.21.6	Update on an annual basis.	D	2012	On-going	Senior Director of Infrastructure	

Goal 2.3: Implement and update strategic plans adopted by the County.

	Objective		Solution/Action	Priority	FY Start	FY Completion	Person/ Committee Responsible	Financing Method
2.31	Plan, build, maintain and operate a road network with a high LOS.	2.3.1	Implement Thoroughfare Plan	N	In-progress	Long-term	Court/Staff	Infrastructure/ Bonds/ COs
2.32	Plan, build, maintain and operate a parks system with a high LOS.	2.32.1	Implement Parks Plan	N	In-progress	Long-term	Court/Staff	P&R/ Bonds CO
2.33	Develop a Disaster Recovery Plan to guide the resumption of county activities in case of emergency.	2.33.1	Business Resumption and Recovery Plan	N	2011	2013	Court/ Staff/ Consultant	County

Notes:
M=Mandatory; N=Necessary; and D=Desirable.
"n/a" stands for "not available"; "NC" means "No Cost".; and County refers to the County General Fund

3. Human Resources

Vision: Williamson County provides for cost-effective, efficient, and timely services through a knowledgeable, well-trained, professional staff.

Williamson County employees are the face of the county government. The services they provide to the public translate directly to how the public views county government. The category, Human Resources, incorporates all activities related to the recruitment, hiring, duties, policies, safety, and organization.

There are three primary concerns derived from the interviews 1) Do employee job descriptions correctly match their current duties and, if so, are they being paid a fair or market rate for those duties? 2) Are staffing levels adequate to address population growth and other changes? And 3) Does the organizational structure of County departments provide for the most efficient, cost effective deployment of labor?

Goal 3.1: Provide exceptional services to the public by retaining well-trained, committed employees.
The County HR Department is currently working on an internal assessment of job descriptions and salary compensation. This project will be complete to guide the 2012 budget process.

Goal 3.2: Develop an efficient, low-cost process for hiring and recruiting talented, skilled employees.
Many counties and large organizations are moving towards web-based hiring and recruiting.   By doing so, the county reduces paperwork, increases access to a broader talent pool and streamlines the hiring process.

Goal 3.3: Ensure County departmental organization structure is cost-effective and efficient.
Ensuring departmental organizational structure is efficient, is a priority for the Commissioners Court. Objectives include reducing the number of direct reports to the judge, ensuring departmental metrics are being met, and developing departments that specialize in specific county functions.

Strategic Plan

Human Resources

Goal 3.1: Provide exceptional services to the public by retaining well-trained, committed employees.

Objective		Action		Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
3.11	Make necessary compensation adjustments	3.11.1	Provide the court recommendations for compensation adjustments based on variances in the job descriptions in time for consideration in 2012 budget	N	2011	2011	Human Resources	
3.12	Enhance employee access to HR information online through County intranet	3.12.1	Upgrade/redesign the HR space on the county's intranet site to provide employees information on Total Compensation, Wellness Reports, and other information.	D	2010	2011	Human Resources	C.O. / Bond
3.13	Ensure all employees utilize leadership and training opportunities	3.13.1	Implement leadership training for all employees	D	2011	2011	Human Resources	
3.14	Utilize Oracle and other software to create efficiencies in HR	3.14.1	Utilize Oracle Compensation Workbench Module to incorporate merit awards and cost-of-living changes in compensation	D	2012	2015	Human Resources / ITS	County

Goal 3.2: Develop an efficient, low-cost process for hiring and recruiting talented, skilled employees.

Objective		Action		Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
3.21	Implement an on-line hiring application	3.21.1	Utilize on-line hiring tool to provide other counties with information regarding job descriptions	N	2010	on-going	Human Resources	HR Budget
3.22	Identify recruitment opportunities to seek talented and qualified applicants.	3.22.1	Identify pools of talented and qualified applicants for each job description.	N	2010	on-going	Human Resources	HR Budget
		3.22.2	Develop a strategy for recruiting identified talent.	N	2010	on-going	Human Resources	HR Budget

Goal 3.3: Ensure County departmental organization structure is cost-effective and efficient.

Objective		Action		Priority	FY Start	FY Completion	Person/Committee Responsible	Financing Method
3.31	Establish internal training programs to develop needed expertise within departments.	3.31.1	Train staff in URS for internal GIS project and database management	D	2010	2012	URS	N/A
		3.31.2	Develop training opportunities to ensure job retention, competency, and professional development	D	2010	2012	URS	N/A
3.32	Ensure employees understand expectations and requirements of job titles.	3.32.1	Annually update and review policies, procedures, and employee guides/ manuals to ensure staff meets job expectations and requirements.	N	2011	On-Going		
		3.32.2	Based on updated policies and procedures, develop, or update departmental metrics (to ensure job performance).	N	2011	2012		
3.33	As needed, adjust the County organizational chart to ensure efficient reporting and workflow.	3.33.1	Reduce the number of direct reports to the judge (as needed).	D	2012	2012	HR and Judge	N/A
		3.33.2	Develop departments that specialize in specific county functions.	D	2012	2012	HR and Judge	N/A

Notes:
M=Mandatory; N=Necessary; and D=Desirable.
"n/a" stands for "not available"; "NC" means "No Cost".; and County refers to the County General Fund

4. Policy and Development

> *Vision: Williamson County's policies and development plans ensure the greatest amount of efficiency, transparency, and accountability within each department of the county.*

The category *Policy and Development* contains objectives that aim to meet county goals through changes to or adoption of new policy and development changes. This category captures objectives that do not easily fit in the other four categories but do forward policy objectives for the County including: 1) Transparency; 2) Fiscal Conservatism; and 3) Customer Service.

The use of the term *transparency* refers to the ability of the public to access information held by the County. One long-term objective that would enhance transparency is posting all county payments on the World Wide Web. This would enable taxpayers' greater access to county information on expenditures. This is already being done on the state level and very well may be mandated for other levels of government in the near future.

Goal 4.1: Adopt procedures to enhance customer service, transparency, and efficiency of county functions.

An excellent customer service is a goal for the County. Many citizens interact with the County via phones so an easy-to-use, effect phone interface between the county and its citizens is an important objective. A review of how phone calls are currently handled and providing new protocol to improve this important element of customer support should be undertaken. In addition, a review of records management and retention policies should be undertaken in order to ensure that the County to maintain and access records to ensure transparency as well as to ensure all statutory requirements are met.

Goal 4.2: Adopt policies and programs to develop the economic base of the county by developing a County Economic Development Initiative.

A healthy, vigorous economy is a very important part in the quality of life within Williamson County. Local and regional government economic development efforts play an important role in sustaining the economy. Currently, volunteer, and elected representatives from Williamson County work with the cities' professional economic development staffs on economic development efforts. In the future, Williamson County would like to create a paid position to do this work.

Goal 4.3: Lower energy costs through conservation and alternative energy sources.

It is important to the county to be an environmental leader; however, meeting environmental goals should also make financial sense. So, programs and policies changes to enhance environmental stewardship must make a business case providing positive cost-benefit before implementation.

Goal 4.4: Plan and expand the capacity of the court system to meet growing workload.

Within the next 5 years the District Attorney's Office sees the need for a new District Court. This would also mean additional staff and resources. In the long-term, there will be a need for additional civil and district courts as well as staff and resources.

Strategic Plan

Policy and Development

Goal 4.1: Adopt procedures to enhance the transparency and efficiency of county functions.

Objective		Solution/Action		Priority	FY Start	FY Completion	Responsible	Financing Method
4.11	Ensure citizens' phone access to County departments by using the best use of technology and enhancing internal communications.	4.11.1	Form a committee to develop communications assistance.	N	2011	2012	County Judge, Departments, and IT	NC
		4.11.2	Promote the internal use of voice mail and develop voice mail protocol.	D	2011	2011	HR	NC
		4.11.3	Develop and publish specific voice mail policy in employee handbook.	D	2011	201	HR	
4.12	Review and adopt policy (where appropriate) for the best use of technology to enhance internal communications.	4.12.1	Form a committee to develop communications assistance.	N	2011	2012	County Judge, Departments, and IT	NC
		4.12.2	Promote the internal use of voice mail and develop voice mail protocol.	D	2011	2011	HR	NC
		4.12.3	Develop and publish specific voice mail policy in employee handbook.	D	2011	201	HR	
4.13	Review policy requiring department heads to acquire commissioners' court approval for line item transfers.	4.13.1	Review policies of other Texas counties.	D	2011	2011	Judge's Office	NC
		4.13.2	Discuss and vote for changes in current policy at commissioner court.	D	2011	2011	Court	NC
4.14	Review and amend records management and retention policies.	4.14.1	Create a task force to provide recommendations for records management county-wide.	D	2011	2012	ITS/All Depts Heads/ Elected Officials/	NC
		4.14.2	Discuss and consider adopting changes.	D	2011	2012	ITS/All Depts Heads/ Elected Officials/	
4.15	Review and discuss policy regarding County Auditor's oversight of payroll and accounts payable.	4.15.1	Discuss the pros and cons of moving oversight of payroll and accounts payable from the auditor to the treasurer. Issues include additional internal audits, efficiency, and staffing.	D	2011	2012	Court/ Treasurer/ Auditor	NC
	Make the budget process easier to manage and understand as well as more effective	4.15.2	Write and implement policies and procedures to aid in the annual budget process.	D	2011	2011	Budget Officer	NC

Goal 4.2: Adopt policies and programs to develop the economic base of the county by developing a County Economic Development Initiative.

Objective		Solution/Action		Priority	Start	Completion	Person/ Committee Responsible	Financing Method
4.21	Consider a county-wide Economic Development effort for Williamson County.	4.21.1	Research and identify best-practices for county-wide economic development.	N	2011	2011	County Judge and Staff	County
		4.21.2	Create a work group or committee to guide the economic development effort.	N	2011	2011	County Judge and Staff	County
4.22	Develop and institute Economic Development plan for Williamson County.	4.22.1	Identify goals, objectives, and a mission to be met through the economic development within Williamson County.	D	2011	2012	County Judge and Staff	County
		4.22.2	Hire an economic development professional to carry out the Williamson County Economic Development Plan.	D	2012	On-going	County Judge and Staff	County

Goal 4.3: Lower energy costs through conservation and alternative energy sources.

	Objective		Solution/Action	Priority	FY Start	FY Completion	Responsible	Financing Method
4.31	Develop Energy Management program to guide energy policies	4.31.1	The county currently has a energy management program; however, there is potential for greater cost savings through a vigorous application of energy management, which would require dedicated staff to implement. Discuss and develop a business case for the hire.	D	2010	2011	Senior Director of Infrastructure	Facilities Budget
4.32	Implement projects to reduce energy consumption.	4.32.1	Review potential energy conservation options.	D	2011	on-going	Senior Director of Infrastructure	Facilities Budget
4.33	Promote the use of alternative fuels and conservation county fleet	4.33.1	Where appropriate and feasible convert county fleet to run on propane.	D	2010	on-going	Senior Director of Infrastructure	Grants/Fed/ County

Goal 4.4: Plan and expand the capacity of the court system to meet growing workload.

	Objective		Solution/Action	Priority	Start	Completion	Person/ Committee Responsible	Financing Method
4.41	Maintain efficiency of District Court to meet growing workload	4.41.1	Add a new District Court	M	2010	2014	District Attorney	County

Notes:

M=Mandatory; N=Necessary; and D=Desirable.

"n/a" stands for "not available"; "NC" means "No Cost".; and County refers to the County General Fund

Appendix A: Interviews

Action	Page	Priority	2010	2011	2012	2013	2014	Long-Range
TECHNOLOGY								
Public Safety Technology Project	7	M	■	■	■			
Complete RFP for PSTP	36 & 44	M	■					
Computer Aided Dispatch	3	M	■	■	■			
Develop a web interface for users of the ticket system	19	M	■	■	■			
Paperless ticket citation - palm pilots for police	19 & 23	M	■	■	■			
New emergency operation center (FACILITIES)	36	M	■	■				
Develop and implement "On-line jury system".	18		■	■				
Convert to all county departments to Odyssey	11, 13 & 16		■	■	■			
Implement ubiquitous scanning & imaging records management	15 & 16		■	■	■	■		
Provide for citizen payments via the internet.	5		■	■	■	■		
Implement E-filing of court documents.	32			■	■			
Juvenile case management system	36		■	■	■	■		
Improve county website by making it more interactive	37							■
FACILITIES								
Develop a Facilities Plan	26	N	■					
Move the Veteran Services from Taylor to Round Rock	8		■					
Construct a new building for the Tax Accessory			■	■				
Construct new building for the recreation department	21		■	■				

Strategic Plan

Action	Page	Priority	2010	2011	2012	2013	2014	Long-Range
Move the J.P. Precinct #4 into the old recreation department building.	21		■	■				
New emergency operation center	36	M	■	■				
Justice Center Expansion & Reconfiguration:	8							■
Expand Jail facilities with in next 5-years	46	M	■	■	■	■	■	
Add office space for County Attorney's Office	11	N						■
Add office space for District Attorney	16	N						■
Add office space for District Clerk's Office	18	N						■
Unified precinct #4 facilities	10							
Acquire additional land at Precinct #4 Rodeo Arena & expand the arena	10		■	■	■	■	■	
HUMAN RESOURCES								
HR Computerized - On-line recruiting and application tool (requested FY 2010 budget)	3 & 35		■					
Review and adopt HR policies such as sexual harassment policy.	24		■					
Compensation analysis to compare salaries	35 & 24		■					
Restructure and reclassify personnel job descriptions	21		■					
POLICY								
Review and discuss policy mandating departmental line item transfers requiring commissioners' court approval	23		■					
Consolidate county's credit card use to one processing company	8		■					
Review and discuss records management and retention policies for all departments	27		■	■				
Treasurer's office should manage all county funds	27		■					
Develop and implement an Energy Management Program	32		■	■	■	■		
Develop a phone bank for the Tax Assessor - collector	29		■					
Initiate spay/neuter program for stray and feral cats	48		■	■				
GROWTH								
Hire Economic Developer	3					■	■	
Implement park and transportation plans	5		■	■	■	■	■	
Freeport exemption	7		■	■				
Implement Housing Plan				■	■	■	■	
Additional District Court of Law	16							■
Hire a Forensic Computer Analyst	16							■
Establish Mental Health Court	50				■	■		
Separate mental health facility for juveniles	50							■
Handicap parking violation unit (volunteer)	40		■	■				
STAFF REQUESTS:								
Additional staff beyond the court: Probation & Community Supervision	15							■
One new staff to cover phones - County Court at Law	15							■
Additional county IT support staff - District Attorney	16							■
Additional staff - District Clerk	18							■
Two additional staff - Justice of the Peace	21							■
Full-time on-site deputy	23							■

Strategic Plan

Action	Page	Priority	2010	2011	2012	2013	2014	Long-Range
Hire intern to "part-time" permanent employee, eventually full-time	37		■	■				■
4 additional staff members are needed now	38					■	■	■
2 additional staff members in 2013-15 to keep up with growth	38							■
3-5 Deputies and 1-3 support staff in the next 5 years	40							■
an additional 2-3 Deputies and 2 support staff 10 years out	40							■
Two staff for mobile outreach	44		■	■	■			■
Two additional deputies - to match staffing in other precincts	40							
Additional emergency operations staff in 2-3 years	44							■
2-3 additional staff to manage expansion	52							■
1 Maintenance Crew, 2 – 4 Engineering staff, 2 – 4 for hauling crew in next 2 – 3 years	53							■

County Leadership

COUNTY JUDGE
DAN GATTIS

Office/Department Overview:
The mission of the Williamson County Judge's office is to provide the leadership to keep the county growing and improve the efficiency and professionalism of department heads and elected officials. He is also the day-to-day administrator of Williamson County.

Priorities:
1. Improve efficiency of Williamson County government (e.g. through technological improvements).
2. Improve professionalism of Williamson County government.
3. Develop a strategic plan and mission for the county.
4. Work with the cities in Williamson County to create a good environment for economic development.

Short-term Objectives
Objective A:

> Impact: The impact of all of Judge Gattis's priorities would be efficiency. It would be measurable by each department's goals and internal services.

Resource Needs:
- Equipment-related needs include computer and technology improvements. Some examples include computer-aided dispatch (CAD), which would tie all dispatch, courts, law enforcement together, and Odyssey. Human Resources will be all computerized. Inventory will be tied electronically to each employee.
- An economic development position to be housed within the County Judge's Office. He wants to help cities – not get in their way. This position is a short-term need. The Judge will put it in the FY 10-11 budget, if not sooner.

Long Range Goals/Vision:
There is a need to restructure or reorganize the County to increase efficiency and effectiveness. There should be fewer direct reports to the County Judge. He would like to use training and professional development to increase the professionalism of the staff.

The Judge would like to do some benchmarking with other counties (e.g., Fort Bend, Montgomery, Harris, Dallas, and Bexar) to see what Williamson County can learn from the way those counties do things.

OFFICE OF COUNTY COMMISSIONER, PRECINT #1
LISA BIRKMAN

Office/Department Overview: To deliver services to the citizens of Williamson County in a cost effective, efficient way. To set the tone that Williamson County is friendly to families, businesses and provides for managed growth.

Priorities:
1. Manage the county's budget and contract oversight so that an increase in the county's tax rate is not required.
2. Maintain the current low crime rate within the county.
3. Promote economic development to create a diverse economic base so that in perception and reality Williamson County is not a bedroom community.

Short-term Objectives

Objective A: Develop a county-wide comprehensive plan.
Impact: A comprehensive plan provides a policy guide to the commissioners' court that – through extensive public input – identifies and prioritizes citizens' goals for the county.

Objective B: Adopt a county budget that meets the needs of the citizen but keeps the tax rate steady.
Impact: Low taxes will provide an incentive for businesses and families to relocate to Williamson County as well as retain current business and residents.

Objective C: Continue to improve quality of life by improving infrastructure.
Impact: The County has developed strategic plans for the development of the transportation and parks systems to guide efficient development of these assets. In addition, the county needs to add to its own facilities to ensure there is adequate capacity for its departments to provide county services.

Objective D: Work with state on Public and Mental Health Services
Impact: By working with government agencies and non-profits the County will be able to leverage its resources to meet the growing demand for healthcare services.

Objective E: Continue to improve law enforcement and public safety services within the county.
Impact: Capital improvements for equipment to public safety departments will reduce response time and improved quality-of-service.

Long Range Goals/Vision:
- Modernization through computer technologies by making more county functions paperless or on the internet.
- Provide for citizen payments via the internet. By doing this the county can increase collections, reduce staff time, and improve the quality of service for the county's residents.

OFFICE OF COUNTY COMMISSIONER, PRECINT #2
CYNTHIA LONG

Office/Department Overview:
The Commissioner's Court is the "policy board" for the County. It also sets the budget. The Court exists to provide public services with honesty, integrity, and dynamic leadership for the citizens of Williamson County.

Priorities:
1. Implement priority road projects in Master Transportation Plan.
2. Implement Public Safety Technology Project (PTSP) and add interfaces to major cities within 4 years.
3. Add $1 billion (in 2 years) to the tax base through economic development, thus creating new jobs in the county.
4. Bring the Freeport Exemption to the county.

Short-term Objectives
Objective A: Implement road projects as noted in the Master Transportation Plan

   Impact: Reduce congestion and commute time and increase safety on the County roads.

Objective B: Implement the PTSP

   Impact: Reduced emergency response time, improve reporting and coordination of first responders' responses across the County.

Objective C: Economic Development

   Impact: Increased tax base and develop more job opportunities for County residents.

Resource Needs:
• Approval by voters for future bond programs
• Need to identify funds for the PTSP interfaces from county to each city
• An economic development focus in the county

Long Range Goals/Vision:
Improve effectiveness and efficiency through the deployment of technology.

OFFICE OF COUNTY COMMISSIONER, PRECINT #3
VALERIE COVEY

Office/Department Overview:
The Commissioner's Court is the executive board for Williamson County. It makes financial decisions, budgets, and lets contracts. In addition to these duties, Commissioner Covey addresses constituent needs, serves on the mental health committee, LANAC state oversight for Health and Human Services, provides support for and care of Williamson County troops, and deals with habitat issues.

Priorities:
1. Get all Precinct 3 offices under one roof (preferably on Inner Loop).
2. Move Veteran's Services from Taylor.
3. Restructure the county departments (have fewer at the top; group and organize better)

Short-term Objectives
Objective A: Co-locate Precinct 3 Building.

> Impact: The impact would be measured in customer convenience. This would also get downtown land and buildings back on the tax rolls. It would help reach economies of scale (e.g., IT support, cleaning staff, etc.)

Objective B: Move Veteran's Services from Taylor to Georgetown.

> Impact: See above impact.

Objective C: Restructuring County Departments

> Impact: Restructuring County Departments would create efficiencies in the application of information technologies; unify services and departments, eliminate pockets in the county's organization. For example, the county could use just one credit card processing company rather than several different ones.

Resource Needs: While asset tracking is currently in the budget, it might require another allocation to complete. It will take money to build a Precinct 3 Annex (long-term goal), and the desire to work smarter and reduce or not grow staff.

Long Range Goals/Vision: A Precinct 3 Annex building that would house all Precinct 3 functions (on Inner Loop).

OFFICE OF COUNTY COMMISSIONER, PRECINT #4
RON MORRISON

Office/Department Overview: Serve the citizens of Williamson County in a diverse precinct that is very urban in the western area and very rural in the east. Precinct #4 also that contains over ½ the County road miles ~ 800 miles

Priorities:
1. Maintain quality infrastructure – stay ahead of growth through good planning and provision of infrastructure.

2. Economic Development: One goal for economic development is opening up land for business development at the land fill. The County can facilitate this by working towards providing the needed infrastructure in that part of the county.

Short-term Objectives
Objective A: Restore historic farmhouse near landfill.

    Impact: Remodel the farmhouse at the landfill to be a showcase and interpretive area for green building, agriculture & Williamson County history as well as house an office for Precinct #4 commissioner.

Objective B: Large pavilion and fairground in Taylor (5 years or so)

    Impact: Develop additional meeting space, facilities for tourist and business space through adding approximately 30K sq feet to the rodeo arena/fairgrounds in Taylor.

Long Range Goals/Vision:
- Co-locate County facility in one area within each precinct (e.g. Cedar Park).
- Efficient and low emitting County fleet. Continue the program of converting county fleet vehicles from gas to propane.
- Reduce unfunded mandates from state to county governments.

Staff Needs: None identified at this time

COUNTY ATTORNEY
JANA DUTY

Office/Department Overview:
The mission is to provide all legal services to county government and state agencies in Williamson County. They handle all misdemeanor prosecution, traffic, juvenile (both criminal and misdemeanor), civil, child protective services representation, protective orders, hot checks, mental commitments, bond forfeiture, and handle calls from law enforcement 24/7.

Priorities:
1. Keep up with an increasing workload by identifying and implementing strategies to increase efficiencies.
2. Go paperless using Odyssey system (this will help increase efficiency). Could repurpose 1 staff to help in other areas.
3. Get laptops with docking stations (add incrementally).
4. Stay extremely professional in the courtroom and use technology during cases.

Short-term Objectives
Objective A: Keep up with increasing workload.

    Impact: The impact would be the increased safety of Williamson County residents. An additional impact would be that adding an additional court could be delayed.

Objective B: Going Paperless & Laptops

    Impact: The impact would be that red tape would be cut and wait time would be reduced.

Resource Needs:
The County Attorney's Office has had a long-standing need for additional building space for personnel (especially if another court is added). The office will also need additional staff proportionate to case load increases. They need equipment such as document scanners and laptops with docking stations.

Long Range Goals/Vision:
TxDOT is currently not reporting people who are not paying tolls. When they do start reporting them, the County Attorney's Office will have to handle those cases. It is impossible to predict what the Legislature will do that could impact caseload and administrative support. They appreciate the quality of the Williamson County facilities and do not want to see that diminished.

COUNTY CLERK
NANCY RISTER

Office/Department Overview: The County Clerk's office records all legal instruments of the county. The Clerk attends all regular and special meetings of the County Commissioners Court to take minutes of those meetings. The County Clerk files criminal, civil and probate cases in the County Courts at Law and collects all judgments from these courts.

Priorities:

1. Convert department to "Odyssey" software to enable all county clerk departments to have modern data management technology.
2. Implement "E-filing" in the county courts.
3. Upgrade to next generation of records recording software.
4. Coordinate with State to implement electronic fingerprinting.

Short-term Objectives:
Objective A: Complete conversion to Odyssey.

   Impact: Odyssey will create data management efficiencies (storage, processing, and office supply purchases). Without new technology and upgrades, growth will create inefficiencies and higher costs. With growth there will be more data management and document processing needed, but without new technology, processing will be slower, and backlogs could occur, and processing costs will be higher.

Objective B: Replace PCs and equipment on a scheduled basis (SOP)

   Impact: Ensure that hardware (PCs, printers) meets capacity requirement of software and provide staff with trouble free service.

Objective C: Implement E-Filing (within 3 years)

   Impact: E-Filing will build case load efficiencies (storage, processing, and office supply purchases). Without new technology and upgrades, case load growth will create inefficiencies and higher costs. With growth there will be more court cases and document processing needed, but without new technology, processing will be slower, and backlogs could occur, and processing costs will be higher. E-Filing will enable restricted access.

Objective D: Continue Archiving of records projects (deed records, vital statistics, etc.).

Long Range Goals/Vision: Coordinate with State on the implementation of electronic fingerprinting technologies.

DISTRICT ATTORNEY
JOHN BRADLEY AND JANA MCCOWN

Office/Department Overview:
The District Attorney's Office handles all felony criminal cases for the county (1800/year), while the County Attorney handles the misdemeanor cases.

Priorities:
1. Create a new District Court within 5 years (by 2012 or 2014 at the latest).
2. Consolidate juvenile prosecution into the District Attorney's Office.

Short-term Objectives
Objective A: The DA is concerned about Odyssey and its support over time. The office believes that it should be implemented county-wide in all offices and departments.
> Impact: County-wide implementation of Odyssey will increase department to department document sharing, reduce data entry redundancy and improve records management.

Objective B: There is a big need for digitized records.
> Impact: Imaging will improve efficiency.

Objective C: There is a real need for more information technology (IT) staff/support (Roughly 11 staff for 1100 county employees). The District Attorney's Office feels more pressure to add staff for IT support internally due to lack of county IT staff.
> Impact: Increasing IT staff will ensure that technologies work correctly increase staff efficiency and other goals.

Objective D: There is a need for a forensic computer analyst due to the increase in high tech crimes.
> Impact: A computer analyst would reduce cost and result waiting time by eliminating outsourcing services.

Resource Needs:
5-10 years: Within the next 5 to 10 years, the District Attorney's Office sees the need for 1 new District Court. This would create the need to add 3 new prosecutors, 1 investigator, and 1 support staff. This would help to maintain efficiency by balancing court days and office days. They need additional laptops for personnel to aid/support a digital or paperless system.

~ 10 years +: Within 10+ years, the District Attorney's Office would like to bring in juvenile prosecution and consolidate the County Attorney's and District Attorney's offices.
*** This would happen only if it is needed and if all parties agree.

Long Range Goals/Vision: Office space will be an issue in 10 years, but they are okay until then.

DISTRICT CLERK
LISA DAVID

Office/Department Overview: The District Clerk provides services such as record keeping to the District Courts as well as for the four County Courts at Law for family cases.

Priorities:
1. Secured storage for records and evidence.
2. Space expansion – additional office space for new staff coming in to already crowded space.
3. Implementation of the on-line jury system.

Short-term Objectives
Objective A: Go live with the on-line jury system.

    Impact: The system will streamline process for procuring juries as well as being more customer friendly.

Objective B: Additional storage for case evidence, records, etc.

    Impact: The additional storage space will allow the Clerk's office to hold evidence for longer periods of time.

Objective C: Need additional office space

    Impact: Room for more employees and a new court (if needed).

Long Range Goals/Vision: More space, better public understanding of role of District Clerk.

Staff: 2 staff (scanning clerks) in next 2 – 3 years

JUSTICE OF THE PEACE, PRECINCT #1
JUDGE DAIN JOHNSON

Office/Department Overview: The mission of the Justice of the Peace's office is to uphold the law.

Priorities:
1. Modernize public's interface with the county's ticketing system (web based).
2. Modernize officers' interface with the ticket system (handheld palm pilots that allow for data to be entered directly into database).
3. Modernize and expand public interface with the court system to provide resources such as rules, directions, and education.

Short-term Objectives

Objective A: Develop a centralized database that can be utilized by all the courts and DPS.
> Impact: The database can house all the information that must be accessed between county courts and law enforcement departments. Streamlining the input and downloading process will reduce staff time and increase the speed of processing cases.

Objective B: Develop a web – based interface for county citizen to access their cases and other information.
> Impact: Providing easy access to citizen with information regarding their cases will increase collections, speed up process of cases, and improve citizens' knowledge about the court system.

Objective C: Purchase handheld palm pilots for the sheriff's department to modernize officers' interface with the ticketing system.
> Impact: By providing the equipment so officers can input ticket information directly into the database will greatly increase the speed tickets are processed.

Long Range Goals/Vision:

- In one year, tickets given on toll roads will be the responsibility of the county. This is going to greatly increase the load on the J.P.s docket. Therefore, any efficiency that can be gained through the implementation of web-based technologies will help the J.P meet this demand.
- Providing a user-friendly web interface for citizens is a long-range goal for the J.P.s office. The interface should easily allow people to access documents, rules, payments, and directions. This will reduce the backlog of cases in the court.
- Bring all the J.P. offices to consensus regarding what type and how to use technology to improve law enforcement in Williamson County.

Staff: The emphasis on modernization is not in order to eliminate staff, but to increase the effectiveness and efficiency of staff. As noted above the workload of the J.P.'s office is going to increase. Modernization may be a cost-effective way of meeting the demand compared to increasing staff.

JUSTICE OF THE PEACE, PRECINCT #2
JUDGE EDNA STAUDT

Office/Department Overview:
The Justice of the Peace presides over criminal and civil justice courts and small claims court. Judge Staudt handles cases including criminal and civil, traffic, juvenile, drugs and alcohol, evictions, legal disputes up to $10,000, acts as coroner and oversees unexpected deaths, truancy, weddings, and community needs (e.g., lock outs, death threats, warrants, etc.).

Priorities:
1. Acquisition of electronic equipment and software to accommodate paperless ticket citations, paperless files, and the networking of county offices.
2. Provide an informational newsletter to the community.
3. To restructure and reclassify personnel job descriptions.
4. Expansion of facilities (would like to take over the Parks and Recreation Department's space when they move out).

Short-term Objectives
Objective A: Above priorities.

> Impact: The impact of all the above priorities would be that the cost to increase and train personnel will decrease. Trained personnel would be retained. Accuracy would be enhanced. The public will be more informed of their rights, their options, and the laws they are expected to be in compliance with, thereby decreasing the public's hostility to county offices.

Resource Needs: Software, scanners, computer equipment, and personnel. The need for additional personnel (currently asking for 2) has been consistent for the past 15 years; however, upon the installation of a paperless system and electronic filing, the total amount of personnel will be decreased. The expansion of the office by acquiring the space currently occupied by the Parks and Recreation Office.

Long Range Goals/Vision:
*   The pay and workload are tough. The J.P.'s office can't keep employees for as long as they'd like because of both.
*   Eventually Williamson County will need a Medical Examiner (within the next 10 years).

JUSTICE OF THE PEACE, PRECINCT #4
JUDGE JUDY HOBBS

Office/Department Overview: Uphold the Constitution and Serve the people of Texas with equal justice under the law.

Priorities:
1. Increase safety for staff by making improvements to the front waiting area.
2. Enlarged the front waiting area.
3. Assigned a deputy to the Court for security and warrant research.

Short-term Objectives

Objective A: Make improvements to the front waiting area of the JP's office.

     Impact: Safety and health of staff is protected.

Objective B: Enlarge the front waiting area of the JP's office.

     Impact: Better service to citizens, enhanced security.

Objective C: Assigned a deputy to the Court for security and warrant research

     Impact: Improve security and faster warrant research will lead to catching more people with warrants.

Long Range Goals/Vision:
- Increase staff as needed to meet growing needs.
- Electronic ticketing for officers.
- Change the policy of budget management regarding Commissioner's oversight. Specifically, eliminate the requirement for Commissioner's Court approval for line item transfers.

Staff:
- One (1) full-time on-site deputy.
- Additional staff to provide more efficient processing (not just in JP office, but at County Attorney).

CONSTABLE, PRECINCT #1
ROBERT CHODY

Office/Department Overview:
The mission is to serve all civil and criminal processes for the JP courts. Civil is the constable's primary area.

Priorities:
1. Establish handicap parking violation unit (like the one in Travis County). This is a volunteer-based group that is provided with training and a ticket book and charged with citing parking violators.
2. Work with the US Marshals to find and arrest federal warrants.
3. Bring staffing level up to match other Constable's offices in Williamson County.

Short-term Objectives
Objective A: Handicap Parking Violation Unit

    Impact: The impact would be a visible deterrence to an overlooked issue.

Objective B: Work with US Marshal's Office

    Impact: Remove dangerous, high-crime people off the streets.

Objective C: Increase Staffing Level

    Impact: The impact would be that the Precinct 1 Constable's Office would be able to handle the same amount of workload and provide the same level of services to Precinct 1 residents as other Williamson County precincts.

Resource Needs: The Precinct 1 Constable's Office has requested 2 additional deputies, and believes they are still needed.

Long Range Goals/Vision: Constable Chody said that the precinct boundaries will likely be changing after the updated census count since the boundaries are determined by population. He feels this will reinforce his needs to have a staffing level that matches those of the other Constables.

CONSTABLE, PRECINCT #1
BOBBY GUTIERREZ

Office/Department Overview:
Enforce the laws of the State of Texas and improve the safety and quality of life in Williamson County by:
- Serving and executing the civil and criminal process issued by all courts
- Aggressively pursuing and apprehending fugitives from justice in our region
- Providing proactive courtroom security for the justice court, and
- Protecting our environment by the proactive enforcement of environmental statutes.

Priorities:
1. Improve and expand warrant fine and fee collection services.
2. Increase fugitive apprehension of dangerous offenders.
3. Improve proactive enforcement of environmental crime cases.
4. Maintain our current prompt and high-level civil process cases service and execution.
5. Expand our community outreach through child ID programs.

Short-term Objectives
Objective A: Warrant fine and fee collection
　　　　Impact: Improve collection of fine and fee amounts by 10% - 20%.

Objective B: Fugitive apprehension
　　　　Impact: Increase dangerous fugitive apprehension by 20%.

Objective C: Environmental enforcement
　　　　Impact: Increase on-site officer initiated environmental cases by 20%.

Objective D: Community outreach/Child ID programs
　　　　Impact: To ID of a minimum of 2,000 children annually.

** The Precinct 3 Constable's workload is growing by about 10%. The 20% goal will take care of current growth and make a dent in future workload increases.

Resource Needs:
- Precinct 3 Constable would need to remain current with and have access to new technology (software and hardware) to locate fugitives, assets, and provide collections of fines, fees, and services through the Internet.
- Would need additional staff (3-5 Deputies and 1-3 support staff in the next 5 years; and an additional 2-3 Deputies and 2 support staff 10 years out) to maintain projected growth and workload increases in all areas mentioned above.
- Purchase of 2,000 child ID kits annually.

Strategic Plan

SHERIFF
JAMES WILSON, SHERIFF
TONY MARSHALL, CHIEF DEPUTY
ROBERT CHAPMAN, ASST. CHIEF OF LAW ENFORCEMENT

Office/Department Overview: To protect and serve the public, preserve life and property in Williamson County. And, to provide a safe environment for inmates in Williamson County jail facilities.

Priorities:
1. Need new training facilities. Current training facility (Lott Center) does not meet current needs and will not meet the needs of the department over the next 5-10 years.
2. Need additional office space for the department. Current office space for department is at maximum utilization-will not meet the needs of the department over the next 5-10 years.
3. Jail facility will need to be expanded within the next 5 years. Williamson County jail facility is a booking facility serving several municipal and state agencies (State Hwy patrol, TPWD) jurisdictions. Facility is currently sufficient for the short-term.

Short-term Objectives
Objective A: Expand/find additional office space. Office space is currently at maximum occupancy. Different programs/departments within the Sheriff's dept cannot expand as may be required.

> *Impact:* Sheriff Dept is largest agency of Williamson County. As growth puts additional demands on department, additional human resources may be needed (e.g. CIT has 10 officers, case load per office is 25/month). Lack of space can impede needed hiring, create organizational inefficiencies and service gaps to respond to calls and public demands.

Objective B: Need new training facility(s). Current facility is outdated and inadequate for training needs [shooting range is located at different facility, not part of training facility, and dept. needs a "driving pad" to train officers how to drive and respond to emergency situations.

> *Impact:* Williamson County Sheriff's Dept has a 13-week training academy for all newly hired officers. Current facility cannot accommodate current training curriculum (e.g. "driving pad") and facility is in poor condition.

Long Range Goals/Vision: Jail facility will need to be expanded within the next 5 years. There is space at the current jail facility to accommodate expansion.

EMERGENCY SERVICES
JOHN SNEED

Office/Department Overview: Manages EMS, 911, Wireless Comm (Radios), Haz Mat response, Emergency Management, Mobile Outreach (Emer. Mental Health).

Priorities:
1. Maintain current response time of 7 minutes (incl. 1-minute dispatch) (Nat'l standard 8 minutes) for EMS (new stations added in growing areas to maintain 1 – 20,000 ratios give or take).
2. RFP out for public safety tech (incl. CAD, vehicle location, records mgmt., mobile data).
3. Emergency Ops and Dispatch Center RFP out right now.

Short-term Objectives
Objective A: Compensation issues (retention, morale). The county needs to conduct a comparative compensation study.

     Impact: Attract and retain staff through comparable salaries

Objective B: Establish *Radio Shop* to repair and service radios

     Impact: Better service for County, also revenue generator by servicing city radios.

Objective C: Internal Training for Emergency Services

     Impact: More cost-effective service

Long Range Goals/Vision: Stable funding source for Mobile Outreach Team; Fire Marshal; full time HazMat team; Decision between adding staff or continue paying overtime in dispatch

Staff:
- Assume addition of 1 new EMS station / year
- 2 staff short in Mobile Outreach, can't fill possibly due to salaries
- Add'l Emergency Operations staff in 2 – 3 year.

ANIMAL SERVICES
CHERYL SCHNEIDER, DIRECTOR

Office/Department Overview:
The Office of County Animal Services manages animal sheltering throughout Williamson County. Animal Services strives to decrease the number of animals euthanized and provide the most humane care possible to unwanted and abandoned pets through adoption, reclaim, foster home, rescue services, and public and community awareness.

Priorities:
1. Decrease the euthanization rate of treatable and rehabilitable animals and decrease the intake rate.
2. Provide free, or low cost spay/neuter services.
3. Provide veterinary services for up to 2 weeks, post adoption.
4. Increase the number of adoptions (increase # of off-site adoptions).

Short-term Objectives
Objective A: Operate shelter with sufficient staff and resources.

> *Impact:* Increasing staff to properly care for the mental well-being of the shelter animals as well as providing more avenues for off-site adoptions will decrease the euthanasia rate.

Objective B: Initiate spay/neuter program to and reduce the intake rate and need for sheltering services.

> *Impact*: Reduce stray, unwanted animals

Objective C: Need Community Programs Coordinator to provide effective public awareness and education, recruit and manage the volunteer program, and plan special events and fundraisers.

> *Impact:* Increase in public awareness and education, special events and fundraisers can decrease intake rate and over-all services cost; can help lessen the need for additional kennel space

Long Range Goals/Vision: [Within 3-5 years] 1) Need additional kennel space to keep up with growth in the County and resulting need for shelter services. 2) On-staff veterinarian and technical staff.

JUVENILE SERVICES
CHARLIE SKAGGS, DIRECTOR
SCOTT MATTHEW, ASST. EXECUTIVE DIRECTOR

Office/Department Overview: Williamson County's Juvenile Services (WCJS) overall purpose and goal is to provide the best intervention service that can help kids "get back on-track" to become productive members of society before they reach a point of chronic, adult criminal behavior.

Priorities:
1. Develop comprehensive mental health continuum of care.
2. Reduce "out-of-county" placement/commitment to Texas Youth Center.
3. Plan for projected juvenile population growth.
4. Develop local specialized programming to meet the needs of juveniles and families.
5. Maintain confidence in the competence of our organization by outside stakeholders.

Short-term Objectives

Objective A: Develop comprehensive mental health continuum of care; Establish Mental Health Court.
> *Impact:* 1) Proper assessment and treatments applied, thereby directly addressing issues that may cause negative behavior and thus reduce inaccurate treatments and recidivism, 2) reduce out-of-county placements, increase family cohesion, 3) increase public safety, 4) increase public confidence, 5) increase ability to impact juvenile and adult crime, 6) keep budgeted tax dollars spent in the county.

Objective B: Expand existing facilities to accommodate projected growth in juvenile population and to address demands of increasing mental health cases.
> *Impact:* Expanding existing facilities will result in: 1) Proper assessment and treatments applied, thereby directly addressing issues that may cause negative behavior and thus reduce inaccurate treatments and recidivism, 2) reduce out-of-county placements, increase family cohesion, 3) increase public safety, 4) increase public confidence, 5) increase ability to impact juvenile and adult crime, 6) keep budgeted tax dollars spent in the county.

Objective C: Recruit, develop, and retain competent, professional, "character driven staff"
> *Impact:* Having proper staffing (trained, fair compensation, adequate staffing) will result in the following: 1) Proper assessment and treatments applied, thereby directly addressing issues that may cause negative behavior and thus reduce inaccurate treatments and recidivism, 2) reduce out-of-county placements, increase family cohesion, 3) increase public safety, 4) increase public confidence, 5) increase ability to impact juvenile and adult crime, 6) keep budgeted tax dollars spent in the county.

Long Range Goals/Vision:
1) Separate mental health facility; Mental Health Court
   a) additional funding for pharmaceuticals/psychiatry
   b) data collection system
   c) address gaps in services
2) Expand facilities
3) Additional administrative staff
4) Grant Writer to help secure funds to meet the needs as delineated
5) Volunteer Program and Coordinator
6) Vocational component to teach skills
7) Transitional living program

Competitive salary and benefits, for similar size department

PARKS AND RECREATION
JIM ROGERS

Office/Department Overview: Williamson County's Parks and Recreation department works to provide outdoor recreational experiences for the citizens of Williamson County. The department focuses on large, passive parks and allowing for cities to focus on sports complexes. The department has developed a Master plan which was adopted in November 2008.

Priorities:
1. Expand recreational programming and offer more outdoor focused activities (currently runs softball program).
2. Find agricultural lands / prairie to preserve and use as park / learning center.
3. Create 'wish list' to begin gathering donations.

Short-term Objectives

Objective A: Foster a 'Friends of the Park' type group but needs to happen 'organically'.

   Impact: A "Friends" group would be able to raise funds and awareness for parks.

Objective B: Develop additional recreational programming.

   Impact: Additional programming would generate park visits and revenue.

Objective C: Wish list for donations.

   Impact: Allow proved an organized and targeting approach to fundraising.

Long Range Goals/Vision: Develop a park focused on agricultural / prairie ecosystem; creating a Williamson County Habitat Conservation Plan; work with Fish and Wildlife Service to allow access to habitat.

Staff Needs: The department will require 2 – 3 additional staff in next few years to manage expansion of park system.

Strategic Plan

UNIFIED COUNTY ROAD ADMINISTRATOR
GREG BERGERON

Office/Department Overview: The Unified County Road Administrator provides maintenance, project management, and engineering of County road projects; subdivision management; manages storm water program; and assist health department with floodplain mgmt. As well the County engineer works with Inspectors for subdivision projects.

Priorities:
1. Develop comprehensive GIS to better manage data with internal GIS staff (not rely on IT GIS staff).
2. Unified system to manage and plan projects.

Short-term Objectives
Objective A: Internal GIS and project mgmt. system development

      Impact: More effective and efficient service

Objective B: Additional staff to meet growing demands

      Impact: Better service, needed to meet growing demands

Objective C: Rapid urbanization is changing demands and expectations on the department. The URS will need to update procedures, methods, etc. to meet changes.

      Impact: New training, equipment, etc. will help provide better service

Long Range Goals/Vision: New barns for equipment and crews, one east, one west; belly dump trucks for paving crews; move to more specialized crews.

Staff: 1 Maintenance Crew, 2 – 4 Engineering staff, 2 – 4 for hauling crew in next 2 – 3 years
1 Maintenance Crew in 5 years

VETERANS' SERVICES
DONNA HARRELL

Department Overview & Mission:
Our mission, as tasked by the Department of Veterans Affairs and the State of Texas, is to provide fair and competent representation to the veterans of Williamson County, their dependents, and survivors. This department also exists to provide empathy and excellence of service to these individuals, providing them with the necessary tools and representation to support their claim with the Department of Veterans Affairs, or any other Federal or State agency. To ensure that an attitude of support toward the veterans and their families is created in Williamson County, and ensuring comprehensive cooperation between County, State and Federal agencies.

Priorities:
1. Establish excellence in service to veterans, dependents and survivors through continued training, emphasis on customer service and creation of outreach programs to further the exposure of the department, to our clients, within the county.
2. To provide better accessibility of services to a wider range of veteran population by relocation of facilities to a more central location in the county.
3. Create a database system for better access to information.
4. To establish intradepartmental education and cooperation to ensure that those who are eligible for services receive services, avoiding duplication of effort between departments. This may include presentations to other County agencies and employees of the assistance provided by this department. This was already begun in late 2009 with the inclusion of the Veteran Services department in the implementation of the new property tax exclusion for those veterans with 100% disability.

Short-term Objectives
Objective A: Establish a peer-to-peer counseling program to serve veterans of the Iraq and Afghanistan conflicts. This program, which trains other veterans to act as peer counselors, will provide an initial point of contact for these veterans to seek advice on the availability of counseling programs and to provide an outlet and help for those not willing to take the steps to traditional counseling programs.

Impact: Funding for this program has been sought from grant programs available to cover the initial startup and training costs for the program, using the *Being in the Zone* peer counseling program developed by Dr. Wayne Gregory with the Department of Veterans Affairs. A neutral location outside a recognized counseling center is sought to diminish the stigma associated with psychological counseling. This is provided by using the veteran service offices during off-hours, in the evenings, so that employment conflicts do not interfere. This would entail participation by the department employees to provide access to the facilities, and provide a resource for additional benefits counseling, should it be desired.

Objective B: Relocation of the County Veteran Service Office from Taylor to Georgetown to create a central location for services to clients from all areas of the county. Current location prevents access by many clients due to transportation issues. A large section of the veteran population has disability issues which make accessibility to services a key issue. A satellite office would be maintained one day per week in the Williamson County East Annex in Taylor to provide continued service to those clients in east Williamson County that have come to depend on having access to services in that area.

Impact: There would be a cost for renovation of existing space to provide secure offices, reception area conference room and secure filing room with area for expansion. The counselors deal with sensitive issues that need to have the ability to operate behind closed doors to ensure the privacy of the individual and information, in accordance with HIPPA and ADA regulations. Additional personnel would need to be hired within the next 1-2 years following relocation, due to the increase in client numbers from both the new location, but also from increased veteran population ensuing from the combat situations in Iraq and Afghanistan.

Objective C: Long range goals include the establishment of a digital data system. If this proves cost-prohibitive, an interim resolution could be a change in the filing system used for storage and retrieval of veteran claim information from the current file cabinet system to a vertical system of storage. The storage system currently in use is becoming inadequate to the needs of the burgeoning capacity. The current area of storage can only house one or two more file cabinets adequately. Clients' files must be in a secure area due to HIPPA rules and regulations relating to personal medical information.

Impact: The alternate system currently being considered would allow for a greater number of files to be housed in the area allocated for storage, with better accessibility for filing and retrieval. The initial cost of the new system and infrastructure would be offset by allowing the transfer and usage of existing lockable file cabinets by another county department, and by reduction in the amount of time spent by the administrative staff for filing and retrieval of files.

Long Range Goals/Vision:
- Establish a database system compatible with the Texas Veterans Commission and Department of Veterans Affairs Systems. This will increase accessibility to data and information without having to leave the office during phone calls and will provide better customer service by enabling the counselors to provide quicker answers to questions from phone, email or in-person inquiries.
- Establish a system to digitize existing files. This would cut the need for file storage area and increase the speed of access for data retrieval, especially during outreach and out of office visits. A work study program temporary employee could be utilized to do the initial scanning of file documents, providing a cost savings by eliminating the need to hire an additional employee for that task. This would also enable us to transfer information between departments or with other county veteran service offices, statewide and cut postage costs by using data transfer devices instead of paper file transfers.
- Establish other satellite offices or outreach programs county-wide to increase the accessibility of the veteran service office to the veterans of the county. Currently, an outreach program is set up to provide service to Round Rock one day per month, utilizing space at the American Legion in Round Rock. This program could be expanded to other areas of the county, providing for greater coverage of service.

Staff Needs 5-Years
Currently this department maintains a staff of four: a Director, who handles all administrative duties and also serves as the County Veteran Service Officer, seeing clients and making presentations to the community; two Assistant County Veteran Service Officers and an Administrative Assistant. With the current rate of growth in the county, and the number of veterans being created by the current conflict in Iraq and Afghanistan, the current veteran population of almost 40,000 may expand by at least 50%. This will necessitate the hiring of at least two additional Counselors or Assistant County Veteran Service Officers, and possibly a second Administrative Assistant, or Receptionist.

AUDITOR
DAVID FLORES

Office/Department Overview: The Williamson County Auditor sustains financial stability within the County government by providing financial reports, anticipating claims and risks, protecting County assets; monitoring County budget to ensure it tracks; countersigning expenditures with Treasurer; keeping separate account management; developing daily and quarterly audits.

Priorities:
10. Sustain reserve operational cash balance.
11. Financial reporting analysis.
12. Clean 'outside audit' reports.

Short-term Objectives
Objective A: Adequate cash, positive outside audit reports.

      Impact: Good County bond rating, solid fiscal position.

Objective B: Stability to tax rate.

      Impact: Minimize financial tax impact on citizens.

Objective C: Maintain citizen confidence.

      Impact: Citizens happy and supportive of County government and spending.

Long Range Goals/Vision:
- High turnover due to salary constraints, need salary review.
- HR policies need to be reviewed as they have not changed with changing work environment.
- Increase coordination efforts across various elected official departments.
- Court requests for audits of Emer. Svcs. Districts and other special districts will drive increased demand for additional staff

Staff: 1 part time to full time requested; automation has minimized staffing needs; 2 – 3 years should be okay

BUDGET OFFICER
ASHLEY KOENIG, BUDGET DIRECTOR

Office/Department Overview: The County Budget Officer is the steward of public funds and a priority of the office is to protect taxpayers. The Budget Officer sets budget recommendations for Court.

Priorities:
1. Draft procedures to implement budget policy adopted by Court.
2. Cut costs and improve efficiency across County.
3. Have Gov't Finance Officers Association review policy and budgets, apply for recognition / award from this group.

Short-term Objectives

Objective A: Build relationships and understanding across departments. One method is to conduct budget workshops.

> Impact: Make budget process easier and more effective, allow for better coordination across departments of requests and projects.

Objective B: Establish procedures to implement budget policy.

> Impact: Process in place and working to manage budget process more effectively.

Objective C: Submit budget to GFOA.

> Impact: State recognition.

Long Range Goals/Vision:
- Reduce silos across County,
- Make budget process more user friendly and effective,
- Increase transparency across County,
- Succession planning is issue, lots of aging department heads,

Staff: None needed at this time barring additional responsibilities being added

Other Issues: Rising healthcare costs; personnel are 77% of budget, retention, competitive salaries, training are all issues; space is huge issue, need facilities plan.

COUNTY TREASURER
VIVIAN WOOD, TREASURER

Office/Department Overview: Office is charged with collecting all revenues and funds from fee offices, and any other county office. County Treasurer's office is the "banker" and investment arm for all county funds.

Priorities:
1. IT/Software Technology – implement IT/Software program that is consistent and compatible between each county department and the Treasurer's office. Eliminate duplicative data entry reporting process-implement same or compatible software systems in each county department.
2. Improve communication and reporting between departments and county commissioners' court. Eliminate duplicative data entry process-implement same or compatible software systems in each county department.
3. Continue and expand/update/improve current training programs to insure optimum productivity and service.

Short-term Objectives (Less than 5 years)
Objective A: Commence discussion between all departments to have compatible software technology for financial reporting and communication. 2) Review records management and retention policies of all departments and develop recommendations for enhancement and communication policy between departments.

> *Impact:* Improved communication and reporting between departments and county commissioners' court will result in more efficient operations internally and will enhance external communications with customers and the public. Duplicative data entry will be eliminated, and errors reduced. Data management and reporting will create important efficiencies and is very important as growth in the County increases.

Objective B: Continue and expand/update/improve current training programs to insure optimum productivity and service. Increase "Cross-Training".

> *Impact:* Continued and improved training programs will build efficiencies in the work force to prevent service gaps and maintain a high level of productivity.

Long Range Goals/Vision: Implement IT/Software program that is consistent and compatible between each department/county agency.

TAX ASSESSOR-COLLECTOR
DEBORAH HUNT

Office/Department Overview:
Tax Assessor-Collector (TAC) is responsible for collecting and disbursing property taxes on all Williamson County properties. Additionally, Williamson County TAC is an agent for Texas DMV and responsible for titling and registration of all motor vehicles in the county. The TAC collects for more than 70 taxing jurisdictions as well as the State of Texas Department of Motor Vehicle and the Comptroller.

Priorities:
1. Customer Service – Provide excellent customer service by having adequate staff, prompt actions, and accurate information, using understandable language, while striving to meet the customer's needs.

2. Internal and External Communications – Communicate clearly with staff and encourage two-way communications between staff and management/administration. To communicate clearly with the customers (Williamson County residents) in a manner and language they understand and stimulate customer feedback for assessment and improvement. Utilize a communications strategy and policy.

3. Utilize High Technology as tool to efficiently manage TAC functions – Upgrade present communications, ITS, and security systems to provide a level of technology to support an efficient operation.

4. Training and Hiring – Recruit and maintain qualified employees, implement a training program for new employees as well as cross training of existing employees, continue employee evaluations, maintain job descriptions and competitive salaries.

5. Facilities – Upgrade and maintain offices that accommodate the needs of our customers and provide comfortable efficient facilities for staff.

Short-term Objectives
Objective A: 1) Provide customer service workshops, 2) maintain all procedure manuals, 3) hire additional bilingual staff, cross-train for motor vehicle/prop tax personnel with assistance from TxDMV and TDLR 4) Implement electronic queuing system to expedite customer wait time.

Impact: Enable the department to provide the highest level of customer service internally and externally. Provide for a well-trained and up-to-date staff with a professional and dedicated attitude.

Objective B: 1) Provide Office Communications workshop, 2) individual communication seminars, 3) Performance Review and corrective action, 4) more frequent communication with management, 5) forms assistance for property tax and motor vehicle customers, 6) review strategic plans annually.
Impact: Enable the department to provide the highest level of customer service internally and externally. Provide for a well-trained and up-to-date staff with a professional and dedicated attitude. Eliminate inefficiencies and facilitate timely collections.

Objective C: 1) Expand the phone bank for customer inquiries, 2) training for equipment users, 3) emergency fire and evacuation drills, 4) maintain TAC website for public use, 5) daily and monthly email reports to the different taxing units, 6) Provide adequate security systems, 7) export property tax disbursements/deposits to QuickBooks to reflect daily disbursements.

> *Impact:*   Enable the department to provide the highest level of customer service internally and externally. Provide for a well-trained and up-to-date staff with a professional and dedicated attitude. Utilize technology to eliminate inefficiencies and facilitate timely collections and reporting.

 Objective D: 1) Establish and maintain competitive salaries for staff, 2) train qualified temp and part-time pool employees, 3) continue staff development days, 4) Continue to encourage exit interview for departing employees, 5) cross-train Georgetown staff.

> *Impact:*   Provide for a well-trained and up-to-date staff with a professional and dedicated attitude. Enable the department to provide the highest level of customer service internally and externally. Eliminate inefficiencies and facilitate timely collections.

Objective E: 1) Remodel/expand/Relocate offices in Round Rock, Cedar Park and Georgetown, 2) Provide parking availability at Round Rock office, 3) Provide adequate security systems at all offices, 4) maintain adequate staffing levels.

> *Impact:*   Provide necessary office space and staffing so the Department can provide efficient collection/payment access and service and to meet the continuously growing demands on the department due to growth in Williamson County. Enable the department to provide the highest level of customer service internally and externally.

Long Range Goals/Vision:

1. Institute Flextime for employees.
2. Expand the phone bank for customer inquiries to cover all offices.
3. Complete new office in Round Rock; renovate office space in Cedar Park and renovate office space in Georgetown.
4. Provide day care facilities at a low cost for county employees in each Precinct.

FACILITIES MAINTENANCE
JOE LATTEO

Office/Department Overview:
Maintain and service county facilities in a professional manner with quality and integrity, and to oversee and manage county construction projects to ensure the taxpayers receive the best value for their investment. Facilities oversees 63 buildings (1,600,000 ft. ^{2} with 30 staff), service contracts (e.g., HVAC, janitorial, landscaping, etc.), oversees maintenance on the jail, county construction projects, oversees 4 24 hour facilities (e.g., animal shelter, jail, juvenile detention, and drug treatment).

Priorities:
1. Improve in energy efficiency to reduce utility costs to the taxpayer.
2. Keep quality of service in the face of growth.
3. Keep costs low.
4. Upgrade and improve technology to create efficiencies.
5. Implement *Inventory Control* technology program.

Short-term Objectives
Objective A: Meet the above priorities.
> Impact: The impacts of the above priorities would be to keep services at a high standard while reducing energy consumption through cost-effective changes.

Resource Needs:
- Money and people: Need to keep the number of employees consistent with percentage of properties maintained in order to retain a high quality of service both internally and externally.
- The Commissioner's Court's continued support with funding and having enough people to do the job.

Long Range Goals/Vision:
Facilities is looking at the following:
- an energy management program to be more efficient and reduce costs to the taxpayers.
- solar heating of the showers at the juvenile center (will save $6000/month in gas usage).

FLEET SERVICES
MIKE FOX

Office/Department Overview: Provide service to County vehicles (750 vehicles from cars to 18 wheelers) and trucking services (hauling goods and material).

Priorities:
1. Automated fueling stations at more spots across County (with 10,000-gallon tanks to reduce costs and ease deliveries).
2. Expand shop (current location has space to do so) because current shop is inadequate (3 – 5 years).
3. Increase Fleet budget to provide training for staff to ensure they are up to date on technologies and attain a high skill level.

Short-term Objectives

Objective A: Install new automated system to track fueling, etc.

   Impact: Better control of County fuel dispensing, more accurate recording

Objective B: Reduce overall vehicle inventory through consolidation of 'low use' vehicles into pool for common use in departments with limited driving needs

   Impact: Reduce overall costs of maintenance and number of vehicles

Objective C: Brushless Car wash (Judge's wish list)

   Impact: Keep County vehicles clean

Long Range Goals/Vision: Fleet Services will need a new shop with additional wider bays to better handle vehicles, continued 'greening' of fleet (15 hybrids in service currently)

HUMAN RESOURCES
LISA ZIRKLE

Office/Department Overview: The Williamson County Human Resources Department manages personnel for the County as well oversees the hiring process and some screening.

Priorities:
1. Online recruiting and application tool requested in FY 2010 budget.
2. Compensation Analysis to compare salaries and ensure competitiveness.
3. Leadership Development and training program will kick off Phase II Supervisory Training within the next 60 days. Phase III Employee Training is still scheduled for FY 2011.

Short-term Objectives
Objective A: Online recruiting and application tool

     Impact: More efficient and cost-effective hiring process

Objective B: Compensation Analysis

     Impact: Ensure County salaries are competitive, reduce turnover, and make Williamson County a more attractive employer

Objective C: Leadership development and training program.

     Impact: Succession planning, advancement opportunities for internal staff

Long Range Goals/Vision:
The Human Resources department will continue to seek service options that incorporate technology and streamline processes thus reducing the need for additional staff to address the growth in services provided by Williamson County. This will allow us to provide greater service while still maintaining staff full time equivalents (FTE's) at the current levels. However, we do have a temporary part-time staff assignment for FY 2010 and would like to continue to have a .50 part-time staff assignment that is no longer temporary.

Staff: 2 training positions (1 in next 2 years) 1 Compensation Specialist; 1 Employee Relations

INFORMATION TECHNOLOGY
JAY SCHADE

Office/Department Overview: Technology Systems (TS), formally Information Technology Services serves the County IT needs including hardware, software, website, and GIS. Three new departments recently were added to the TS department: Records Mgmt., Mail, and Switchboard.

Priorities:
1. Public safety – new dispatch, mobile data, and records management system for 911 Communications, Sheriff's Dept & EMS that will track improve public safety.
2. Complete the implementation of the Courts System.
3. Implementing a Juvenile Case Management system that is in development and will be adopted by the State.
4. Construct an Emergency Services Operations Center.

Short-term Objectives

Objective A: Consolidate the County's Phone System.

　Impact: This effort will help coordinate dispersed offices with operations in Taylor, Round Rock, Cedar Park and Georgetown.

Objective B: Complete the *Fiber Loop*.

　Impact: This will provide more reliable network communications for the County network in general and the public safety operations specifically.

Objective C: Ensure the County has sufficient storage capacity as well as increase departments' ability to scan and store documents and video.

　Impact: Increase and improve records management to reduce the dependence on paper.

Long Range Goals/Vision:
- Space for IT, current location full, no opportunity to add staff due to lack of space.
- Continued improvement of coordination with other department heads and elected officials

PUBLIC AFFAIRS MANAGER
CONNIE WATSON

Office/Department Overview: Provide County information to media and citizens.

Priorities:
1. Better utilization of social media.
2. Better use of videos and visuals to communicate.

Short-term Objectives

Objective A: Make part time intern into part time permanent employee, eventually full time.

    Impact: Ability to focus on web and social media.

Objective B: More interactive website with more access.

    Impact: Citizens can watch meetings, search for agenda items, etc. Better transparency and accessibility for citizens.

Objective C: Better internal communication and recognition of employees.

    Impact: Get info to employees quicker and with less rumors and false info.

Long Range Goals/Vision:
- County leadership program, formalize,
- County Days with local schools,
- Develop more outreach and communication with citizens, and
- Think differently and creatively adapting to new mediums.
- Web casting commissioners court meetings.

PURCHASING
BOB SPACE

Office/Department Overview:
To procure the goods and services required by Williamson County following state regulations and policies established to assure the use of wise and prudent business priorities. To be an effective force in encouraging change: efficiency, customer service, and thought processes for achieving higher levels of serving taxpayer needs.

Priorities:
1. Continue to provide a trained and courteous staff that are creative and instrumental in helping and supporting others in the pursuit of efficiency, effectiveness, and service in their work.
2. Continue striving to reach higher levels of effective communications and to be an example for others in this pursuit.
3. Work toward improving on the standardization of processes /functions that are currently grouped in various areas of the County.
4. Revolutionize how public procurement is done through the implementation of a "Responsible Purchasing" strategy:

"Responsible purchasing" strategy seeks to procure products and services based on the concept of lowering costs, improving quality, minimizing the environmental footprint, and improving the economic bottom line of the entity. The strategy supports sustainable practices that:
- Encourage departments to consider the "Total Cost of Ownership" prior to purchase.
- Assure consideration for "Trade-In" values vs. "Residual" values (given to surplus items).
- Reduce waste by increasing product efficiency and effectiveness.
- Procure products that minimize environmental impacts.
- Provide a strategic plan for purchasing items that enable the entity to achieve reductions
- in resource consumption (i.e.. Buying items that promote paperless environments) strengthen and support strong local recycling markets reduce materials that are land filled; and,
- Provide a mechanism for measuring and reporting on the fiscal benefits received by the entity.

There are model programs that can be used as a source for implementing a responsible purchasing strategy. These programs are usually multi- year programs. Generally, the purchasing staff that are assigned the responsibility of focusing their work on the program goals will communicate the entities expectations to users and monitor and report on program progress.

The recommendation for proceeding would be for the County to formally approve implementing a responsible purchasing program. The approval should include a multiyear plan for implementation. If the plan is approved, the program would begin in Budget Year 2013.

Responsibility would be placed in the Purchasing Department.
Costs involved would be staff time to research, train users, monitor, and report on the progress based on the strategic plan outlined.

Short-term Objectives
Objective A: **Maximizing effectiveness and productivity of staff**

Impact: Approximately 25% of the County's General Fund dollars will pass thru the Purchasing Department as the county's departments spend the money appropriated to them by the Commissioner's Court. As this occurs, the purchasing department will be providing assurance that the spending is legal and provides the best value to the taxpayers. Additional dollars will be spent from various funds such as Capital Projects, Grants, and these too will pass thru the purchasing department.   Based on historical data, additional staff will be required to support the anticipated growth in the spending thru these various funds.

Objective B: **Effective communications.**

Impact: The ultimate impact would be improved services to citizens and county departments. It will additionally enable the department to continue to provide efficiency in our work.

Objective C: **Reduction of Overlapping**

Impact: Reduction of overlap or clustering that occurs on work assignments and responsibilities. Impact would be a cost savings to the county, as well as a more streamlined or efficient approach to doing business. Standardizing or grouping like functions together within the County structure, economies of scale could be achieved. For example, insurance and risk management could be centralized under one person (e.g. a risk assessment coordinator) rather than spread across multiple areas. Currently, Human Resources handles vehicle insurance, Purchasing handles property insurance, etc.

Long Range Goals/Vision:
- Continue to maximize efficiency in public procurement by encouraging creativity, efficient use of current technologies, and promoting the use of wise and prudent business practices.
- Promote awareness of Green Purchasing possibilities among our user departments.
- Development of a Williamson County Area Purchasing Cooperative that will maximize potential to reduce costs of products and services.

Continue to maintain a high level of excellence in public purchasing as recognized by the National Institute of Governmental Purchasing (NIGP) and the National Purchasing Institute (NPI).

Editor's note on Strategic Plan: This finalized plan can be found in full at the link listed below. The Strategic plan has been edited for this document by removing some items that were already listed elsewhere in the budget document. The currently adopted plan is in place from 2010-2014. The plan will continue to be reworked and updated every four years with the goal of having all County offices participate.

http://www.wilco.org/Portals/0/Williamson%20County%20Strategic%20Plan%202010-2014.pdf

STRATEGIC PLAN
2021-2022

Justice of the Peace, Pct. 3
Williamson County, Texas

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EXECUTIVE SUMMARY

A Justice Court Judge, or Justice of the Peace, presides over Class C Misdemeanors found in the Penal Code, Traffic Code, Education Code, Health and Safety Code, Parks & Wildlife Code, and the Alcohol & Beverage Code.
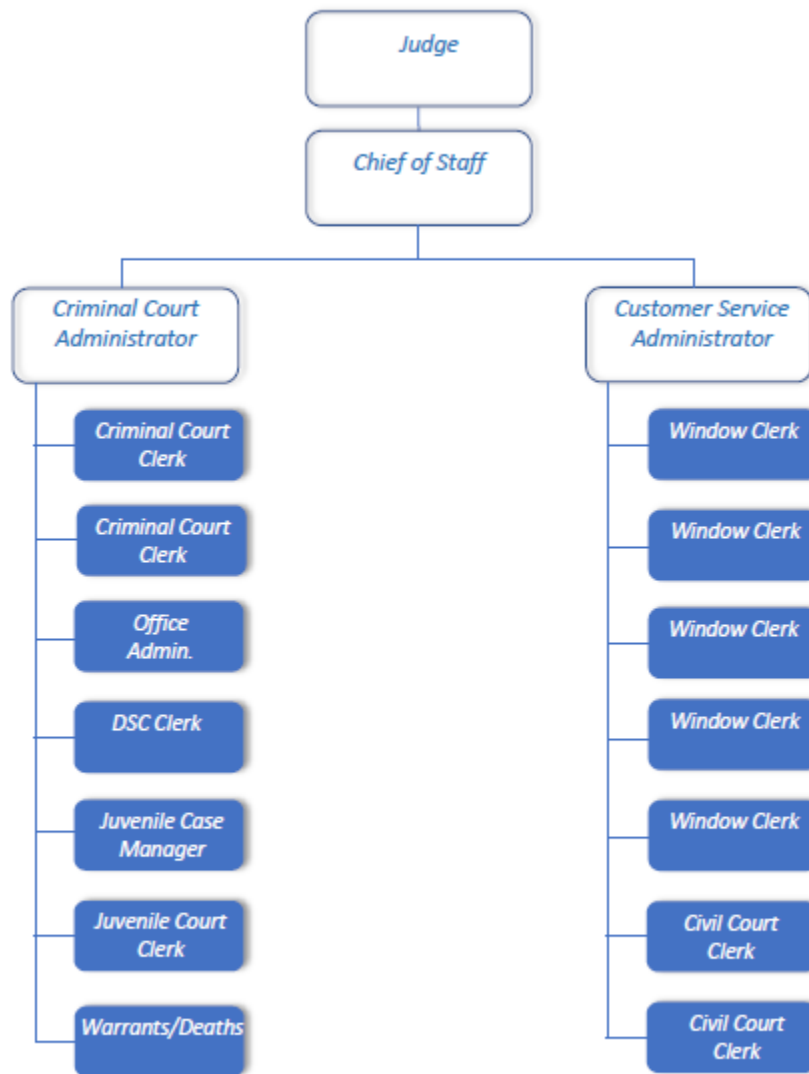
The Williamson County Justice of the Peace, Pct. 3 (JP3) court hears civil and small claims cases with a jurisdictional limit of $20,000. The Judge is also responsible for executing numerous administrative actions such as destruction orders, appeals on concealed handgun permits, driver license suspensions, peace bonds, illegal lockouts, illegal towing, occupational driver's license and search warrants.

Besides criminal and civil court, the Judge performs wedding ceremonies and conducts death inquests. The JP3 court also manages a Teen Court program.

The purpose of this Strategic Plan is to advance the mission of the Williamson County Justice of the Peace, Pct 3 (JP3) by giving our constituents fair and effective justice with outstanding customer service.

ORGANIZATIONAL STRUCTURE

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         │   Office     │                  ┌──────────────┐
         │   Admin.     │                  │ Window Clerk │
         └──────────────┘                  └──────────────┘
         ┌──────────────┐                  ┌──────────────┐
         │  DSC Clerk   │                  │ Window Clerk │
         └──────────────┘                  └──────────────┘
         ┌──────────────┐                  ┌──────────────┐
         │Juvenile Case │                  │ Civil Court  │
         │  Manager     │                  │   Clerk      │
         └──────────────┘                  └──────────────┘
         ┌──────────────┐                  ┌──────────────┐
         │Juvenile Court│                  │ Civil Court  │
         │    Clerk     │                  │   Clerk      │
         └──────────────┘                  └──────────────┘
         ┌──────────────┐
         │Warrants/Deaths│
         └──────────────┘
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MISSION STATEMENT AND CORE VALUES

MISSION STATEMENT

The mission of the Precinct 3 Justice Court is to serve the constituents by providing fair and effective justice with first-rate customer service and community engagement.

OUR CORE VALUES HAVE *"IMPACT"*

Integrity
> We shall have strong ethical and moral principles. We shall demonstrate honesty, honor and truthfulness.

Mindfulness
> We shall be present-focused aware, have an open attitude and compassion for others.

Professionalism
> We shall be reliable, consistent, honest and fair.

Accountability
> We shall demonstrate personal responsibility and reliability. We shall take ownership of our work and performance.

Caring
> We shall be respectful, eager to help others, and strengthen relationships to develop meaningful emotional connections with others.

Teamwork
> We shall work together to bring our knowledge, expertise, and passion to ensure we are providing the highest level of customer service.

STRENGHTS, WEAKNESSES, OPPORTUNITIES and WEAKNESSES (SWOT)

At JP3, we are very staff centric. We believe that each employee has valuable input and own a part of why our office/court is successful. With this, we asked for input from each employee on their assessment of our SWOT.

S	W	O	T
STRENGTHS	**WEAKNESSES**	**OPPORTUNITIES**	**THREATS**
Employee knowledge	Workload too high	Increase security	Economic recovery affecting revenue
Innovative technology	Limited court availability	Establish emergency protocols	Employees leaving for higher paying positions
Committed workforce	Lack of communication	Budget increases for additional staffing	Rising cost of living
Excellent customer service	Inadequate space for future growth	Bench exchanges	
Staff works well as a team	Longevity of employees	Cost of living pay along with merit increases	
Work efficiency	Limited pay inceases		
Caring for employees			
Training opportunities			
Excellent processes			

FIVE-YEAR GOALS

As the court caseload increases each year, we are proactively seeking ways to improve the efficiency and effectiveness of how cases are processed. The following five-year goals are attainable and, when in place, will assist us with achieving our ultimate goal of providing the best customer service possible to our constituents.

1. Create additional programs similar to our Financial Literacy Program for defendants.
2. Have all court clerks certified through the Texas Justice Court Training Center.
3. Allow defendants the opportunity to access more court processes and documents online.
4. Establish a dedicated medical examiner's office to perform autopsies.
5. Accomplish room for growth with expansion of second place in our precinct.
6. Increase staffing with five additional court clerks and one additional supervisor.
7. Strengthen current mentoring program.

KEY PERFORMANCE INDICATORS (KPIs)

(Insert stats over the last five years with projections for the next five years)

FINANCIAL PROJECTIONS

(Insert budget projections for the next five years)

	District Attorney Shawn Dick

Office/Department Overview:

The District Attorney intends to restore pride in the Williamson County criminal justice system with experienced prosecutors and professional staff. Felony offenses shall be prosecuted diligently and with integrity so that no one is wrongfully convicted, and justice is done. Safety, justice, and a low crime rate is the overwhelming priority of the residents of Williamson County. The District Attorney assumes the responsibility to fulfill this entrusted mandate in cooperation and collaboration with the governing body.

Virtually none of the issues identified by the District Attorney in 2010 have been addressed or achieved. All issues remain relevant, and are included in the current organizational priorities, short-term objectives, and long-range goals listed below.

Priorities (immediate):

- Fully staff each District Court team with three prosecutors, an investigator, a court assistant, and a victim assistance coordinator.

- Provide staff and resources that anticipate and keep pace with growth.

- Adopt a consistent hiring and retention policy that provides for competitive pay and benefits to attract and retain experienced employees, compensate employees for service, and encourage excellence in performance for advancement and promotional opportunity.

- Provide excellent response, assistance, and services to victims of crime.

- Provide adequate professional office space, furnishing and décor comparable to the offices of other elected officials.

- Participate in the planning process for relevant projects involving or affecting law enforcement and criminal justice initiatives.

Short-Term Objectives (1-5 years):

- Solve the technology hurdles that continue to impede the efficiency and effectiveness of our work. Specific issues include:
    - limitations of the Odyssey case management system for prosecutors
    - cumbersome e-filing process
    - digital evidence management system to provide seamless integration of technology sources
    - inadequate courtroom technology
    - inadequate resources for trial presentation
    - Wi-Fi connectivity issues
    - Inadequate technology staff support
    - Digitize paper case files and media to enable searchability and to reduce storage space and costs

- Assess diversionary programs for various offenders including emerging adults, drug and alcohol addiction, veterans, and mental health for efficient and effective use of resources. Implement diversionary programs in accordance with assessment findings.

- Assess specialized units to address certain offenses for efficient and effective use of resources such as child abuse and vehicular homicide. Establish specialized units in accordance with assessment findings.

- Expand Intake hours 16 hours a day/7 days a week.

- Support the addition of a District Court. This was a Priority of the District Attorney in 2009. No action has occurred.

- Establish uniform procedures applicable to all agencies including intake process, search warrants, arrest warrants, immediate evaluation/approval of felony arrests in the County.

- Provide IT office staff to address the unique technology needs and to assist in the implementation of case management, statistical reports, and court room presentations.

Long Range Goals/Vision (more than 5 years):

- Establish an independent Medical Examiner's Office/Lab for Williamson County.

- Authorize legislation to create and establish a Criminal District Attorney's Office. Criminal offenses including felony, misdemeanor, and juvenile prosecuted under the elected Criminal District Attorney. This was a Priority of the District Attorney in 2009. No action has occurred.

Resource Needs:

The District Attorney has requested, and will request, funding to facilitate the above priorities, objectives and goals at the appropriate time in a fiscally responsible manner.

WILLIAMSON COUNTY EMS

STRATEGIC PLAN

Fiscal Years 2020 - 2025

The Strategic Plan
Williamson County EMS
Fiscal Year 2021

Mike Knipstein, Director of EMS

Strategic Planning Committee

Kim Farris

Karen Horan   Kirsti Elias
Lucia Tannehill   Matt Biasatti
Tom Watson   Derrick Schnaiter
Tara English

ACKNOWLEDGMENTS

Perfer et obdura; dolor hic tibi proderit olim
Ovid

Intra quinquennium mirum non erit
Kim Farris & Jeff Isbell, 2016

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WILLIAMSON COUNTY EMS STRATEGIC PLAN

Introduction

The nature of EMS is reactive: paramedics wait for the 911 calls and EMS systems focus on fixing unexpected problems. Experience taught Williamson County EMS that reactive philosophies generate more problems than solutions. Deliberate and methodical planning for the future, however, rewarded the system with greater success. With this in mind Williamson County EMS offers the following strategic plan which is intended to promote WCEMS' collective vision for fiscal years 2020-2025. This plan was reviewed with the assistance of Mike Knipstein, the Director of EMS. Since the initial strategic plan was released in 2008 it has been revised annually to reflect changes in the system, in response to both the plan and new strategies and potentials. The plan is extensive and detailed in nature, looks at the past, discusses the state of the system today, and reflects what the system wishes to become.

The impetus for the original plan came from former Director of EMS John Sneed's recognition that the system, and indeed the entire county, was in the midst of great change. He understood that if the system did not develop a detailed plan, it would fail to meet the challenges brought about by that change. In July 2007 Mr. Sneed laid out the reasons for developing a strategic plan and stated his absolute commitment to the process. Mr. Sneed next formed a strategic planning committee comprised of field staff and administrative personnel and tasked it with formulating a strategic plan emphasizing the design versus default decision model.

Fiscal year 2020 marked the beginning of the new five-year plan period. The overarching vision of the strategic plan is the transformation of the department into the national leader in people-centered, pre-hospital care. The plan identifies the system's distinctive core competencies which are not only central to the success of the organization, but also add more public value than alternative providers could contribute. These factors form in part the backbone of Williamson County EMS. The analyses that follow were developed using these as a foundation. The goals and plans arising from the analyses have these factors as their roots. Hence each contributes to the formation of the strategic plan and, therefore, to the overall success of the system. Continuing to meet and even exceed the defined goals ensures that the department not only moves forward, but also transforms itself into a true public health and safety organization.

Williamson County EMS is a third service agency within the auspices of Williamson County. Williamson County EMS (WCEMS) began operations in 1975 and has grown to be the largest EMS service fully funded by county taxes in the state of Texas. The system, along with various personnel, has won several state and national awards within the last twenty years.

WCEMS initially began operating with four paramedic units. Growth was slow through the 1970s and most of the 1980s as the service lost one of the original units due to a regional economic slump and a lack of growth in the area. The system slowly increased in size, adding several units in the early 1990s. The system also utilized two volunteer BLS/ALS units stationed in Liberty Hill and Florence which transitioned to full-time status at more optimal locations in the late 1990s and early 2002, respectively. In 2003 WCEMS began staffing all full-time units with dual paramedic crews amid concerns about quality assurance, quality improvement, and clinical performance.

The last twenty-five years not only saw phenomenal county wide population growth and, subsequently, increased call volume, but also saw the department acquiring additional roles and responsibilities. These include the introduction of the Community Healthcare Program, positions within the Emergency Operations Center, emergency management, the development and operation of an all hazards response team, and a tactical medic team. Personnel within WCEMS continue to assist with the evolving roles of EMS. Additionally, WCEMS has taken the lead in developing outreach education and public safety programs.

As the number of line personnel increased the system realized that the current organizational structure was no longer adequately serving its needs. During 2014 WCEMS reorganized the system adding six field commanders and creating a new clinical position which operates in the field. In addition, two new clinical captain positions were approved to assist in the Clinical Practices division. In late FY 2014 two division commander positions were created: one in charge of operations and one in charge of clinical practices. Adding these new positions necessitated altering both the operational and clinical chains of command. Outreach Education became a full-time clinical department in 2016 and expanded again in 2018.

WCEMS implemented a Community Healthcare Paramedicine (CHP) program in early 2014. CHP was initially funded by a Regional Healthcare Partnership grant in conjunction with the Williamson County and Cities Health District and the Mobile Outreach Team (MOT). This new program allowed WCEMS, in collaboration with various healthcare entities, to identify those residents of Williamson County who were medically underserved and improve their regional access to quality healthcare while maintaining cost-effectiveness. Williamson County took over funding in 2018 and three CHP paramedics currently oversee the program which focuses on high 911 utilizers. MOT has also become part of the Emergency Services division. In line with the EMS Agenda 2050, WCEMS recognizes that the nature of emergency medical services is rapidly changing and one of the effects of that change, which will affect reimbursement ratios and funding, is the acknowledgement that EMS services need to change to a more mobile public health and outreach service model.

Due to external factors beginning in October 2015 WCEMS changed its operating model to reflect that the system no longer provided EMS services to the City of Georgetown. As a result of this change WCEMS moved a 24-hour unit to Jarrell and changed two 24-hour units to demand trucks which operate seven days a week from 7 a.m.-7 p.m. These units became fully operational after January 1, 2016 and are stationed in Round Rock and Cedar Park. Another change was the addition of an ALS response vehicle currently stationed in Florence but scheduled to move to Andice in 2020. This resource is staffed by one paramedic and provides ALS first response and coverage to the northwestern portion of the county. The north regional commander moved to Weir and provides limited ALS first response to decrease response times to that area of the county. Another 24-hour unit opened in Cedar Park in 2019; an additional 24-hour unit is due to open in Hutto in 2020. Most of the paramedics work 24-hour shifts with the possibility of working 48 straight hours due to overtime. The administration recognizes the need for variable scheduling and maintains an alternative float schedule for those members needing additional flexibility.

The system has a line staff of approximately 140 paramedics at seventeen stations across the county. It provides emergent and non-emergent medical care to the sick and injured within Williamson County, an area of approximately 1120 square miles with a resident population of 566,719 per the latest U.S. Census Bureau estimates. The service runs close to 32,000 calls a year and transports patients around 69% of the time. In addition, there are nine administrative and logistics personnel and seven people in the Clinical Practices division. The opening of the new north campus building in mid-2018 enabled a closer integration of WCEMS' divisions and functions.

Although the department is recognized as a good system providing quality medical care and excellent customer service, it has significant issues. These include on-going staffing pressures and issues dealing with the integration of current and developing technology into the system. As recently as 2018 two of the fastest growing large cities in the United States were in Williamson County, and the Austin-Round Rock-San Marcos area is still the fastest growing metro area in the United States. To meet this growth the department must determine through input from internal and external resources how identified needs will be met. Two external stakeholder surveys have been deployed over the past three years with additional ones due to be used in the coming years. These customer service surveys have revealed high satisfaction with WCEMS. Input from first responder organizations, local health care facilities, the Commissioner's Court, and the public continue to drive change.

Another noted issue is the difficulty the system has had in completing designated prioritized action plans during the fiscal year. Part of the issue seems to be the overall reactive nature of EMS which unfortunately bleeds into administrative duties. This tendency to deal mainly with immediate issues without reflection as to whether or not they are both urgent and important interferes with the ability to sustain focus on the truly important tasks. President Dwight Eisenhower believed that "[w]hat is important is seldom urgent and what is urgent is seldom important." One of the most important goals of the system should be to re-orient itself to the important tasks and spend less time on the merely urgent tasks. Doing this will help the system better adhere to its mission and vision statements.

During FY 2019 WCEMS began collaboration with Dr. Mac McGuire and the Quality Texas Foundation (QTF) which assists organizations in using the Malcolm Baldridge Criteria for Performance Excellence to begin and maintain performance improvements. Administrative and field personnel have participated in various QTF seminars throughout the fiscal year, including Leadership Development, Strategic Planning, Pre-Examiner Training, and Internal Coach/Examiner Training. The latter two seminars are devoted to helping attendees learn the Baldridge Excellence Framework and applying it to their organizations. Chief Chris Connealy, Senior Director of Emergency Services in Williamson County, is very interested in moving the emergency services division toward a Baldrige framework.

Evaluation of our clinical data, trending of both operational and clinical metrics, and implementation of evidence based medical findings have contributed to significant changes in WCEMS' patient care. Implementation of measures to shape a culture of quality and performance excellence and to align and improve the work of the organization will be driving forces for the next five years. This strategic plan is intended to help shape and guide those processes with deliberate and methodical planning coupled to a strong vision of the future of WCEMS.

"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."
Sun Tzu, *The Art of War*

"Vision without execution is hallucination." Thomas A. Edison

Mission, Vision, Values, Goals, and Motto

Mission Statement

To deliver pre-eminent care enhanced by education and research

Vision Statement

Williamson County EMS will be recognized as the national leader in people-centered, prehospital medicine.

Core Values

There are five values WCEMS believes best exemplifies the department:

Well regarded	We will work to be respected among the community.
Compassionate	We will show concern for others.
Engaged	We will be committed to doing what it takes.
Mission focused	We will remain faithful to the mission.
Service	We will work to meet other's needs.

System Goals

WCEMS has three foundational goals that are the backbone of the system. These goals are the basis for everything the system does.

1. Provide pre-eminent clinical care
2. Deliver efficient and effective operations
3. Provide excellent customer service

Motto

To respect, care, and serve

Projected Trends

One of the initial stages in developing a strategic plan is to imagine what the involved communities will look like and what services will be needed in the defined future. Other external factors also determine how WCEMS provides those services. The following are projected trends the system believes will affect the department and the services that will be provided.

1. Current population estimates for Williamson County project approximately 633,783 people by 2020.[1]
    a. Austin-Round Rock metro area was in the top ten largest gaining metropolitan areas in 2016-2017.[2]
    b. Williamson County ranked 4th in the state for growth with more than 562,337 people[3]
        i. Growth rate steady between 3.5%-3.8% year on year
2. Call Volume
    a. EMS – an average of approximately 7% growth in number of calls for service from 2016 to 2018.
        i. This trend is continuing for 2019.
    b. 8% increase in charts generated from 2016-2017, excluding cancelled calls and unit assists
        i. 34,368 charts written in 2017
    c. 1% increase in charts generated in 2018 over 2017, excluding cancelled calls and unit assists
        i. 34,659 charts written in 2018
    d. CHP – had a nearly 52% decrease in calls for service in 2018 from 2017.
        i. Due to change in mission focus from high utilizer and admission reduction to just high utilizer
        ii. Numbers increasing in 2019 with more referrals from both EMS and area fire departments
3. Revenue
    a. 2.5% increase in billing revenue from 2017-2018 to 2018-2019
    b. The system expects that the annual revenue will increase at a steady rate
        i. Utilizing an EMS specific data warehouse for improved data collection to support growth
        ii. Continued gains in efficiencies in logistics
    c. Revenue increases will depend on continuing CMS payments
        i. The rules for reimbursement change annually
        ii. Private insurance industry mirrors Medicare and Medicaid payments
        iii. If implemented, Emergency Triage, Treat, and Transport (ET3) model of payment may impact revenues
4. Employment remains above national average
    a. Unemployment increased between 2008 - 2009, but has since been steadily decreasing and was 3.2% (not seasonally adjusted) as of July 2018[4]
    b. Employment remains above the national average
5. Transportation trends
    a. Commuter rail from Leander to downtown Austin
    b. Williamson County plans contain road improvements and projected roads to include additional main roads and arteries
6. Hospital trends
    a. Each of the main hospitals in Williamson County has a comprehensive growth plan-based population projection

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[1] Texas Department of State Health Services. "Texas population, 2020" 2014. https://dshs.texas.gov/chs/popdat/st2020.shtm. (accessed 24 September 2018).

[2] United States Department of Commerce, United States Census Bureau. "New Census Bureau Population Estimates Show Dallas-Fort Worth-Arlington Has Largest Growth in the United States". https://www.census.gov/newsroom/press-releases/2018/popest-metro-county.html (accessed 24 September 2018)

[3] (Williamson County Economic Development Partnership 2019)

[4] US Department of Labor, Bureau of Labor Statistics. "Local Area Unemployment Statistics Map". July 2018. https://data.bls.gov/map/MapToolServlet (accessed 24 September 2018)

7. Educational trends
    a. Texas A&M opened a medical school in Round Rock to serve the greater Travis County and Williamson County health care facilities
    b. Both Texas State and Austin Community College (ACC) plan to build or enlarge campuses within Williamson County in the next five years.
        i. New ACC campus in Leander opened in late 2018
        ii. This will continue to increase the population base and the potential employee base for the department

The strategic plan for fiscal years 2008-2013 was the first truly comprehensive plan the system developed. The plan was updated and revised each year as projects were completed and new projects were begun. In some instances, plans could not advance due to budgetary concerns. The strategic plan for fiscal years 2014-2019 continued where the previous plan ended and expanded its scope. This new plan for fiscal years 2020-2025 further expounds the mission and vision the system has set for itself. It also provides a path for positive growth.

Analysis and Development

One of the primary tools the Strategic Planning Committee used to evaluate the system is a SWOT analysis. For the new plan cycle the committee invited a broad cross section from the system to participate in an updated SWOT analysis. This group included the executive and administrative staff and the clinical and operational commanders as well as the members of the committee itself.

Strengths

Clinical

- Research and the use of evidence-based medicine
- Commitment to non-punitive training and remediation
- Field staff and Clinical Practices staff
- National reputation

Operational

- Employees' integrity
- Number of opportunities for involvement outside the 911 system
- Concern about employees' well-being
- Number of units available for response
- Just Culture

Logistics

- Knowledge, ability, and experience of the staff
- Warehouse
- Supply processes are defined, refined, and improved upon as needed
- Good inter-/intra-department communication
- Up to date equipment and replacement schedule

Administrative/Financial

- Excellent retirement package
- Fiscally responsible
- Strong relationships among key partners, e.g., Commissioner's Court, fire departments
- Leadership training

Outreach Education/Public Relations

- Variety and availability of community outreach classes
- Outreach education program recognized as a regional leader
- Knowledge, ability, and experience of the staff
- Innovative

Weakness

Clinical

- Non-standardized and inconsistent communication of goals and priorities
- Training – limited SMO training, not enough training on new equipment
- Metrics – working on too many
    - Need to focus on the most important, trend over time, and base education and training on those trends

Operational

- Inconsistent communication across all levels
- Maintenance of operational v. clinical silos

- Line of succession planning

Logistics
- Lack of adequate technology support, especially after hours, holidays, and on weekends
- SharePoint navigation is difficult
- Lack of robust tracking software

Administrative/Financial
- Inconsistent communication between staff at all ranks/levels
- Lack of line of succession planning
- Geographic separation from the line staff
- Maintenance of silos
- Lack of ability to easily adjust to population changes

Outreach Education/Public Relations
- Inadequate staffing for number of programs and pay for the staff
- Continued funding
- Lack of branding – can make better use of public relations handouts and educational materials
- Not enough people to consistently staff various programs

Opportunities

Clinical
- Improve and prioritize the key performance indicators
- Provide more consistent and innovative training
- Increase dialogue with the field staff
- Improve a deliberate communication process between all levels

Operational
- Leadership development – command rotations
- Feedback from external partners
- Improve communication, especially consistent messaging across regions and shifts

Logistics
- Better, more intuitive SharePoint navigation
- Researching and utilizing better asset tracking and internal supply chain software
- Communication between all levels, especially about IT issues and how to order regional supplies

Administrative/Financial
- Working toward Baldridge award to improve system
- More deliberate line of succession
- Expansion of external stakeholder surveys

Outreach Education/Public Relations
- Development of online requisition forms for outreach education and public relations hand-outs
- Increased social media presence
- Improved co-branding
- Partnerships with outside organizations

Threats

Clinical

- Financial constraints
- Lack of sustained focus on projects
- Lack of engagement

Operational

- Not implementing the knowledge gained from leadership seminars and classes
- Self-preservation – prioritizing individual goals/ownership over system goals/ownership
- Emphasis of self-promotion over the system's mission

Logistics

- Inability to easily access and utilize necessary documents on SharePoint
- Funding
- Continued medication and other essential equipment shortages
- Continued reliance on other County departments in mission-critical areas

Administrative/Financial

- Community Health Paramedic program and Mobile Outreach Team not expanding
- Continued support of Commissioner's Court
- Not willing/able to make the necessary changes for the Baldridge award
- Future billing and insurance changes

Outreach Education/Public Relations

- Lack of consistent staffing could lead to outside agencies filling the void
- Lack of funding for public relations give away items
- Lack of public support and engagement
- Staffing fatigue

Strategic Priorities

With the SWOT analyses completed the strategic planning committee began looking for common themes to identify the system's strategic priorities. These questions raise significant issues either affecting or affected by the department. Using the SWOT analyses as a foundation the committee identified seven strategic priorities facing the department.

- Accountability
    - Across all organizational levels
    - Key performance indicators (clinical and operational) and other metrics
- Communication
- Community Health Program
- Employee engagement
- Leadership training and implementation
- Logistics
    - Document management system and defined processes for document management
    - Supply and asset tracking
- Outreach education

Strategic Objectives

During 2019 as part of the system's participation in various seminars presented by Quality Texas Foundation, Director Knipstein asked the leaders of each division within EMS to develop goals for that division. Clinical Practices was asked to think of four goals; Administration, Operations, and Logistics were each asked to think of two goals. This was the first time individual divisions within EMS developed formal goals to meet in the new fiscal year. These goals are defined as the system's strategic objectives.

CLINICAL GOALS
- Utilize evidence-based protocols to provide care
- Participate in one or more research initiatives to contribute to the professional body of knowledge
- Provide quarterly in-person and as needed distributive education and training to promote clinical best practices
- Measure clinical performance and utilize a performance improvement method to enhance clinical care

OPERATIONAL GOALS
- Achieve a mean employee engagement score ≥ 4
- Maintain response resources available for all emergency calls for service

LOGISTICS GOALS
- Ensure needed supplies and equipment are available and life cycles are managed
- Ensure electronic resources are accounted for, functioning, and life cycles are managed

ADMINISTRATIVE GOALS
- Maintain > 90% good/very good rating of care provided as measured on the patient satisfaction survey during the fiscal year
- Operate within the established budget approved by the WC Commissioner's Court during the fiscal year

Williamson County EMS Distinctive Core Competencies
1. Excellent medical care
2. Customer service

Five Year Review – Plan Cycle 2014-2019

WCEMS made some significant achievements in the fiscal years 2014-2019. We implemented our Community Health Paramedic program. We progressed through the American Heart Association's Mission: Lifeline® EMS Recognition Award levels and in 2019 earned the Gold Plus Award for the second year in a row. We have been participating in the Cardiac Arrest Registry to Enhance Survival since 2016, although we began gathering data in 2014. We achieved our initial CAAS accreditation in 2016, and our first (of many!) reaccreditations in 2019. We were awarded the Texas EMS for Children Voluntary Pediatric EMS Recognition Program's Gold Award for our efforts to improve prehospital pediatric care. In 2019 we completed the new EMS North Campus facility which currently houses the Community Health Paramedic (CHP) program, Mobile Outreach Team, and Haz-Mat as well as EMS.

In 2016 WCEMS began to focus on the management of critical airways and saw the implementation of Delayed Sequence Intubation. An article on video laryngoscopy with the King Vision appeared in Prehospital Emergency Care in 2015, and medical director Jeffrey L. Jarvis MD presented this information at a 2015 NAEMSP annual meeting pre-conference workshop. Using data gathered before and after implementation of DSI, 2018 saw the publication of "Implementation of a Clinical Bundle to Reduce Out-of-Hospital Peri-Intubation Hypoxia", Jeffery L. Jarvis, MD, MS, EMS-P, John Gonzales, BAAS, EMT-P, Danny Johns, BS, EMT-P, et al. in the March 9, 2018 edition of Annals of Emergency Medicine. Since 2017 the clinical practices staff has hosted an airway management class as a pre-conference class at the Texas EMS Conference and has been invited back again for the 2109 conference. Members of the Clinical Practices division took the workshop to Terlingua, Texas and also presented the technique in workshops to other organizations in our own facilities.

WCEMS' participation in NAEMSP has continued to grow. Dr Jarvis presented information on WCEMS' use of DSI at the 2016 NAEMSP. The 2017 NAEMSP saw Commander John Gonzales presenting the poster "Effects of a Clinical Bundle of Care, Including Delayed Sequence Intubation, to Minimize Out-of-Hospital Peri-Intubation Hypoxia." The 2018 NAEMSP was attended by ten members of clinical practices and seven posters were accepted and presented by Dr. Jarvis and three of the SMOs. One of the posters, Pediatric Performance Using a Large National Dataset, won the 2018 Best Poster award. The 2019 NAEMSP was held in Austin for the first time which allowed for even more WCEMS participation. The Texas chapter of NAEMSP was established during this meeting, with Dr. Jarvis serving as the chapter's founding president. Several other WCEMS medics are also members of the organization and are serving as subcommittee members.

In addition to NAEMSP, WCEMS' involvement in national conferences and publications has grown over the past five years. Dr. Jarvis has become increasingly involved with the conference circuit and contributes to several webinars and podcasts. Dr. Jarvis has been a presenter at ESO Wave since 2015. Both Dr. Jarvis and Captain Dan Cohen have written several articles for *EMSWorld* and are leading workshops at ESO Wave 2019. Several members of WCEMS clinical practices attended an EMS Agenda 2050 regional meeting, a collaborative effort to develop a new vision for the future of EMS. Dr. Jarvis is a member of the Technical Expert Panel, which is tasked with drafting the document which will lay out the collective vision of EMS. In addition to his focus on critical airways, Dr. Jarvis' other major area of concentration is utilizing clinical metrics in the prehospital setting. He has been in the forefront of advocating using quality improvement and benchmarks to drive clinical practice and has presented lectures on this topic at Pinnacle, EMS Today, the Texas EMS Alliance, JEMS, and NAEMSP conferences over the past five years.

Internally WCEMS has seen several significant changes. Emergency Services Senior Director John Sneed retired and Senior Director Chris Connealy now directs the six departments that make up the Williamson County Emergency Services division. WCEMS Director Kenny Schnell also retired and Mike Knipstein is the fourth director of WCEMS. In 2015 WCEMS outlined a significant reorganization. With the understanding that Georgetown Fire EMS would become operational in FY 2016, we made organizational awareness a priority and took a hard look at processes, efficiencies, and savings within the system. We took this opportunity to re-examine and refine our operations and to reallocate resources to previously underserved areas of Williamson County. We now have a Division Commander Operations and a Division Commander Clinical and the position of Deputy Director EMS was eliminated. We fully implemented a new speed loading supply inventory system in 2016 with significantly increased financial and

logistical efficiencies. The new system realized over $30,000 in savings the first year. Over FY 2018-2019 supply processes have become further analyzed and refined and datamining has contributed to continued savings. 2016 also saw the implementation of our external customer service surveys.

FY 2016 saw an increased focus on FRO education and Outreach. MCAT drills and expanded hands-on education, including FRO focused DSI education, were implemented. WCEMS added a full-time Coordinator of Outreach Education in January 2016. This greatly expanded WCEMS' injury prevention and outreach education programs. In 2017 PulsePoint AED was integrated into our 911 Communications to direct lay persons and off-duty professionals to the closest AED in the event of a cardiac emergency. Take 10 CPR, Safe Baby Academy, and Car Seat Safety programs became regularly scheduled bi-monthly events. 2017 also saw the implementation of the Stop the Bleed and Stepping On programs. An Assistant Coordinator of Public Education and Outreach was added in 2018.

The Morale team, Safety committee and Wellness committee were formed in 2016 and have contributed greatly to patient and employee safety. WCEMS implemented a formal fatigue risk management program in December 2017.

As one might expect, WCEMS has experienced significant changes in equipment over the past five years. We moved from EMS Charts to ESO in 2016 and concurrently added Philips cardiac monitors. We finalized a change to new Physio cardiac monitors in October 2019 and another ePCR system to be implemented in FY 2020. The ACR-4 child restraint system was deployed in November 2017. That year also saw deployment of iPhones, new handheld radios, and new Toughbook tablet/laptops. We began to add the Stryker PowerPro XT Stretchers in 2017, with ten currently in service. And the Handtevy iPhone app is beginning to have an impact on improving pediatric care. New desktop commuters have been distributed to all stations, with increased consistency of software across the system.

The new EMS facility has allowed us to integrate the daily workings of the department and expand our educational offerings. We have been able to host cadaver labs, a NAEMSE course, multi-disciplinary pediatric conferences, a human trafficking conference, and safety conferences among others. We have been able to provide more innovative shift track offerings and training academy options. The integration of classrooms, simulation labs, meeting spaces, administrative offices and functions, CHP, MOT, a warehouse, and backup unit storage has streamlined many once cumbersome processes.

We had several station changes in FY 2014-2019. In 2015 we closed stations M31, M32, and M33 in Georgetown. M31 moved to Jarrell. M32 moved to Weir and became M59 as a combination CHP and demand truck. Squad 30 opened in Florence. In 2016 we opened demand trucks M52 and M53. M51 transitioned from a transfer truck to a demand truck. In 2017 M22 moved from Jollyville to Cedar Park station 2 and M52 moved to Round Rock station 9 on Sam Bass Road. M26 opened in mid-2019 in Cedar Park.

We made significant progress towards several key initiatives in FY 2015-2019: priority dispatching has been implemented; SOG revisions have been regularized; evaluation tools were deployed; CAAS accreditation and reaccreditation was granted; KPIs are being utilized to drive clinical, educational, and operational changes; HDE was expanded to the Seton system; FATPOT was extended to A/TCEMS; durable medical equipment tracking is active; FRO education/CE, integration, and credentialing is ongoing; FTO training, development, and resources are in place; there has been significant progress made in developing our data warehouse; and tracking and publishing our KPIs is ongoing. We are still working on organization of EMS' SharePoint site to make it more accessible and user friendly; our comprehensive approach to pediatric care is under expansion.

One of the biggest lessons the system learned, and continues to learn, is that having a strategic plan is not enough to ensure the system meets is objectives and goals. Often, the urgent issues of the day take more precedence than the important goals of the strategic plan. The system has difficulty differentiating between the urgent and the important with the result that over the prior plan cycle several action plans, including some of those identified as a priority, were never completed. Certainly, there were issues that arose which were both important and urgent. However, in order to make real progress on the strategic goals and objectives, the system needs to learn to differentiate between the important and the merely urgent. This is an ongoing lesson for the system as it enters the third

planning cycle.

The past five years have seen dramatic changes in WCEMS. Evidence-based medicine has become the driving force for change in the profession of EMS. Demographic changes required us to adjust both where and how we provided services. New technology both enhanced and challenged our practice. WCEMS has become a vital player in the national conversation of EMS. That role is one that we relish and will continue to expand. We have met the challenges that have faced us in the past five years, and we welcome those that will come to us in the next five years.

Williamson County EMS will be recognized as the national leader in people-centered, pre-hospital medicine.

Believe it.

Annual Review and Projection

Annus horribilis – what was originally coined as a play on John Dryden's epic poem "Annus Mirabilis 1666" has come to encapsulate 2020.

It was a benign, inauspicious beginning to the fiscal year. The system had just received its CAAS reaccreditation in August and was settling into a new year. The first rumblings of the disturbance which would become a global pandemic started in January. By late March/early April the system was in the throes of information overload. As the CDC changed its policies and recommendations, the system scrambled to keep up with the everchanging medical and operational directives. As the pandemic swept across the world the stress on the staff became nearly unbearable.

By mid to late May a substantial portion of the field staff was out on quarantine or isolation having contracted Covid-19. The rest of the staff worked long hours in an effort to keep ambulances in service and the system running with minimal disruption. The system as a whole pivoted to focus on managing the health crisis. The Community Health Program (CHP) partnered with the Williamson County and Cities Health District (WCCHD) to help with contract tracing exposures and infections in an effort to contain the spread of Covid-19. CHP, along with a group of testers, spent long days testing multiple nursing homes and other care facilities. The field staff trialed Pulsara, a communication app which allowed communication via phones with most of the hospitals in Williamson and Travis counties. Although the system opted not to fully invest in Pulsara at the time, the possibilities were very intriguing and we may look further into the app in the future. Due to concerns about aerosolized and droplet virus spread, the staff had to adjust to either stopping or heavily modifying several common treatment modalities. The summer wore on and much of the staff suffered from mental and physical exhaustion.

Tragedy struck on July 27th as we lost one of our colleagues. Lisa Dalton was a beloved co-worker, mentor, friend, mother, grandmother, and wife. Her death left a hole in the system that will not soon be filled.

As we began the slow crawl to a new normal, the strategic planning committee and Director Knipstein recognized that the strategic plan should reflect the austerity of the previous months. This year's strategic plan is a very slimmed down version of previous years' plans. This is also the first year the strategic plan will operate on a two year cycle. Given Williamson County's budget cycle and how and when funds are allocated, we decided to allow two years to complete most plans.

Resiliency, flexibility, and fortitude – these words describe the staff over the past seven months. 2020 has tested and strained the system like never before. And as we head into a new fiscal year and the second year of the pandemic, the words of Anne Lindbergh seem very relevant. "Don't wish me happiness. I don't expect to be happy all the time. It's gotten beyond that somehow. Wish me courage and strength and a sense of humor. I will need them all."[1]

In honorem   In memorium
CHP and the field paramedics of Williamson County EMS   Lisa Dalton

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[1] Lindbergh, Anne M., "Gift from the Sea", 1955

Prioritized Action Plans

For the past six years the Strategic Planning Committee has utilized prioritized action plans to highlight the most important or critical plans for a given fiscal year. The committee gradually expanded the number of people who ranked the one year action plans from five in 2014 to 23 in 2019. For 2020 the committee decided not to rank the prioritized action plans; but, rather, to just denote their status without ranks. Below is the list of one-year prioritized action plans:

- Clinical Action Plan A – Publishing Clinical Key Performance Indicators
- Clinical Action Plan B – FRO Education Improvements
- Operational Action Plan B – Employee Engagement
- Logistics Action Plan A – Organization of Reference Documents
- Outreach Education Action Plan B – Internal Support of Outreach Education

Action Plans

In the next section are the action plans which the system has identified as important to complete within fiscal year 2021. They are one-year goals with specific objectives to be accomplished to advance the strategic plan. Each action plan is comprised of various tasks which are measurable, time bounded, and generally has one person vested with both the responsibility and authority to complete the assignments. The strategic plan is reviewed quarterly and, as plans are completed, new plans are begun. In order to highlight the identified priorities more fully in the plan, the committee continues to designate prioritized action plans with bolded text. In FY 2021 the system continued directly linking each plan to both a system goal and at least one of the applicable division goals. This provides accountability by ensuring that the system focuses on those plans which advance the overall goals.

Clinical Action Plans

Clinical Action Plan A – Publishing Clinical Key Performance Indicators

PRIORITIZED ACTION PLAN

SYSTEM GOAL – Provide pre-eminent clinical care
CLINICAL GOAL – Measure clinical performance and utilize a performance improvement method to enhance clinical care

STRATEGIC PRIORITY – ACCOUNTABILITY, COMMUNICATION
ANALYSIS – Clinical Opportunity, Clinical Weakness, Administrative Opportunity

GOAL
Develop a method of collecting, collating, and publishing clinical key performance indicators (C-KPIs) internally and externally in a manner that is consistent, visually effective, and repeatable

OBJECTIVES
1. Publish C-KPIs to serve as metrics for evidence of continuous system improvement (Completed)
2. Use the C-KPIs to enhance the relationships with the system's external shareholders
3. Establish a method of publishing performance benchmarks in anticipation for future "pay for performance" reimbursement legislation/policy

TASKS
1. Publish these C-KPIs in as transparent a fashion as possible (internet, intranet, and publicly available web sites)
    a. Create regular venues for information dissemination
    b. Report C-KPIs to external stakeholders, including the Williamson County Fire Chiefs Association, on a regular basis
2. Create a central reporting database that can be easily utilized by C-KPI quality assurance reviewers to file monthly C-KPI findings (Completed)

NOTES
DUE DATE – FY 2017, Q2   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – SMO Farris with the assistance of Commander Isbell

ESTIMATED COST
1. Create the database – None, completed during normal business/duty hours
2. Enter C-KPI information in the database and publish – none, completed during normal business/duty hours

ASSESSMENT/FOLLOW-UP
1. Those C-KPIs which can be automatically calculated are consistently tracked and reported (intubation, ASA in ACS, 12-lead in ACS, etc)
2. Captain Johns created an internal central file for the SMOs to report their KPI data in 2016.
3. FY 2018
    a. SMOs are still using the internal file created by Capt Johns. EMS is working with IT and waiting on further database development and testing.
    b. Commander Isbell is working with IT to create an internal database and to publish certain metrics on the external facing web site.
    c. In the strategic planning third quarterly meeting the decision was taken to defer this plan until the data base was at least in beta-testing and the system decides what/how/when to publish various metrics.

4. FY 2019 – No changes
   a. The clinical staff participated in a vote to determine which of the KPIs were most important to manually track.
5. FY 2020 – The Commissioner's Court approved monies to purchase a new ePCR which will help automate most of the manual KPIs.
   a. After an extensive testing period and working with the company for several months, the system took the decision to not switch ePCR vendors due to hardware and software issues that the company was unable to fix to the system's satisfaction.
   b. The system began working with FirstPass to implement automated review of all the KPIs.

COMMENTS
1. This plan was originally incorporated into Completed Clinical Action Plan #4. However, due to the work involved in developing both the database and the process to publish the C-KPIs, the Strategic Planning Committee decided to write a separate plan.
2. FY 2018 – Commander Isbell is working with WCITS to create an internal database and to publish certain metrics on the external facing web site.
3. First Watch/First Pass may help with this.

Clinical Action Plan B – FRO Education Improvements

PRIORITIZED ACTION PLAN

SYSTEM GOAL – Provide excellent customer service, Provide pre-eminent clinical care
CLINICAL GOAL – Provide quarterly in person and as needed distributive education and training to promote clinical
best practices

STRATEGIC PRIORITY – ACCOUNTABILITY
ANALYSIS – Clinical Opportunity, Clinical Weakness, Administrative Opportunity

GOAL
Enhance clinical integration between EMS and First Responder Organizations (FROs)

OBJECTIVES
1. Integrate distributive CE with hands-on training
2. Ensure monthly online content for BLS and ALS level training
3. Provide consistent mobile joint education

TASKS
1. Create a full-time FRO clinical trainer position (Complete)
2. Develop twin tracks of content delivery and a format for individuals to follow for submissions
3. Identify quantifiable areas of perceived FRO clinical weaknesses using ESO, WCEMS, and FRO feedback. Design training to cater to these issues and reevaluate for effect (In progress)
4. Provide consistent coverage for SMOs who will be needed to assist Captain Biasatti with FRO education
5. More frequently assess the need for types of training done by SMOs so we can scale that need more effectively; will allow for a greater variety of training to occur

NOTES
DUE DATE – FY 2015 **ACTUAL COMPLETION DATE** –

PRIMARY RESPONSIBILITY – Medical Director and Captain Biasatti

ESTIMATED COST – None, completed by staff during normal business hours

ASSESSMENT/FOLLOW-UP
1. Each of the objectives are partially completed
2. Task #3 is a clinical priority in FY18
3. Task #5 happens on an informal basis. We need to develop a more formal way to complete this.

COMMENTS
1. Clinical Action Plan H specifically deals with measuring FRO treatments and tracking/trending them.
2. FY 2019 – Captain Biasatti created "Tailboard Time" which is an opportunity for Dr. Jarvis to meet face to face with first responders. This has been very well received.

Community Health Paramedic Program

SYSTEM GOAL – Provide pre-eminent clinical care
CLINICAL GOAL – Utilize evidence-based protocols to provide care, measure clinical performance and utilize a
performance improvement method to enhance clinical care

STRATEGIC PRIORITY – COMMUNITY HEALTH PROGRAM, OUTREACH EDUCATION
ANALYSIS – Clinical Opportunity, Administrative Threat, Administrative Opportunity

In FY 2019 funding for Williamson County's Community Health Paramedic Program (CHP) was assumed by the County. When this happened the program's mission changed to focus on the high utilizers of the county and various city 911 systems in the county. Below is the summation of the program's goals and aims for the coming fiscal year.

Provide pre-eminent clinical care that is designed to benefit the CHP patient and help reduce repetitive use of emergency services of Williamson County. (EMS, first responder organizations {FROs}, and other Williamson County resources.)

Deliver CHP operations that are efficient and effective in aiding our patients in reducing their need for emergency services. Actively seek new ways to make CHP a valuable resource to, not only Williamson County EMS, but also FROs and other Williamson County departments and/or resources.

Continue to provide excellent customer service to all of our customers (Patients, EMS staff, FROs, and all the internal and external groups we work with).

Continue to utilize, research, and design more evidence-based protocols to provide care that will benefit CHP patients and therefore benefit EMS and its FROs. Measure clinical performance and utilize a performance improvement method to enhance clinical care. Develop more ways to measure what CHP does for individual patients in order to see what helps and what does not. We know CHP works but need to develop ways to prove which actions and programs are effective. Develop more QA/QI measurements for CHP.

CHP will participate in research initiatives to contribute to the professional body of knowledge in the new field of community paramedicine.

Provide quarterly in person and as needed distributive education and training to promote clinical best practices that relate to CHP in addition to attending the education and training for the field medics. Because of the nature of CHP this will need to be both clinical and resource related in nature.

Continue to measure the monthly, quarterly, and yearly performance of CHP with the current reports.

Measure clinical performance and utilize a performance improvement method to enhance clinical care by developing quality assurance measures that will ensure standard EMS assessments are being completed when possible on all CHP patients and develop new ways to measure the new evidence-based protocols discussed above.

Operational Action Plans

Operational Action Plan A – Infection Control

SYSTEM GOAL – Deliver efficient and effective operations
OPERATIONAL GOAL – Maintain response resources available for all emergency calls for service

STRATEGIC PRIORITY – EMPLOYEE ENGAGEMENT, LOGISTICS
ANALYSIS – Operational Weakness, Administrative Weakness

GOAL
Develop a comprehensive infection control plan that ensures at-risk team members' safety and follow-up to exposures

OBJECTIVES
1. Maintain a confidential medical file on all WCEMS employees
2. Recommend and offer vaccinations to at risk employees
3. Conduct yearly reviews of exposure control plan, including Tb testing recommendations
4. Maintain best practices education and information for exposure control to at risk employees
5. Provide immediate assistance to exposed team members
6. Provide follow-up within 48 hours of exposure
7. Offer appropriate referrals and counseling to exposed team members
8. Maintain a positive relationship with infection control nurses at local WC hospitals
9. Maintain a positive relationship with the WCCHD Infection Control Division
10. Provide guidance to FROs in relation to exposure control plans and potential exposures

TASKS
1. Establish the ability for WCEMS team members to obtain vaccinations and certain testing at WCCHD clinics (Complete)
2. Rewrite WCEM' Exposure Control Plan (Partially completed January 2014)
3. Conduct audit of all employee medical files (In progress)
4. Recommend needed vaccinations and testing to all at risk employees (Ongoing as needed)

NOTES
DUE DATE – FY 2016   **ACTUAL COMPLETION DATE**
PRIMARY RESPONSIBILITY – Lt Collins

ESTIMATED COST – None, if completed during regular business/duty hours; some OT may be necessary

ASSESSMENT/FOLLOW-UP
1. Task 1 completed prior to FY 2014
2. Task 2 (Blood Born Exposure Plan) completed January 2014; Air Born Exposure Plan in progress
3. Task 3 started at the beginning of FY 2015
4. FY 2017 – No progress on completing the Air Born Exposure Plan

COMMENTS
1. As of FY15, Q3 – the PM module of ESO allows for storage, tracking, and reporting of these metrics
   a. Commander Isbell confirmed that access to these files was strictly limited
      i. Limited to WC PM Infection Control Manager rights (Director Knipstein and Commander Travis)
2. In FY18, Commander Travis retired and FTO D. Collins assumed primary responsibility of the team.
3. No update provided for FY 2019 or FY 2020.

Operational Action Plan B – Employee Engagement

PRIORITIZED ACTION PLAN

SYSTEM GOAL – Provide excellent customer service
OPERATIONAL GOAL – Achieve a mean employee engagement score $\geq$ 4

STRATEGIC PRIORITIES – ACCOUNTABILITY, EMPLOYEE ENGAGEMENT, LEADERSHIP TRAINING/IMPLEMENTATION
ANALYSIS – Operational Weakness, Operational Opportunity, Administrative Weakness, Administrative Opportunity

GOAL
Williamson County EMS will maintain a gross mean employee engagement score $\geq$ 4

OBJECTIVES
1. Provide appropriate training to specified personnel
2. Practice the lessons and techniques of employee engagement system wide
3. Annually measure employee engagement and trend over time

TASKS
1. Commanders Watson and Henrichs will attend Quality Texas Foundation's "Workforce Engagement" training in November 2019
    a. They will incorporate the lessons into the lieutenants' professional development.
2. Provide education to field commanders and review elements of engagement monthly during Ops Team meetings.
3. Measure employee engagement annually using an online survey with consistent questions which measure engagement

NOTES
DUE DATE – FY 2020   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – Director Knipstein, Commanders Watson and Henrichs

ESTIMATED COST – OT at the standard rate of $31/hour for both the training and the various internal meetings

ASSESSMENT/FOLLOW-UP

COMMENTS
1. This is the first part of an ongoing effort to measure employee engagement and trend the results over time.
    a. *cf* Three to Five Year Plan D

Logistics Action Plans
Logistics Action Plan A – Organization of Reference Documents

PRIORITIZED ACTION PLAN

SYSTEM GOAL – Deliver efficient and effective operations
LOGISTICS GOAL – Ensure electronic resources are accounted for, functioning, and life cycles are managed

STRATEGIC PRIORITIES – COMMUNICATION, LOGISTICS
ANALYSIS – Administrative Weakness, Clinical Opportunity, Operational Opportunity, Logistics Weakness, Logistics
      Opportunity

GOAL
Define processes, policies, and procedures for the creation, categorization, organization, and modification of reference documents to ensure ease and efficiency in locating instructional and reference documents and various necessary forms.

OBJECTIVES
1. Improve categorization of documents
2. Provide mechanism for proposal of creation of needed materials and forms
3. Provide mechanism for proposal of changes needed to existing documents and forms
4. Establish inter-department contract review process among EMS and other county departments
   a. Auditor's Office, Technology Services, Purchasing Department

TASKS
1. Define contributory resources as the EMS Librarian Group
   a. Personnel
   b. Electronic storage repositories (Complete)
      i. SharePoint
      ii. Laser Fiche
2. Develop process for categorization and posting to SharePoint
   a. Flow chart for document categorization and disseminate to necessary staff (Complete)
   b. Ensure all necessary staff understand new document/for posting procedure.
      i. Post to the document active directory with a link on the relevant page.
      ii. Review access rights and provide relevant training (In progress on an as needed basis)
3. Define and assign retention schedule metadata to active and archived documents and forms
   a. Using Texas State Archives Public Safety Retention Schedules (In progress)
   b. Associate longest retention schedule with each EMS document/form
4. Define process for review of documents subject to destruction/deletion at the end of defined retention period
5. Define process for review cycle of contract, allowing sufficient time for legal modifications and budgetary considerations, prior to renewal of existing contracts

NOTES
DUE DATE – FY17, Q4   **ACTUAL COMPLETION DATE**
PRIMARY RESPONSIBILITY – Commander Isbell
ESTIMATED COST – 120 non-primary duty hours at the standard OT rate of $31/hour
ASSESSMENT/FOLLOW-UP
COMMENTS
1. This plan was Prioritized Action Plan #2 in FY 2017 and FY 2019.
2. Task #2 was added for FY 2019.

Logistics Action Plan B – Data Warehouse

SYSTEM GOAL – Provide pre-eminent clinical care
LOGISTICS GOAL – Measure clinical performance and utilize a performance improvement method to enhance clinical care

STRATEGIC PRIORITIES – ACCOUNTABILITY, LOGISTICS
ANALYSIS – Operational Weakness, Operational Threat, Administrative Weakness, Administrative Threat, Clinical Weakness

GOAL
Develop a data warehouse to store all data from disparate sources

OBJECTIVES
1. Bring all data sources to a central HIPPA compliant repository
2. Establish queries to run various reports based on defined operational and clinical metrics

TASKS
1. Phase I – Establish server location for data repository (required to be compliant with HIPPA storage of data at rest requirements). Arrange for authenticated secure access to server by EMS data analyst. Engage WC ITS Applications Group for guidance with data storage formats and structure. Ensure that ITS resources involved have any required HIPPA certifications/training. Obtain sample data extract from vendor and populate ePCR database within warehouse. (Complete)
2. Phase II – Construct internal, EMS-use only analytic reports. Run reports & validate results against established Ad Hoc and Analytic reports. Publish to EMS-only SharePoint site within administrative content areas. Publish pertinent data, charts, graphs internally to EMS-only access areas.
3. Phase III – Define and construct metrics reports intended for reference and access by general public via externally facing web site. Internal validation of report contents for at least three reporting periods. Publication of metrics to external web site.

NOTES
DUE DATE – FY 2018   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – Captain Johns

ESTIMATED COST – None, to be completed during normal business hours

ASSESSMENT/FOLLOW-UP
1. FY 2018 – This plan was rewritten to account for new resources available in WC ITS. Old plan available for reference in last year's publication.
2. Task 3 will be completed in coordination with Captain Cohen

COMMENTS
1. Needs collaboration between Commander Isbell, Captain Johns, and WC ITS
2. Phase I is 100% complete as of April 2018 but is still evolving.
   a. EMS began process of decoupling our analytics from the various vendors.
   b. Removed "Obtain data model structure definitions from ESO (or current ePCR vendor)" from Task 1.
3. Phase II is ~50% complete as of FY18
4. Phase III has not been developed but will be worked on during FY19.
5. This was prioritized action plan #6 in FY 2019.

Logistics Action Plan C – SWOT Analyses of Supply Processes

SYSTEM GOAL – Deliver efficient and effective operations
LOGISTICS GOAL – Ensure needed supplies and equipment are available and life cycles managed

STRATEGIC PRIORITIES – ACCOUNTABILITY, LOGISTICS
ANALYSIS – Logistical Weakness, Logistical Threat, Administrative Weakness, Financial Threat, Financial Weakness

GOAL
Conduct SWOT analyses for durable medical equipment, non-durable equipment, and pharmaceuticals with attention to potential for loss of accountability in asset tracking and loss attributed to waste (expired medication disposal).

OBJECTIVES
1. Identify exposure in terms of known waste/disposal of pharmaceuticals
2. Identify extent of disparity between assets listed in Oracle and known to be on hand
3. Define process(es) by which to capture and qualify serial numbers of incoming and outgoing equipment, including verification that serial numbers are captured in Oracle upon deployment, and removed from Oracle following asset transfer (involves multiple departments)

TASKS
1. Conduct SWOT analyses of the various current supply processes
2. Evaluate the results to identify any deficiencies, discrepancies, or inefficiencies
3. Develop and implement processes to capture and confirm serial numbers are both entered and removed from Oracle during asset transfers, as appropriate

NOTES
DUE DATE – FY 2019   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – Commander Isbell

ESTIMATED COST – None, completed during normal business hours

ASSESSMENT/FOLLOW-UP
This is the first step in a three-year plan of implementing a robust supply tracking tool.

COMMENTS
1. This was prioritized action plan #3 in FY 2019.

Outreach Education/Public Relations Action Plans

Outreach Education/Public Relations Action Plan A – Public Information

SYSTEM GOAL – Provide excellent customer service
CLINICAL GOAL – Measure clinical performance and utilize a performance improvement method to enhance clinical
    care

STRATEGIC PRIORITIES – OUTREACH EDUCATION
ANALYSIS – Administrative Opportunity, Financial Weakness, Financial Threat

GOAL
Enhance the availability, frequency, and diversity of public information proffered by WCEMS

OBJECTIVES
1. Increase the availability of quality images system-wide for distribution (Complete)
2. Increase public knowledge of WCEMS
3. Regularly share data to support the benefits of WCEMS
4. Promote health and safety
5. Expand social media offerings with live broadcasting of education
6. Establish communication hierarchy for public information (Complete)
7. Update EMS' external website with county redesign (Complete)

TASKS
1. Convert photo class to an online module. Offer guidelines for all employees and provide one online repository for initial submissions.
2. Share operational and clinical KPIs on EMS' external website consistently
    a. Tie these KPIs in with health promotion opportunities
3. Develop a process for staff to share information on social media
4. Meet with WCITS to ensure maximum usage of offered communication tools in the new system (Complete)
    a. Obtain training for current webmaster and one additional employee as a back-up
5. Train one or two employees to a level of general understanding and proficiency with the role of PIO

NOTES
DUE DATE – FY 2016   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – Director Knipstein and Captain Cohen

ESTIMATED COST – None, completed by staff during normal business hours

ASSESSMENT/FOLLOW-UP
    1. This was made prioritized action plan #10 for FY 2020.

COMMENTS
1. Objectives 1, 6, & 7 are complete
2. Objectives 2, 3, & 4 are ongoing objectives
3. Objective 5 is dependent on WCITS and its schedule

Outreach Education/Public Relations Plan B – Internal Support of Outreach Education

SYSTEM GOAL – Provide excellent customer service
CLINICAL GOAL – Measure clinical performance and utilize a performance improvement method to enhance clinical
        care

STRATEGIC PRIORITIES – EMPLOYEE ENGAGEMENT, OUTREACH EDUCATION
ANALYSIS – OE/PR Weakness, OE/PR Threat, OE/PR Opportunity

GOAL
Encourage recruitment of internal WCEMS instructors for the Outreach Education (OE) team

OBJECTIVES
1. Educate internal partners about the extent of growth of the OE mission
2. Education internal partners about the need to increase the numbers of WCEMS outreach instructors in order to enable that growth to continue while at current OE staffing levels
3. Demonstrate to internal partners that integration and expansion of OE is vital to the continued presence and growth of WCEMS

TASKS
1. Work with Clinical Practices to develop online education video delineating the current growth of OE programs and the expected uptake in OE
   a. Data driven information to staff
      i. Data mining of absolute numbers of hours involved over the past 2 years of growth
      ii. Data mining of numbers of classes and programs
      iii. Educate staff about current numbers of internal and external instructors
   b. Information about the increasing requests for service and subsequent reduction in some extant classes to provide instructors
   c. Outline of new programming
      i. Department of Defense (DOD) education license for Stop the Bleed class development in conjunction with WCEMS
2. Demonstrate that OE programs are a vital part of the move to community health that will be a necessary component of EMS in the future
   a. EMS Agenda 2050 focus on community health and safety
      i. Projected status of OE
      ii. Requirement to fulfill the projected OE needs

NOTES
DUE DATE – FY20, Q2   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – OE Coordinator (OEC) Jim Persons

ESTIMATED COST
None – most of the tasks will be completed during normal business hours in video development
OT at the standard rate of $31/hour when off duty instruction occurs

ASSESSMENT/FOLLOW-UP
1. FY19, Q4 – OEC Persons will meet with involved personnel for accurate data mining of archived information.
   a. CAAS data can be utilized for added efficiency
2. FY20

a. OEC Persons and CHP Leader Jarosek begin discussion of integration of CHP with Stepping On
b. OEC Persons and Capt Cohen collaborate on video for staff dissemination
c. OEC Persons and OE Assistant Henrichs project growth of OE needs based on new Stop the Bleed class and the national interest already displayed

COMMENTS
1. The development of, and both state and national interest in, a new Stop the Bleed class, in conjunction with HB 496 (US House of Representatives) is likely to vastly increase the need of OE instructors.

On-Going Plans

In recognition of the fact that some of the action plans could not be marked as completed due to their nature, the strategic planning committee decided in 2014 to create a new section of the strategic plan. This new section reflects the reality that the system will in one way or another always work on the following plans.

Clinical Plan
- Pursuit of Excellence

Operational/Logistical Plan
- Efficiently Deploy Staff and Resources
- Effective Staff Deployment

Clinical Plan – Pursuit of Excellence

SYSTEM GOAL – Provide pre-eminent clinical care
CLINICAL GOAL – Utilize evidence-based protocols to provide care

STRATEGIC PRIORITIY – ACCOUNTABILITY
ANALYSIS – Clinical Opportunity, Clinical Weakness, Clinical Threat

GOAL
Continue to expand the Pursuit of Excellence that has been a cornerstone in the growth of WCEMS

OBJECTIVES
1. Pursue and maintain "State of the Profession" paramedicine in education practice and outlook
2. Actively pursue certifications which allow WCEMS to demonstrate and achieve excellence
3. Maintain leading edge clinical practices
4. Emphasize and utilize research-based applications, procedures, equipment, and practices to achieve efficient and cost-effective progress

TASKS
1. Expand hospital interactions
   a. Pursue OR rotations – increase our practice of advanced airway procedures and increase hospital appreciation of EMS skills
   b. Continue and expand internships and hospital rotations in various specialties
   c. Encourage opportunities and participation in hospital-based education, i.e. Critical Care Paramedic Course in conjunction with Scott & White Hospital
   d. Position WCEMS to participate in clinical research opportunities with Scott & White hospital as part of the current medical director's status as a faculty member
2. Maintain and expand our SOCs to continue striving for leading edge "State of the Profession" standards
3. Institute formal QA/QI division to provide both research-based internal feedback and external information and research for continued growth

NOTES
DUE DATE – Ongoing

PRIMARY RESPONSIBILITY – Medical Director and Division Commander King

ESTIMATED COST – None, completed by staff during normal business hours

ASSESSMENT/FOLLOW-UP
1. In FY 2018 WCEMS became one of the first agencies in Texas to be awarded the Gold Level of Readiness by the EMS for Children State Partnership
2. In FY 2019 WCEMS became the first agency in Texas to be granted the CCMP designation from TX DSHS

COMMENTS
1. Task 1, c: Some medics have already participated. Clinical Practices has a goal for all to become certified
2. Task 1, d: Completed Studies
   a. Effect of computer analysis on EMS recognition of STEMI
   b. Effect of mode of transport on quality of CPR
   c. Presentation of Intubation Success Rates at the Texas EMS Conference in November 2013
3. Task 1, d: Active Studies and Presentations
   a. Dr. Jarvis presented a talk about measuring metrics a the ESO Wave Conference in 2016
   b. Dr. Jarvis submitted a proposal for a poster presentation on WCEMS' Intubation statistics

4. Task 2: Revision of SOCs, including aligning with Marble Falls Area EMS SOCs, completed in September 2013
    a. Revision includes or continues use of video laryngoscopy, addition of new, more effective medications, and a new, expanded restraint protocol
    b. 2016 Update – Introduction of DSI and modified restraint protocol

Operational Plan – Efficiently Deploy Staff and Resources

SYSTEM GOAL – Deliver efficient and effective operations
OPERATIONAL GOAL – Maintain response resources available for all emergency calls for service

STRATEGIC PRIORITIES – ACCOUNTABILITY, COMMUNICATION, EMPLOYEE ENGAGEMENT
ANALYSIS – Operational Weakness

GOAL
Ensure that WCEMS effectively and efficiently deploys staff and resources in a manner that meets or exceeds the needs of the citizens of Williamson County

OBJECTIVES
1. Maintain adequate staffing levels
2. Seek optimal station/unit placement and utilize system status management to keep ALS response times within nationally accepted standards (including the use of demand trucks and the addition of regional command units)

TASKS
1. Monitor call volume, population migrations, and unit hour utilization
2. Formulate a blueprint for optimal unit placement based on demographics, call volume, and approved funding

NOTES
DUE DATE – Assessed annually

PRIMARY RESPONSIBILITY – Administration

ESTIMATED COST – None, completed by staff during normal business hours

ASSESSMENT/FOLLOW-UP
See JEMS October 2008 issue for various scheduling options

COMMENTS
See appendix for an example of the formula for unit hour utilization

Operational Plan – Effective Staff Deployment

SYSTEM GOAL – Deliver efficient and effective operations
OPERATIONAL GOAL – Maintain response resources available for all emergency calls for service

STRATEGIC PRIORITY – ACCOUNTABILITY
ANALYSIS – Operational Weakness

GOAL
Ensure that WCEMS effectively and efficiently deploys staff and resources in a manner that meets or exceeds the needs of the citizens of Williamson County

OBJECTIVES
1. Explore the use of alternative staffing models and unit allocation to ensure that WCEMS is using its resources in the most efficient and fiscally responsible manner
2. Research hybrid scheduling models and/or a 48-hour work week to keep crew fatigue and burn out to a minimum and to help eliminate WCEMS employees working longer than 24 consecutive hours (during normal operations)

TASKS
1. Research alternative staffing models, including the system regional management plan
2. Recruit and hire the staff needed to support future growth and/or alternative staffing paradigms

NOTES
DUE DATE – Assessed annually

PRIMARY RESPONSIBILITY – Administration and Commander Schnaiter

ESTIMATED COST
1. Research – None, complete during normal business hours
2. Implementation – Number of personnel is dependent on research and the system's needs

ASSESSMENT/FOLLOW-UP
1. FY 2016 – with the addition of the two peak demand trucks this plan has been partially completed
2. FY 2017 – Began implementing the Fatigue Risk Management System to monitor crew prior sleep-wake cycles to measure the safety of crews working extended hours
3. This plan was made prioritized action plan #4 for FY 2020.

COMMENTS
1. This plan was moved to the On-going Plan section in FY 2018 due to the nature of the plan.

Three Year Goals

Each of the one-year action plans is a marker leading to the three-year objectives. These objectives are the intermediate goals of the department. Achieving these objectives is critical to realizing the overall vision of the department.

1. Research alternative scheduling/staffing (Partially complete)
2. Robust supply and asset tracking
3. Standardize ID and access cards into one card
4. Develop a comprehensive approach to improving the care of pediatric patients
5. Maintain a gross mean employee engagement score $\geq$ 4

The goals in the three-year range require multi-year implementation to fully realize them. Most of the above plans are the first steps in these goals.

Update for FY 2020
As the three to five year goals are partially or fully completed, they will be updated here.

Three to Five Year Plans

Several specific plans were written with a time frame of three to five years for completion. These plans may be part of a multi-step process with one-year action plans contributing to their success. Or the plans may deal with issues the system believes are important but cannot work on currently either because of budget concerns or because other issues have been identified as more important. The plans provide a framework for working on complex topics and successfully completing them will contribute to accomplishing one or more of the three to five year goals.

Three to Five Year Plan A – PSTP and Facility Badge Access

SYSTEM GOAL – Deliver efficient and effective operations
LOGISTICS GOAL – Ensure electronic resources are accounted for, functioning, and life cycles are managed

STRATEGIC PRIORITIY – LOGISTICS
ANALYSIS – Operational Opportunity

GOAL
Standardize ID and access cards into one card

OBJECTIVES
1. Reduce the number of ID cards carried by employees
2. Combine PSTP, facility access, and DSHS identification cards into one card

TASKS
1. Develop template of ID cards
    a. Must include distinct colors for credentialing levels within the department
2. Develop list of facility access needs by position in the organization
3. Review current list of cardholders and acquire enough cards to print for all employees
4. Develop a plan for printing and distributing cards to all staff
    a. This will require all staff to authenticate cards

NOTES
DUE DATE – FY 2019   **ACTUAL COMPLETION DATE**

PRIMARY RESPONSIBILITY – Division Commander Tydings and Cmdr Isbell

ESTIMATED COST
1. None – work completed during normal business hours
    a. Cards are currently supplied by IT – EMS will need to confirm this practice continues

ASSESSMENT/FOLLOW-UP
1. Per Commander Isbell, both IT and Facilities support the forward/future direction of having one ID card for all types of security. However, the infrastructure is not currently in place to allow both departments to use their respective tools for both purposes on one badge. The main current constraint is legacy HID badges and legacy badge readers.
2. This plan was moved to the 3-5 year goal section in FY 2020.

COMMENTS
1. This plan was prioritized action plan #4 in FY 2019.

Three to Five Year Plan B – Comprehensive Approach to Changing Pediatric Care

SYSTEM GOAL – Provide pre-eminent clinical care
CLINICAL GOAL – Provide quarterly in person and as needed distributive education and training to promote clinical best practices

STRATEGIC PRIORITIES – ACCOUNTABILITY, EMPLOYEE ENGAGEMENT
ANALYSIS – Clinical Weakness, Clinical Opportunity

GOAL
Develop a comprehensive approach to improving the care of pediatric patients

OBJECTIVES
1. Gather data about current practices of treating pediatrics
2. Survey staff to help determine areas of weakness
3. Implement targeted education and training to improve care

TASKS
1. Track and trend data which reflects current practices using ESO's Analytics program
   a. Track and trend historical data going back at least one year
   b. Track and trend future data from the deployment of the Handtevy system
2. Develop a survey to administer to the field staff to ascertain areas of weakness
   a. Correlate this information with the information from Task #1
3. Develop and implement targeted education and training to improve pediatric care
   a. Medic CE modules
   b. Didactic education and hands-on training in shift track, including high impact scenario training
4. Continually gather, analyze, and synthesize data post education and training for improvement

NOTES
DUE DATE – FY 2020

PRIMARY RESPONSIBILITY – SMO Karen Horan

ESTIMATED COST – Minimal, most work to be completed during work/duty hours; some OT will be necessary. Will also have budgeted OT for shift tracks.

ASSESSMENT/FOLLOW-UP

COMMENTS
  1. The ongoing data will be incorporated into the CAAS re-accreditation application.

Three to Five Year Plan C – Robust Supply Tracking

SYSTEM GOAL – Deliver efficient and effective operations
LOGISTICS GOAL – Ensure needed supplies and equipment are available and life cycles managed

STRATEGIC PRIORITIES – ACCOUNTABILITY, LOGISTICS
ANALYSIS – Logistics Weakness, Logistics Opportunity, Financial Weakness, Financial Threat

GOAL
Develop a robust supply tracking process for durable medical equipment, non-durable medical equipment, and pharmaceuticals.

OBJECTIVES
1. Identify weaknesses in current supply processes, including waste from expirations and disparity between assets listed in Oracle and those known to be on hand.
2. Develop processes to account for weaknesses and test for efficiency and efficacy
3. Implement the final processes and define reporting periods

TASKS
1. Conduct SWOT analyses of the various supply processes for durable medical equipment, non-durable medical equipment, and pharmaceuticals
2. Develop and refine processes to improve tracking of all supplies
    a. *cf* Supply Expiration and Waste Tracking Project
    b. Define periodic time frame for measuring loss over time/through the fiscal year
3. Implementation of final process
    a. Will involve at least WC ITS to help define whether the scope of the project is too big for current tools (e.g., SharePoint)

NOTES
DUE DATE – FY 2022

PRIMARY RESPONSIBILITY – Commander Isbell

ESTIMATED COST – None, completed by staff during normal business hours

ASSESSMENT/FOLLOW-UP

COMMENTS

Three to Five Year Plan D – Employee Engagement

SYSTEM GOAL – Provide excellent customer service
OPERATIONAL GOAL – Achieve a mean employee engagement score $\geq$ 4

STRATEGIC PRIORITIES – ACCOUNTABILITY, EMPLOYEE ENGAGEMENT
ANALYSIS – Operational Weakness, Operational Opportunity, Administrative Weakness, Administrative Opportunity

GOAL
Williamson County EMS will maintain a gross mean employee engagement score $\geq$ 4

OBJECTIVES
1. Provide appropriate training to specified personnel
2. Practice the lessons and techniques of employee engagement system wide
3. Annually measure employee engagement and trend over time

TASKS
1. All executive team members, field commanders, lieutenants, and senior medical officers will complete Quality Texas Foundation's "Workforce Engagement" training over three years
2. Measure employee engagement annually using an online survey with consistent questions which measure engagement
3. Continually evaluate ways to improve employee engagement based on the survey scores

NOTES
DUE DATE – FY 2023

PRIMARY RESPONSIBILITY – Director Knipstein

ESTIMATED COST – OT at the standard rate of $31/hour for the training

ASSESSMENT/FOLLOW-UP

COMMENTS

Completed Action Plans

In order to keep a record of WCEMS' progress in achieving its stated goals and objectives and to have a library of completed plans for future reference, the strategic planning committee created a dedicated section within the plan itself for completed yearly action plans and three to five year plans. In 2016 the committee utilized EMS' internal website to create an online library of completed yearly action plans and three to five year plans which were completed during the previous strategic planning cycles (FY 2008–FY 2013 and FY 2014–FY 2019). This section will contain those plans completed within the current strategic planning cycle (FY 2020–FY 2025).

Administrative/Financial Action Plans
- Formation of CAAS Standing Committee

Clinical Action Plans
- Evaluation of the Credentialing Process

Logistics Action Plans

Outreach Education/Public Relations Action Plans
- Promoting Public Health and Safety
- Redefine Tasks for Outreach Education
- Take 10 Implementation

Operational Action Plans
- Implementation of a Worksite Wellness Program
- Operational Key Performance Indicators

Long Range Plans

Due to the fluid nature of the emergency services profession, concrete planning beyond five years is tenuous at best. Long-range plans represent ideas aimed at continual improvement in service quality and provide a means of tracking, trending, and validating that improvement. These ideas are based on projected trends, both within the system and the county, and on the timely completion of the one-year action plans and three-year goals. In no particular order of importance, the long term plans include extending the community paramedic program to reach more citizens and researching and implementing an alternative shift schedule to reduce crew fatigue. These represent substantive changes to the current organization and practices of Williamson County EMS and will require considerable time, work, and expense to properly implement.

Conclusion

Williamson County EMS has been in operation for over forty years. In that time, the system has witnessed many substantial changes in the county and within the system itself. Even in the midst of great change one constant has been the staff's dedication to the core values of the system and, through them, the key precepts of customer service and quality medical care. Although the system believes it renders efficient, high quality care, provides outstanding customer service, and operates an effective and responsive operational model, it has been continuously hampered by a lack of qualitative and quantitative data. Having this data would substantiate the beliefs in some areas and highlight other areas needing improvement.

This strategic plan recognizes the need for accumulating data in order to formulate growth plans. It outlines a plan for collecting, collating, and analyzing data, testing the results against current departmental practices, and changing those standards and policies found wanting. Even more importantly the plan outlines a way for the department to meet and exceed the department's vision statement. This vision of a being recognized as a national leader in prehospital care underpins the entire strategic plan. Although unforeseen circumstances could force alterations to the plan, the system believes that this strategic plan represents a unique opportunity to improve and enhance the department.

Appendices

Clinical Practices

Unit Hour Utilization

Withdrawn and Archived Plans

Williamson County EMS Clinical Practices Division

Medical Excellence through Training and Education

The Clinical Practices division of Williamson County EMS provides leadership and guidance for the medical operations of the WCEMS System. Dr. Jeff Jarvis is the medical director for the EMS system which is composed of WCEMS and all the integrated first responder organizations (FROs). He also maintains an active clinical practice in emergency medicine with the Baylor Scott & White Hospital System. He is joined in Clinical Practices by Division Commander Terri King, Commander John Gonzales, Captain Dan Cohen, Captain Danny Johns, and Captain Matt Biasatti. Captain Cohen runs the on-line distributed education program (Medic CE) for the entire WCEMS system, including producing original continuing education modules. Captain Johns researches, collates, analyzes, and publishes clinical and operational key performance indicators to guide clinical education and aide in continual performance improvement while maintaining transparency and clinical accountability. Captain Biasatti, who joined the division in late 2015, works with the FROs to coordinate education and training.

Dr. Jonathan Sheinberg was hired by the Commissioner's Court in August 2016 as an associate medical director for tactical medicine in the Williamson County EMS System. Dr. Sheinberg is a practicing cardiologist in Austin and is a commissioned peace officer with the Cedar Park Police Department. He has research interests in early detection and prevention of coronary disease in public safety personnel. While Dr. Sheinberg's primary focus with the system will be the education, training, and medical oversight of our tactical medical program, he will also contribute to the department's wellness initiatives.

The primary functions of this division are providing oversight and guidance for all clinical functions of the system. Perhaps the most obvious of these are the development and dissemination of the *Standards of Care* document which provides the legal authority for all responders in the WCEMS System to engage in Dr. Jarvis' delegated practice of medicine. Just as integral to the success of the organization, however, are the ongoing performance improvement efforts. These are guided by data analysis and implemented through continuing education. The system understands the value of research in refining the EMS body of knowledge and recognizes our responsibility to contribute to it. We are committed to actively engaging in sharing our findings and experience through national lectures, publications, poster presentations, and social media.

Williamson County EMS Clinical Practices Vision

1. Our clinical practice will be evidence-based where such evidence is possible, best-practice based where that evidence is lacking.
   a. We will be actively involved in helping the industry define both the evidence needed for practice as well as be a benchmark for the best practices.
   b. We will be actively engaged in conducting clinical research, disseminating the results of this research through presentations and publications, and promoting paramedic involvement in research methodology, presentation, and critical evaluation.
   c. We will present topics at conferences describing the nature and specifics of our practice.
2. Our clinical practice will be based on an educational foundation in which our paramedics are encouraged to grow and develop their clinical knowledge and skills through an active *practice-based* continuing education program.
   a. The content of the educational program will be based on the results of our *Continuous Quality Improvement* (CQI) program.
   b. We will train all medics in basic CQI chart review using specific guidelines to review each of the electronic patient care records generated during the course of our business. There will be a hierarchy of these reviews in which, again using specific criteria, charts are advanced through a series of auditors ultimately leading to direct medical director review.
   c. The CQI staff will identify specific *quality indicators* for specific attention. These indicators will be tracked and trended on a system, region, station, and, if needed, crew basis. Examples include the percentage of all chest pain patients who either have a 12 lead ECG, aspirin, and nitroglycerin administered or have adequate explanations for this omission clearly documented in the chart.
   d. We will increasingly use distributed learning (Medic CE) to provide these CQI driven educational topics with a reduced reliance on traditional "shift track" presentation.
      i. In-person education will increasingly be used for hands-on skills teaching and testing as a means of augmenting distributed learning.
      ii. We will also support increased joint training with our first responders in a similar fashion utilizing a combination of distributed and in-person approaches.
3. We will eventually develop an active physician field response program in which, ultimately, there is an on-duty EMS physician available at all times for radio communication as well as direct response to designated call types (ex: cardiac arrest, altered mental status, etc) and random calls.
   a. This program will involve the supervised field practice of EMS fellows (Emergency Medicine physicians who are pursuing specialized training in EMS).
4. With all components of our clinical practice we will always endeavor to promote the involvement and professional growth and development of our field staff.

Unit Hour Utilization

The unit hour utilization ratio is a standard method for determining deployment strategies, response patterns, and scheduling practices. The basic formula is: Utilization (U) divided by Unit Hours (UH), where U can be defined by the administration to include 911 calls, emergent and non-emergent transfers, standbys, maintenance, and/or administrative tasks and UH is the number of hours the unit was on duty.

$$U/UH = \text{Unit Hour Utilization [UHU]}$$

As an example, to calculate the UHU for a single day: assume an ambulance has 15 incidents during a 24 hour shift:

$$15/24 = 0.625$$

This formula can be extended for any time period. When used to determine scheduling models, generally, the larger the ratio, the busier the ambulance and the more fatigued a crew can become. This formula can also be used for calculating various economic efficiencies of an EMS system.

For a more detailed explanation of unit hour utilization, please see:

National Association of EMS Physicians. Edited by Alexander E. Kuehl. Prehospital Systems and Medical Oversight, 3rd ed. Dubuque: Kendall Hunt Publishing Company, 2002. pp 124-130.

Withdrawn and Archived Plans

An integral part of growth and improvement is the constant re-evaluation of the goals and plans we have defined for our system. We must recognize when a goal or plan that was a priority in the past is no longer obtainable in the foreseeable future, maintains stakeholder buy-in, is relevant or pertinent, or falls in line with current priorities and visions of the system.

It is imperative that these goals and plans are identified and removed from the body of the strategic plan to maintain efficient, effective, and focused goals. Although these plans are no longer part of the active strategic plan, they will be archived on the internal website. This will allow for periodic re-evaluation of these plans because in the future they may again become pertinent.

Administrative/Financial Action Plans
- Operational Mission Statement
- 360° Employee Evaluation

Clinical Action Plans
- Measuring KPIs for FRO Treatments Begun PTA EMS
- Pediatric Emergency Care Applied Research Network
- Tracking Current Pediatric Care

Logistics Action Plans

Outreach Education/Public Relations Action Plans
- Outreach Education Metrics
- Redefine Marketing Tasks for Outreach Education

Operational Action Plans

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Williamson County Parks Department
Strategic Thinking
Updated June 2021

The mission of the [Williamson County Parks Department](#) is to manage and operate a system of parks and venues that add quality to life, build community pride and spirit, promote physical fitness and self-improvement, evoke an emotional and intellectual response to connections with nature, consider long-term open space needs, preserve endangered species and improve air quality.

History

The idea of county parks in Williamson County began in 1994 when the County leased a 50-acre tract of land from Texas Parks and Wildlife Department (TPWD). This tract, known locally as the hog farm, was sub-leased to the YMCA of Greater Williamson County in 1998 to develop and operate what is known today as Twin Lakes Park.

In 1999 the vision of a major regional trail was birthed, the Brushy Creek Regional Trail (BCRT). Through a series of future park bond funded projects, today this particular trail encompasses approximately 9 miles between Round Rock and Cedar Park along the meandering Brushy Creek.

In 2000, the first parks bond was approved by voters, awarding $25 million to the County for the following projects:
- Development of phase I and II of the BCRT
- Development of Berry Springs Park and Preserve,
- Development of Eastern Williamson County Regional Park (Taylor), and
- Development of Southwest Williamson County Regional Park

In 2003, the Williamson County Parks Department was officially created.

In 2006, the second parks bond was approved by voters, awarding $22 million to the department for the following projects:
- Development of the 2008 comprehensive Parks master plan. Guiding principles of this plan were as follows:
  - To complement other area park and recreation entities,
  - Ensure conservation while integrating access and recreation, and
  - Emphasize a county-wide regional trail plan to connect population centers with regional destinations.
- Development of Champion Park
- Development of the Quarry Splash Pad
- Additional development of the BCRT
- Development of Lake Creek Trail
- Acquisition of the Byers Tract (Blackland Heritage County Park) and development of a site [Master Plan](#)
- Acquisition of the Williams Tract (River Ranch County Park) and development of a site [Master Plan](#)

In 2013, the third parks bond was approved by voters, awarding $40 million to the department for the following projects:

- Phase I development of the Expo Center
- Development of River Ranch County Park
- Continued trail related connectivity and enhancement projects and development of a [Trails Master Plan](#)
- Upgrades and enhancement to facilities at several parks (e.g. restrooms, pavilions)
- Update of the 2008 Parks master plan, resulting in the [2018 Comprehensive Parks Master Plan](#). Guiding principles of this plan were as follows:
  - Parkland expansion
  - Park enhancements
  - Regional trail concept
  - Operations and maintenance

In 2019, the fourth parks bond was approved by voters, awarding $35 million to the department for the following projects:

- Continued trail related connectivity and enhancement projects (approximately additional 18 miles)
- Park improvement and enhancement projects at:
  - Berry Springs Park and Preserve (parking, pavilion, restroom, trails, maintenance area)
  - Champion Park (expanded parking)
  - Expo Center (improved parking, new covered arena, widen existing area, pavilions)
  - Southwest Williamson County Regional Park (restroom)

Current

The Parks Department consists of four (4) developed and operational parks, including approximately 29 miles of trails, one (1) Expo Center, two (2) undeveloped parks and eighteen (18) preserve areas. A total of 4,811 acres of managed land is distributed as follows: parkland (2,935 acres) and preserves (1,876 acres).

Current staffing/FTE complement:

Positions	Qty	FTE
Full-Time Positions	30*	30*
Part-Time Positions	9	4.86
Temporary Positions	3	.75
Total	**42**	**35.61**

* 2.1 FTE funded by the Williamson County Conservation Foundation (WCCF)

Estimated current FTE deficiency:

Location	Qty	FTE
Berry Springs Park & Preserve	1	1
Expo Center	2	2
Trails	1	1
Total	**4**	**4**

Future additional staffing needs (based on all current park bond projects completed):

Location	Qty	FTE
Berry Springs Park & Preserve	2	2
HQ	1	1
Expo Center	1	1
Trails	1	1
Total	**5**	**5**

Future

As the County continues to grow in population and the demands on existing parks and venues increases, the department will continue to monitor trends and plan for expansion accordingly:

- Update and revise the 2018 Parks Comprehensive Master Plan
- All sites
    - Maintain and upgrade existing facilities as necessary
    - Monitor and evaluate land acquisition opportunities
        - Add acreage to existing sites where feasible and appropriate
        - Add strategically located large acreage (approximately 1,000 acres or more) tract to serve as another future regional park.
- Berry Springs Park and Preserve
    - Complete unfunded park bond projects
    - Trail enhancements
- Blackland Heritage County Park
    - Develop site based on original Master Plan
- Expo Center
    - Expand improved parking
    - Enclose covered Expo area
    - Construct a coliseum (estimated 6,000 seating capacity)
    - Construct maintenance building
- River Ranch County Park
    - Improve equestrian area (arena, restrooms, pavilion)
    - Add additional RV sites
    - Add improved overnight accommodations (cabins, lodge, conference center) through a potential public/private partnership
- Southwest Williamson County Regional Park
    - Convert existing grass turf sports fields to artificial turf
    - Add additional baseball/softball fields
    - Add additional cricket facilities
- Trails
    - Continue to implement county-wide regional trail plan to connect population centers with regional destinations

Strategic Plan for
Williamson County Veteran Services
Current as of June 18, 2021

Executive Summary

The strategic plan for Williamson County Veteran Services consists of the following high-level objectives and action steps:

Objectives:

Action Steps:

Vision Statement

The strategic plan for Williamson County Veteran Services aims to further the following organizational vision:

Provide veterans the world-class benefits and services they have earned – and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

Mission Statement

The mission of Williamson County Veteran Services is to our mission as tasked by the department of veteran affairs and the state of texas, is to provide fair and competent representation to the veterans of williamson county, their dependents, and survivors. this department also exists to provide empathy and excellence of service to these individuals, providing them with the necessary tools and representation to support their claim with the department of veteran affairs, or any other federal or state agency. to ensure that an attitude of support towards the veterans and their families is created in williamson county, and ensuring comprehensive cooperation between county, state, and federal agencies..

Business and Team Summary

The primary business of Williamson County Veteran Services consists of the following:

With more than 1.6 million veterans in the State of Texas, the Williamson County Veteran Service Office is proud to serve the veterans, dependents, and surviving spouses within our county. Veterans of the U.S. Armed Forces are entitles to certain benefits that reflect the pride and gratitude of the country. The Williamson County Veteran Service Office is your advocate and our mission to assist Texas veterans and/or their dependents in securing their federal or state veterans benefits under the law

The core team members of Williamson County Veteran Services are as follows:

1. Sherry Golden
   Executive Director, County Service Officer
   Oversee five employees who serve the approximately 40,000 Veterans and their family members in Williamson County with filing Veterans Affairs claims. Williamson County Veterans Services is in the top 10 counties in the state of Texas for the distribution of Veterans Affairs expenditures with a total of $302 million in fiscal year 2018.

2. Jayson Swetnam
   Assistant County Service Officer
   Responsible for assisting veterans, dependents and survivors with benefit eligibility, descriptions of benefits, and with obtaining benefits. Assists in the completion of all paperwork for any of the federal and state benefits for which the client may be eligible.

Assists veterans in obtaining admission to and treatment in the Department of Veterans Affairs medical facilities, including long term care facilities.

3. Geoffrey Freeman
    Assistant County Service Officer
    1. Responsible for assisting veterans, dependents and survivors with benefit eligibility, descriptions of benefits, and with obtaining benefits. Assists in the completion of all paperwork for any of the federal and state benefits for which the client may be eligible. Assists veterans in obtaining admission to and treatment in the Department of Veterans Affairs medical facilities, including long term care facilities.

4. Karen Walker
    Assistant County Service Officer
    1. Responsible for assisting veterans, dependents and survivors with benefit eligibility, descriptions of benefits, and with obtaining benefits. Assists in the completion of all paperwork for any of the federal and state benefits for which the client may be eligible. Assists veterans in obtaining admission to and treatment in the Department of Veterans Affairs medical facilities, including long term care facilities.

5. Caitlin Greatting
    Administrative Assistant

6. Sonja Gagliano
    Administrative Specialist
    Provides quality customer service in a courteous and professional manner. Answers phones, transcribes and delivers voice messages. Schedules staff appointments and manages outreach opportunities. Routes incoming calls to the appropriate staff member in a timely and accurate manner. Creates and maintains excel databases and metrics. Performs special projects as assigned.

Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths	Opportunities
Good Staff that is well qualified	
Great facility in which to work in	

Weaknesses	Threats

One-Year Goals

Awareness of central location for services to clients from all areas of the county. A large Selection of the veteran population has disability issues which makes accessibility to services a key issue.	
Strategy	Williamson County Veteran Services would like to offer virtual appointments for those veterans.

Financial Projections	
Execution Person(s)	
Evaluation Person(s)	
Evaluation Criteria	

Establish a database system compatable with the Texas Veterans Commission and Department of Veterans Affairs Systems.	
Strategy	This will increase accessibility to data and information without having to leave the office during phone calls and will provide better customer service by enabling the counselors to provide timely answers to questions from phone, email, or in-person inquiries.
Financial Projections	
Execution Person(s)	
Evaluation Person(s)	
Evaluation Criteria	

Five-Year Goals

Establish Veteran Appreciation Events	
Strategy	Work with local resources to honor our veterans throughout the year.
Financial Projections	
Execution Person(s)	
Evaluation Person(s)	
Evaluation Criteria	

Establish a monthly Mobile Audiology Specialist to be present in our parking lot to serve our hearing impaired veterans	
Strategy	Veterans with inadequate hearing has been proven to cause depression, anxiety and can even cause dementia in many instances. Having a mobile unit accessible in our parking lot would allow a closer facility to have audio checks without having to travel to additional facilities. This mobile unit would be able to fit each induvial veteran and conduct routine
Financial Projections	
Execution Person(s)	
Evaluation Person(s)	
Evaluation Criteria	

Acknowledgements

The following people contributed to the development of this Strategic Plan:

Williamson County Board of Health

Cynthia Flores (Round Rock)
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Joanne Land (Williamson County)

Marlene McMichael (Williamson County)
Joan Maxfield (Taylor)
Mary Faith Sterk, MSW, LCSW, Secretary (Georgetown)

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Deb Strahler, Marketing and Community Engagement

WCCHD Quality and Strategic Management

Shelbi Davis, MPH, Technical Writer
Zeal Gandhi, MPH, Data Analyst

External Stakeholders (through the Community Health Improvement Process)

WCCHD Staff

Thank you to our staff for their hard work and dedication to serving Williamson County, Texas!

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Published: January 15, 2020

Letter from the Executive Director

January 15, 2020

I am proud and excited to share the WCCHD 2020-2022 Strategic Plan with all Williamson County residents, governments, and community partners. Commonly known as the "StratPlan", this living document describes how WCCHD, *your* local public health department, will achieve our vision to make Williamson County (Wilco) the healthiest of Texas' 254 counties. For the past several years, Wilco has ranked among the top five healthiest counties in Texas. In 2018, Wilco was among the fastest-growing counties in Texas, with 3.8% population growth. Since 2010, our county has grown by 29.6%, compared to 13.5% for the state of Texas. In the last eight years alone, Wilco has added 125,000 new friends and neighbors. This influx of people not only increases property values and tax revenue, it attracts more diversity, talent, and business to Wilco. With phenomenal growth comes more service and resource provision, which includes housing, jobs, churches, schools, institutions of higher education, roads and highways, parks, and last, but certainly not least, more access to public health services (disease and injury prevention) and healthcare services (treating disease and injury after it occurs). Community stakeholders, which include school districts, county government, city governments, healthcare systems, nonprofits, businesses and the Health District, will need to partner and collaborate to "grow with Wilco," and provide enough services to maintain and expand upon the progress we've made as one of Texas' healthiest counties.

Many individuals have worked hard over the course of a year to plan and create our StratPlan. These include WCCHD's Board of Health and the 96 employees of our award-winning local health department. From a practical perspective, this flexible document represents the "to-do list" of actions WCCHD must perform to attain the major goals of the 2020-2022 Community Health Improvement Plan (CHIP). The remainder of the work necessary for our county to achieve the goals of the CHIP will be expertly and passionately performed by our partners in the Healthy Williamson County Coalition, the authors of the CHIP. Our StratPlan is comprised of three themes: employee satisfaction, retention, and professional development; community outreach; and health equity. These themes were prioritized by WCCHD staff and the Board of Health through hands-on, facilitated activities that encouraged group discussion and collaboration. Moreover, external stakeholders, through the development of the Community Health Assessment and CHIP, informed the conversation during the facilitated activities. The pages that follow describe goals, objectives, and strategies for each of the three themes, essentially providing a blueprint for *what* our goals are and *how* we are going to achieve them.

It can be a monumental task to track progress and success in performing all the work outlined in our StratPlan, which is why we utilize a state-of-the-industry performance management system called AchieveIt. This tool allows Health District directors and executives to track, in real time, each individual effort required by the plan. It will not only allow our WCCHD team to review our weekly progress but will enhance our transparency and accountability. Any of our 545,000 residents will be able to track StratPlan progress through a dashboard on the Health District's website: www.wcchd.org.

Your nationally accredited and recognized local health department has proudly served the WilCo community since 1943. The next three years will be challenging, but by successfully completing each of the goals in this plan by December 31st, 2022, WCCHD will be better prepared to serve the needs of Wilco's residents for decades to come.

Yours in health,

Derrick L. Neal, MPA

Vision, Mission, and Guiding Principles

Our Vision:

Our shared vision is for WCCHD to lead Williamson County to be the healthiest county in Texas.

We are:

- The recognized authority for unified health initiatives,
- Fully integrated and aligned with the communities we serve,
- The trusted countywide public health resource,
- A coalition builder, and
- A strategic and data-driven agency.

Our Mission:

In partnership with communities, WCCHD will promote and protect the health of the people of Williamson County.

Our Guiding Principles:

1. The highest standards of honesty and integrity will never be compromised for any reason.
2. All employees will be treated with respect and dignity.
3. High levels of competency and performance will be expected from all employees.
4. We will provide "World Class" customer service. We will make every effort to communicate what we *can* do for a citizen-customer, as opposed to what we *cannot* do.
5. We will work to continuously evaluate and improve the services that we provide to our clients.
6. We will enforce laws in a fair and equitable manner, always using as a standard "Does this action pass the test of common sense?"
7. The concept of teamwork, throughout the Health District, will be encouraged and expected.
8. We will solicit and encourage new ideas from all levels of the organization with the understanding that input from every employee is valuable.
9. We will cultivate partnerships and collaborate with individuals, groups, and agencies in the interest of improving public health services in Williamson County.
10. We will establish goals and routinely measure our performance.
11. We will be a flexible organization that can adapt to change as needed.
12. We will learn from our failures and celebrate our successes.

Purpose and Process

Together with the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), the Strategic Plan (StratPlan) completes the set of foundational documents that guide the actions of Williamson County and Cities Health District (WCCHD). This plan outlines the goals, objectives, and strategies that WCCHD will achieve by the end of 2022 to realize our shared vision for Williamson County to be the healthiest county in Texas.

Planning with DLT, ELT, BOH, and QSM

BOH SOAR and PESTLE Activity

All Staff SOAR Activity

All Staff Prioritization of Top 3 Areas of Focus

All Staff PESTLE Activity

Goals and Objectives Working Group Meeting

Strategies and Action Steps Working Group Meeting

DLT, ELT, All Staff, and BOH Strategic Plan Draft Review

QSM Review and Publish Strategic Plan

Together, Health District staff, the District Leadership Team (DLT), the Executive Leadership Team (ELT) and the Board of Health (BOH) participated in the strategic planning process (shown above). WCCHD kicked off the process at an all-staff meeting in August 2019 by conducting a SOAR (Strengths Opportunities Aspirations Results) activity to understand the current state of the agency and what an ideal state looks like from the staff's perspective. Based on results from the SOAR analysis, the Quality and Strategic Management (QSM) division identified ten areas of focus (Appendix C: SOAR Top Ten Areas of Focus). At the all-staff activity in September 2019, WCCHD staff prioritized three areas of focus to guide the development of goals, objectives, and strategies. Between September and October 2019, ELT conducted a PESTLE activity with each WCCHD division and the BOH to identify potential external threats and opportunities (Appendix D: PESTLE) centered around the top three areas of focus. In October 2019, QSM led three working groups (one for each area of focus), comprised of staff, DLT, and ELT members, to formulate goals, objectives, strategies, action steps, and key performance indicators (KPIs). To maximize staff participation for these activities, QSM provided additional opportunities for staff feedback via online surveys. To ensure alignment, QSM compared the StratPlan draft with the CHA, CHIP, and Public Health Accreditation Board (PHAB)'s Population Health Outcomes (PHOs) to identify and solidify linkages. DLT, ELT, and BOH reviewed the StratPlan before it was finalized.

From 2020 to 2022, the execution of the StratPlan will be monitored by QSM and ELT through two interrelated processes – change management and performance management (PM). Change management addresses questions of how to prepare, equip, and support WCCHD's staff to successfully adopt change in order to drive organizational success and outcomes. Performance management is the process by which managers

and employees work together to plan, monitor, and review an employee's (and Division's) work objectives and overall contribution to the organization. PM will be monitored through WCCHD's PM system, AchieveIt. DLT will begin action planning in January of each year.
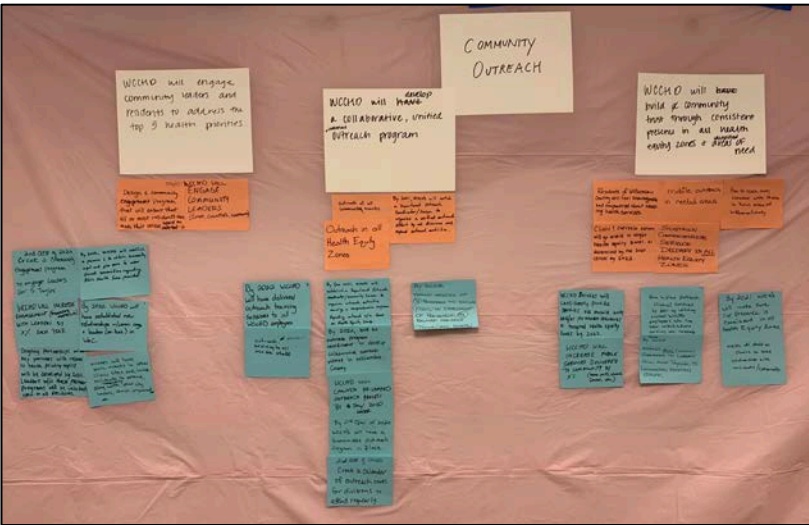

All Staff SOAR Activity

Prioritization of Top Three Areas of Focus

Division PESTLE Activity

Areas of Focus Working Group

Overview

The Strategic Plan is built from areas of focus, goals, objectives, strategies, and action steps with different layers of accountability and performance management.

- Area of Focus: An area of focus is a grouping of ideas by topic.
- Goal: A goal is a statement of what good looks like.
- Objective: An objective defines how we will measure success. Objectives are specific, measurable, achievable, realistic, and time-bound statements (SMART) about what is to be accomplished.
- Strategy: Strategy are actions taken to move the objective forward.
- Action Steps: Action steps are tactics taken to complete the strategy.

Areas of Focus
Goals
Objectives
Strategies
Action Steps

Top Areas of Focus

The three areas of focus are as follows:

A. Community Outreach

B. Health Equity

C. Employee Satisfaction, Retention, and Professional Development

Strategic Plan Linkages

Portions of the 2020-2022 Strategic Plan are linked to the Williamson County 2019 CHA, the 2020-2022 CHIP, and the PHAB's Population Health Outcomes (PHOs).

2019 CHA/2020-2022 CHIP

Prioritized Objective

PHAB PHOs

A. Community Outreach Action Plan

A.1. Goal	WCCHD engages community leaders and residents to address the Top Five Health Priorities.	
A.1.1 Objective	By 2022, WCCHD will increase community input and capture voices of underserved communities regarding Public Health Services provided and the Top Five Health Priorities.	Lead: DLT
A.1.1.1. Strategy	By Q4 2020, WCCHD will provide training for WCCHD staff on identifying and engaging with key partners.	Lead: DLT
A.1.1.2. Strategy	By Q3 2021, WCCHD will establish a process to routinely capture community voice for agency decision-making (e.g. forums, events at other clinic sites, focus groups, English and Spanish surveys at WCCHD events) and invite residents and organizations to co-create solutions to improve their health and wellness (e.g. city leaders, businesses, faith-based organizations).	Lead: QSM
A.1.1.3. Strategy	By Q4 2022, WCCHD will strengthen partnerships with key partners (e.g. Chambers of Commerce, physician groups, grass root organizations, businesses, faith-based organizations, Commissioner's Court, city council, city managers, universities, transportation providers, food pantries, school districts, low-income apartment facilities, senior centers/meals on wheels, and hospital networks) relevant to health priority topics.	Lead: ELT/DLT/ MCE
A.1.1.4. Strategy	By 2022, WCCHD will expand network of partners for prevention and treatment related services in Health Equity Zones and identified areas of need (e.g. investigate opportunities to participate in a collaborative referral network, pursue opportunities to hire and train community health workers, incorporate behavioral health counselor into WCCHD services, promote and market Aunt Bertha and the Community Calendar).	Lead: DLT/ MCE/ CS/PESS
Key Performance Indicators (KPIs)	*A.1.1.2. Partnerships (# of new MOUs and # of new partnered grant applications)* Baseline: 0 Goal: 5 Data Source: WCCHD *A.1.1.3. Opportunities for Community Voice (# of total proactive opportunities by WCCHD (e.g. # of focus groups), # of individuals engaged (e.g. # of focus group participants))* Baseline: 0 Goal: 5 opportunities, XXX individuals Data Source: WCCHD *A.1.1.4. Aunt Bertha Sessions and Searches* Baseline: 6,024 sessions; 17,641 searches Goal: 9,036 sessions; 26,462 searches *Data Source: Aunt Bertha,* October 1, 2018-September 30, 2019 *A.1.1.4. Healthy Williamson County Community Calendar*	

	Baseline: 694 page views Goal: 1,388 page views
	Data Source: Google Analytics, October 1, 2018 to September 30, 2019
Notes	CS: Clinical Services, PESS: Program Eligibility and Social Services, QSM: Quality and Strategic Management, MCE: Marketing and Community Engagement, ELT: Executive Leadership Team, DLT: District Leadership Team

A.2. Goal	WCCHD is the trusted health authority within the community.	
A.2.1 Objective	By 2022, WCCHD will establish a collaborative, unified outreach program that ensures a comprehensive response, with a focus on Health Equity Zones and identified areas of need.	Lead: MCE
A.2.1.1. Strategy	By Q4 2020, WCCHD will establish clear organizational and divisional outreach goals and establish consistent organizational and public health messaging.	Lead: MCE
A.2.1.2. Strategy	By Q4 2020, WCCHD will develop a brand strategy that positions WCCHD as a valued, effective, trusted leader in the community.	Lead: MCE
A.2.1.3. Strategy	By Q4 2021, MCE will develop an outreach training curriculum (e.g. presentation development, public speaking, health promoting/marketing, digital marketing) that will be annually delivered to all WCCHD employees.	Lead: MCE/HR
A.2.1.4. Strategy	By Q2 2022, MCE will establish a sustainable outreach program (e.g. training Division Directors on outreach calendar, developing Standard Operating Procedures).	Lead: MCE
KPIs	*A.2.1.2. Trust levels in targeted Health Equity Zones and identified areas of need Williamson County* *Baseline: TBD Goal: TBD Data Source: TBD* *A.2.1.3. Percent WCCHD Employees Trained via Curriculum* *Baseline: 0% Goal: 100% Data Source: WCCHD* *A.2.1.4. Percent Outreach Process Revamped* *Baseline: 0% Goal: 100% Data Source: WCCHD*	

A.2.2. Objective	By 2022, WCCHD will consistently provide services (e.g. Clinical Services, PESS, WIC, health promotion and education) via mobile units, permanent structures, and/or in shared spaces within targeted Health Equity Zones and identified areas of need.	Lead: CS/ DLT
A.2.2.1. Strategy	By 2020, WCCHD will evaluate trust levels in targeted Health Equity Zones and identified areas of need.	Lead: QSM
A.2.2.2. Strategy	A.2.2.2. By Q4 2021, WCCHD will explore assigning staff to provide outreach in the areas they reside or work in Williamson County.	Lead: ELT/ DLT
A.2.2.3. Strategy	By Q4 2022, WCCHD will propose appropriate service delivery avenues/vehicles to address identified areas of need.	Lead: ELT/ DLT
A.2.2.4. Strategy	By Q4 2022, WCCHD will expand services into existing shared spaces (e.g. libraries, churches, food banks, community resource centers) and community events (e.g. Poppy Festival, Christmas Stroll).	Lead: ELT/ DLT
A.2.2.5. Strategy	By Q4 2022, WCCHD will track referrals to primary care physicians through Aunt Bertha and eClinicalWorks.	Lead: CS/ MCE
KPIs	*A.2.2.1. Trust levels in targeted Health Equity Zones and identified areas of need Williamson County* Baseline: TBD Goal: TBD Data Source: TBD *A.2.2.5. Access to primary care physicians (Primary Care Provider Rate)* Baseline: 1,510:1 Goal: 1,030:1 (Top US Performer) Data Source: County Health Rankings, 2018 *A.2.2. Partnerships (# of MOUs, # of events participated in, and # of partnered grant applications)* Baseline: Goal: Data Source: WCCHD *A.2.2.5. Aunt Bertha and eClinicalWorks Referrals* Baseline: TBD Goal: TBD *Data Source: Aunt Bertha, eClinicalWorks*	

*Updates will be made quarterly by Division Directors or Team Leads in AchieveIt, WCCHD's performance management system.

B. Health Equity Action Plan

B.1. Goal	WCCHD encourages equitable and inclusive opportunities for healthy lifestyles.	
B.1.1. Objective	By 2022, WCCHD will improve upon health indicators for each of the Top Five Health Priorities in each Health Equity Zone.	Lead: MCE
B.1.1.1. Strategy	Beginning in Q1 2020, WCCHD will consistently participate in TACCHO's Legislative Committee to support health equity legislation.	Lead: ELT/PESS/QSM
B.1.1.2. Strategy	By Q4 2020, at least one WCCHD employee from every division will regularly attend a working group in the Healthy Williamson County coalition.	Lead: MCE
B.1.1.3. Strategy	By Q4 2022, WCCHD will implement strategies assigned to WCCHD in the CHIP. • Building a Resilient Williamson County Action Plan – EEP • Social Determinants of Health Action Plan (Housing, transportation, workforce development) – MCE and QSM • Access to and Affordability of Health Care Action Plan (Dental Care) – CS and PESS	Lead: MCE
B.1.1.4. Strategy	In Q4 2022, WCCHD will review WCCHD's vision, mission, and values to incorporate health equity.	Lead: ELT
Key Performance Indicators (KPIs)	**Behavioral Health, Stress, and Well-being** *Access to mental health providers* Baseline: 1,110:1 Goal: 1,010:1 (Texas Value) Data Source: County Health Rankings (CHR), 2018 **Chronic Disease Risk Factors** *Access to healthy food (Low-Income and Low Access to a Grocery Store)* Baseline: 8% Goal: 7% Data Source: U.S. Department of Agriculture, 2015 *Adults 20+ who are Sedentary* Baseline: 19.8% Goal: 17.3% (Prior Value) Data Source: Centers for Disease Control and Prevention (CDC), 2016 *Food Insecurity Rate* Baseline: 12.5% Goal: 10% Data Source: Feeding America, 2017 Obesity (Adults 20+ Who are Obese) Baseline: 29.8% Goal: 28% Data Source: CDC, 2016	

	Diabetes (Adults 20+ with diabetes) Baseline: 8.8% Goal: 7.8% (Prior value in 2015) Data Source: <u>CDC, 2016</u> **Social Determinants of Health** *Housing affordability (Renters spending 30% or more of household income on rent)* Baseline: 44.9% Goal: 40% Data Source: <u>American Community Survey (ACS), 2013-2017</u> *Access to public transportation (Workers using Public Transportation)* Baseline: 0.8% Goal: 5.5% (Healthy People 2020 Target) Data Source: <u>ACS, 2013-2017</u> *Households that are Asset Limited, Income Constrained, Employed (ALICE)* Baseline: 26.7% Goal: 20% Data Source: <u>United for ALICE, 2016</u> **Access to and Affordability of Healthcare** *Dentist Rate* Baseline: 1,850:1 Goal: 1,790:1 (Texas Value) Data Source: <u>CHR, 2018</u> *Adults with Health Insurance (5-year)* Baseline: 85.5% Goal: 100% (HP2020 Target) Data Source: <u>ACS, 2012-2016</u>
Notes	CHIP: Community Health Improvement Plan, EEP: Epidemiology and Emergency Preparedness, HR: Human Resources, QSM: Quality and Strategic Management, MCE: Marketing and Community Engagement, ELT: Executive Leadership Team, DLT: District Leadership Team

B.2. Goal	WCCHD staff use cultural competency to address health inequities in the county.	
B.2.1. Objective	By 2021, all WCCHD staff will complete comprehensive training in health equity and cultural competence and understand the factors that contribute to health inequities among residents.	Lead: QSM/HR
B.2.1.1. Strategy	By Q2 2020, WCCHD will identify a health equity curriculum that is focused on Williamson County and is appropriate to WCCHD.	Lead: QSM
B.2.1.2. Strategy	By Q2 2020, WCCHD will identify a cultural competency curriculum that is focused on Williamson County and is appropriate to WCCHD.	Lead: HR
B.2.1.3. Strategy	By Q3 2020, WCCHD will develop and/or implement health equity curriculum that is focused on Williamson County and is appropriate to WCCHD.	Lead: QSM

B.2.1.4. Strategy	By Q3 2020, WCCHD will develop and/or implement cultural competency curriculum that is focused on Williamson County and is appropriate to WCCHD.	Lead: HR
B.2.1.5. Strategy	By Q4 2020, WCCHD employees will attend an in-person cultural competency training/workshop annually.	Lead: HR
B.2.1.6. Strategy	By Q4 2020, WCCHD employees will attend an in-person health equity training/workshop annually.	Lead: QSM
B.2.1.7. Strategy	By Q2 2021, HR will incorporate health equity and cultural competency training into the workforce development plan.	Lead: HR
B.2.1.8. Strategy	By Q4 2021, all WCCHD employees will identify their role in health equity as part of their professional development plan upon first year of hire.	Lead: DLT
KPIs	*B.2.1. Staff Knowledge of Health Equity (Staff could explain the conditions that impact health to co-workers; Staff are familiar with the major health inequities affecting residents in the community we serve.)* Baseline: 60% of WCCHD staff agree or strongly agree Goal: 75% Data Source: WCCHD BARHII Organizational Assessment, August 2019	

B.2.2. Objective	**By 2022, WCCHD will have a three-year plan of action to address health equity and cultural competency in their programs and services.**	Lead: QSM
B.2.2.1. Strategy	By Q4 2020, WCCHD's QM Committee will identify a comprehensive, evidence-based evaluation tool to assess all major projects and division operations for equity impact, using a standard set of criteria.	Lead: QSM/ QM Committee
B.2.2.2. Strategy	By Q1 2021, WCCHD divisions will use evaluation tool to evaluate all major projects and division operations for equity impact, using a standard set of criteria.	Lead: QSM/ QM Committee
B.2.2.3. Strategy	By Q2 2021, WCCHD divisions will develop action plan using feedback from the evaluation tool and upload action plan into AchieveIt.	Lead: QSM/ QM Committee
B.2.2.4. Strategy	By Q4 2022, WCCHD divisions will implement action plan to address health equity in their programs and services and track progress in AchieveIt.	Lead: QSM/ QM Committee
KPIs	*B.2.2.4. Percent of divisions that have a three-year plan of action* Baseline: 0% of Divisions Goal: 100% of Divisions Data Source: AchieveIt *B.2.2. Cross-divisional Collaboration (Staff collaborate with other WCCHD programs to address conditions that impact health; Management supports cross-divisional collaborations to address health inequities)* Baseline: 50% of WCCHD staff agree or strongly agree Goal: 75% Data Source: WCCHD BARHII Organizational Assessment, August 2019	

*Updates will be made quarterly by Division Directors or Team Leads in AchieveIt, WCCHD's performance management system.

C. Employee Satisfaction, Retention, and Professional Development Action Plan

C.1. Goal	All WCCHD employees are valued and treated equally.	
C.1.1 Objective	By 2022, WCCHD will increase employee satisfaction and recognition by 15%.	Lead: HR
C.1.1.1. Strategy	By Q4 2020, employee performance evaluations will include established competencies.	Lead: DLT/HR
C.1.1.2. Strategy	By Q4 2020, ELT will publish revised universal agency values and leadership's commitment to upholding them.	Lead: ELT
C.1.1.3. Strategy	By Q4 2021, WCCHD will implement an employee recognition plan (e.g. Employee of the Month), in collaboration with HR, that allows for all services and position eligibility.	Lead: HR/ELT
C.1.1.4. Strategy	By Q4 2022, WCCHD will administer an anonymous and objective employee satisfaction survey bi-annually.	Lead: EERT/HR
Key Performance Indicators (KPIs)	*C.1.1. Employee Satisfaction* Baseline: Employee Engagement Preliminary Survey Results (questions #1- 15) Goal: Improve mean survey scores by 15% for survey questions #1- 15 Data Source: Employee Satisfaction Survey, bi-annually administered starting in July 2019 *C.1.1. Employee Retention Rate* Baseline: 75% Goal: 5% increase over baseline Data Source: WCCHD Human Resources, Jan 1, 2017 to Dec 31, 2019	
Notes	HR: Human Resources, ELT: Executive Leadership Team, DLT: District Leadership Team, EERT: Employee Engagement Retention Team	

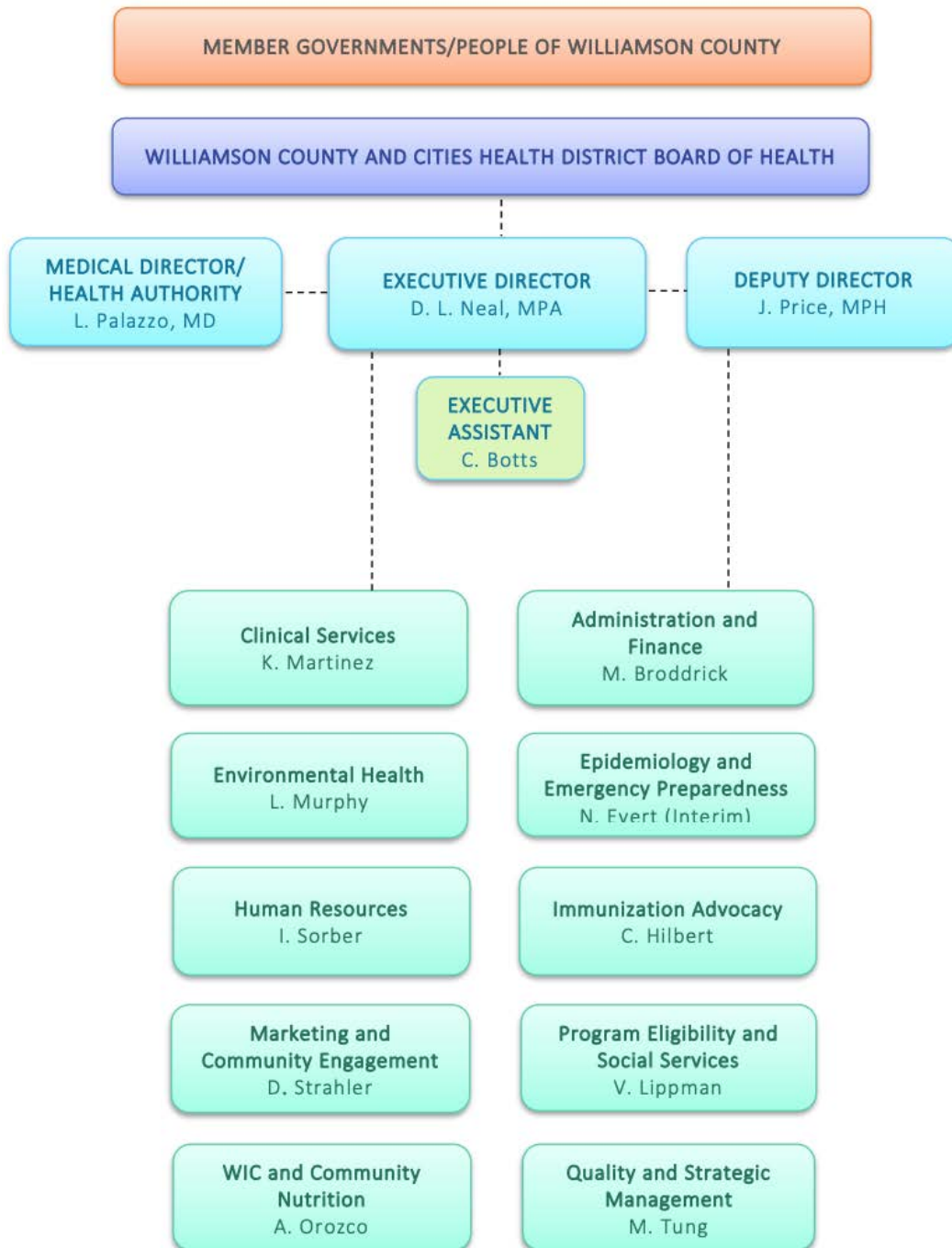| C.2. Goal	All WCCHD employees are compensated competitively and equitably.	
C.2.1. Objective	By 2022, WCCHD will increase retention rate through compensating employees competitively and equitably.	Lead: HR
C.2.1.1. Strategy	By Q4 2020, WCCHD will develop a salary audit every year to ensure consistency across classifications.	Lead: HR
C.2.1.2. Strategy	By Q2 2021, WCCHD will develop a standard set of criteria to ensure equitable salary/classification adjustments.	Lead: HR
C.2.1.3. Strategy	By Q3 2021, WCCHD will investigate potential alternative incentives and present to BOH for approval.	Lead: ELT
C.2.1.4. Strategy	By Q3 2022, WCCHD will develop an external salary study schedule.	

C.2.1.5. Strategy	By Q4 2022, WCCHD will begin conducting an external market salary study (with at least three employers with similar positions and economic climates) for all WCCHD positions.	Lead: HR/ELT
KPIs	*C.2.1. Internal and External Salary Studies Completed* Baseline: 0% Goal: 100% Completed Data Source: WCCHD HR *C.2.1. Employee Retention Rate* Baseline: 75% Goal: 5% increase over baseline Data Source: WCCHD Human Resources, Jan 1, 2017 to Dec 31, 2019	

C.3. Goal	Professional development opportunities are offered equitably across WCCHD	
C.3.1. Objective	**By 2022, WCCHD will offer all employees with a personalized, mission-driven, and budget-supported professional development plan upon first year of hire to advance the public health workforce.**	Lead: DLT
C.3.1.1. Strategy	By Q4 2020, HR will identify components of the professional development plan (e.g. 1. participate on at least one cross-divisional project, committee, and/or task force, 2. opportunities for professional certifications, 3. role in promoting health equity, 4. leadership training, and 5. conflict resolution).	Lead: HR/DLT
C.3.1.2. Strategy	By Q4 2021, DLT will work with HR to develop professional development plans with defined opportunities for employees.	Lead: DLT
C.3.1.3. Strategy	By Q4 2022, DLT will annually evaluate objectives from each employee's individualized professional development plan.	Lead: DLT
KPIs	*C.3.1. Professional Development Plan Created and Offered Annually* Baseline: 0% Goal: 100% of staff offered Professional Development Plan Data Source: Perform *C.3.1. Professional Development Plan Staff Completed* Baseline: 0% Goal: 100% of staff completed Professional Development Plan Data Source: Perform *C.3.1. Employee Retention Rate* Baseline: 75% Goal: 5% increase over baseline Data Source: WCCHD Human Resources, Jan 1, 2017 to Dec 31, 2019	

*Updates will be made quarterly by Division Directors or Team Leads in AchieveIt, WCCHD's performance management system

Appendix A: WCCHD Organizational Chart

Williamson County and Cities Health District
Organizational Chart

MEMBER GOVERNMENTS/PEOPLE OF WILLIAMSON COUNTY

WILLIAMSON COUNTY AND CITIES HEALTH DISTRICT BOARD OF HEALTH

MEDICAL DIRECTOR/
HEALTH AUTHORITY
L. Palazzo, MD

EXECUTIVE DIRECTOR
D. L. Neal, MPA

DEPUTY DIRECTOR
J. Price, MPH

EXECUTIVE
ASSISTANT
C. Botts

Clinical Services
K. Martinez

Administration and
Finance
M. Broddrick

Environmental Health
L. Murphy

Epidemiology and
Emergency Preparedness
N. Evert (Interim)

Human Resources
I. Sorber

Immunization Advocacy
C. Hilbert

Marketing and
Community Engagement
D. Strahler

Program Eligibility and
Social Services
V. Lippman

WIC and Community
Nutrition
A. Orozco

Quality and Strategic
Management
M. Tung

Appendix B: One Pagers

COMMUNITY OUTREACH

A.*1. Goal: WCCHD engages community leaders and residents to address the Top Five Health Priorities.*
- A.1.1 Objective: By 2022, WCCHD will increase community input and capture voices of underserved communities regarding Public Health Services provided and the Top Five Health Priorities.

A.2. Goal: WCCHD is the trusted health authority within the community.
- A.2.1 Objective: By 2022, WCCHD will establish a collaborative, unified outreach program that ensures a comprehensive response, with a focus on Health Equity Zones and identified areas of need.

- A.2.2 Objective: By 2022, WCCHD will consistently provide services (e.g. Clinical Services, PESS, WIC, health promotion and education) via mobile units, permanent structures, and/or in shared spaces within targeted Health Equity Zones and identified areas of need.

HEALTH EQUITY

B.1. Goal: WCCHD encourages equitable and inclusive opportunities for healthy lifestyles.

- H.1.1. Objective: By 2022, WCCHD will improve upon health indicators for each of the Top Five Health Priorities in each Health Equity Zone.

B.2. Goal: WCCHD staff use cultural competency to address health inequities in the county.

- B.2.1. Objective: By 2021, all WCCHD staff will complete comprehensive training in health equity and cultural competence and understand the factors that contribute to health inequities among residents.

- B.2.2. Objective: By 2022, WCCHD will have a three-year plan of action to address health equity and cultural competency in their programs and services.

EMPLOYEE SATISFACTION, RETENTION, AND PROFESSIONAL DEVELOPMENT

C.1. Goal: All WCCHD employees are valued and treated equally.

- C.1.1 Objective: By 2022, WCCHD will increase employee satisfaction and recognition by 15%.

C.2. Goal: All WCCHD employees are compensated competitively and equitably.

- C.2.1. Objective: By 2022, WCCHD will increase retention rate through compensating employees competitively and equitably.

C.3. Goal: Professional development opportunities are offered equitably across WCCHD.

- C.3.1. Objective: By 2022, WCCHD will offer all employees with a personalized, mission-driven, and budget-supported professional development plan upon first year of hire to advance the public health workforce.

Appendix C: SOAR Top Ten Areas of Focus

External Collaboration
Increase partnerships with school districts, member governments, and through the Healthy Williamson County Coalition

Employee Satisfaction and Retention
Provide competitive salaries, exceptional benefits, and tuition reimbursement for employees

Community Outreach
Increase outreach and mobile outreach efforts which includes having dedicated vehicles

Professional Development
Provide development and training opportunities for employees

Marketing
Increase marketing efforts, community visibility, and online/media presence

Healthiest County in Texas
Improve health outcomes through health education, prevention, and promotion

Grow With County
Grow through expansion of programs and services (i.e. dental care, women's health), Public Health Centers, and staff

Health Equity
Improve health equity by increasing cultural competency training and addressing language barriers

Sustainable Funding
Implement a sustainable funding model and replace DSRIP funding

Internal collaboration
Increase agency-wide collaboration, communication, and transparency

Appendix D: PESTLE Analysis

	Threats	Opportunities
Political	Bureaucracy, bogged down process, archaic environment Shifting and competing political priorities One county, but 12 cities (versus Austin-Travis County) Anti-immigration sentiment, clients are distrustful, fear of reprisals Funding cuts make it difficult to provide competitive salaries and provide professional development, lack of transparency on how to receive raises/reclassification	WCCHD as trusted health authority, updated and branded materials, being timely and progressive Data-driven decision-making City involvement, attending city council meetings Vaccine outreach, educating leaders Alternative benefits, maternity/paternity leave, standardized protocol for raises/reclassification
Economic	Statewide underfunding, lopsided funding, difficulty in securing funding due to lack of 501(c)3 status Reduced funding and increasing population, inability to leverage prevention, lack of resources for cancer care and mental health Demographic changes, population growth, gentrification, disconnect between community needs and our agency's mission	Communicating our need for support Increase outreach to providers, specialist care, relationships with private sector Outreach, education, messaging, partnerships with faith-based organizations, grass-root groups, primary care, population flow-study between Austin and Williamson county
Social	Perception of government, perception of Health District only providing indigent care, lack of trust and credibility, enforcement confused with cultural insensitivity Cultural taboo, anti-vaxxers, perceptions of Sexually Transmitted Infections (STI) Intimidating to talk to leadership, lack of recognition of internal support staff, focus on some services more than others Media/news stories delayed, lack of control over narrative, success stories not highlighted	Increase awareness, messaging, and outreach; improved branding and customer service Increased Immunization Advocacy efforts via Healthy Williamson County Coalition increased awareness of WCCHD services More proactive, positive marketing strategy

	Threats	Opportunities
Technological	No support for current platforms (NEDSS, OMS, ACCESS), lack of database admin Internal systems (Accela, eCW, EWS, CureMD):hasty roll-outs, poor evaluation, lack of training, not good fit, internet-only limits areas of use, Wi-Fi issues, lack of clear process/forms External systems: duplication of work, dealing with old tech, partners' tech capacity/ability to share data Website: too wordy, dated, aesthetics, proof-reading Keeping up with new tech, vaping, scooters	IT support, systems like RedCap, set-up and maintenance See platforms in action (not just test environment), comprehensive evaluation, selecting platforms better, provide input before implementation Revamping website, 'contact us' form, media-trusted source, mobile app, better ads
Legal	Fear of government (citizenship status), client fear of ICE, reprisals, undocumented patients are afraid to seek services, legal status a threat to hiring/retention at WCCHD Limits of co-op agreement, 'red tape' concerns No teeth for enforcement, notifiable reporting, inconsistent enforcement procedures between WCCHD and cities/county agencies Neutrality, inability to directly lobby, conflicts of interest	WCCHD is informed about laws and concerns, reach immigrant population, hire and sponsor immigrants at WCCHD Increase involvement of Board of Health (BOH) Monitor changes at state level, keep up with new bills/law changes, increase involvement in policy/laws, smoking bans-strengthening city-wide ordinances, policies
Environmental	Lack of transportation, buses not used, stops not useful/ideal, Taylor/rural gap Climate change, natural disasters, emerging diseases, allergies, secondary effects EH cars, only one gas pump in Georgetown, inconvenient to get gas, small tanks/inefficient vehicles	PESS van, teleservices, mobile visits, ridesharing/ reimbursement, better bus routes, partnering with universities, A&M rideshare app, improved sidewalks Increase capacity for response, flex schedules and increased service hours, increased surveillance

www.wcchd.org

	Budget Office Budget Officer, Ashlie Koenig

Office/Department Overview: The County Budget Office(r) is a steward of public funds. One of many priorities of the office is to protect public interests and promote citizens' confidence in county government. The Budget Office prepares a proposed budget for the Commissioners Court.

Priorities:
1. Update strategic plan and present to the Commissioners Court for approval
2. Implement Standardized Purchasing
3. Enhance and expand current Capital Request/Recommendation Process

Short-term Objectives

Objective A: Disseminate current strategic plans and create plans where they didn't exist previously. Review and consolidate for presentation to the Court.

> Impact: Provides a plan establishing/setting priorities, identifies action or resources needed to achieve those goals and ensures the organization is working towards a common goal(s).

Objective B: Establish and implement policy and procedures for purchasing standardization.

> Impact: Provides uniformity in purchasing allowing for improved efficiencies in maintenance and support, increased buying power due to volume purchasing, streamlining of parts and inventory, ultimately leading to an expedited specification and bid process while saving taxpayer dollars.

Objective C: Modify, expand and enhance the current capital request process.

> Impact: Provides the court with information pertaining to each request so they may be able to identify exactly what the request is, how it benefits the county and what resources are needed, one-time or ongoing, to fulfill the request if funded and approved.

Long Range Goals/Vision:
- Reduce silos across County
- Enhance the budget process in general to gain end user satisfaction
- Increase transparency throughout the budget process

- Continuously identify ways to control costs, save taxpayer dollar

Staff: None needed at this time barring additional responsibilities being added

Other Issues: Rising healthcare costs; personnel is ~62% of budget, retention, competitive salaries and training are all issues; Space is also a large issue, need a more in depth facilities plan to monitor use of space.

Williamson County Precinct 2 Constable's Office Strategic Plan 2018
Rick Coffman-Constable

Office/Department Overview:
The primary mission of the Precinct 2 Constable's Office is the timely service of all civil and criminal process emanating from the county, state and federal level courts.
Precinct 2 encompasses the Highway 183 and Tollway 183A corridor. The contiguous jurisdictions within Precinct 2 are the cities of Austin, Cedar Park, Leander, and Liberty Hill.

Technology:
    The Precinct 2 Constable's Office has always been at the forefront in the use of technology for safety and crime reduction. The Precinct 2 Constable's Office was the first County Law Enforcement agency to implement the use of body cameras. The Precinct 2 Constable's Office was the first County Law Enforcement agency to obtain through private donation a portable LASER Radar for use in speed enforcement in school zones and neighborhoods in the unincorporated areas of Precinct 2. The Precinct 2 Constable's Office will continue to strive to identify opportunities for technological enhancement to aid in the performance of our primary mission and crime reduction.

    The Precinct 2 Constable's Office is tasked with ensuring the safety of the citizens and county employees who visit and work within the Precinct 2 Annex building. In order to perform this vital task in an efficient manner, a state of the art surveillance camera system is needed to replace the antiquated, ad hoc system currently in place. The process of implementing this enhancement to security was undertaken in FY18 with the annex building being surveyed by the approved vendor who submitted a proposal in which the camera system would provide coverage for both the interior and exterior of the building.

    The Precinct 2 Constable's Office seeks to control access to certain areas within the annex building to ensure the safety of county employees as they arrive and depart for work. The Constable's Office can secure work areas through the installation of Radio Frequency Identification (RFID) lock systems on certain access/egress points. The process of implementing this enhancement to security was undertaken in FY18 by working with County Facilities and the approved vendor who provided a proposal. The recommendation by the Commissioner was to seek funding through the County ITS as they had been tasked with security upgrades for County Facilities.

    The Precinct 2 Constable's Office submitted a Capital Improvement Project request for the surveillance camera system for consideration by the County Budget Office and Commissioner's Court. Due to numerous Capital Improvement Requests competing for a limited amount of funds each year these two technological improvements may not occur this Fiscal Year, but within the period of this Strategic Plan.

    The increasing number of environmental complaints handled by our office has revealed the need for covert surveillance equipment. Five deputies (5) and one sergeant in the Precinct 2 Constable's Office are trained and certified environmental crimes investigators. The number and type of environmental crimes which are occurring within the boundaries of Precinct 2 indicate that covert surveillance equipment in the form of camouflaged and armored game cameras would provide irrefutable evidence aiding in

the identification of violators and the type and level of violation they are committing. Research and personnel with extensive prior experience in the operation of this type of technology indicate that the cost can be included incrementally in proceeding budgets until each environmental deputy is equipped with one to two devices allowing for multiple sites to be surveilled.

Planning:

The Williamson County Economic Development Partnership states that Williamson County has been one of the fastest growing counties in the State of Texas for over a decade with a population, which now exceeds 562,000 total residents. With the current rate of growth Williamson County will have between 630,000 to 750,000 residents by the end date of this Strategic Plan. Demand on county services is directly tied to the population growth. In order to address the needs of the ever-increasing population within Precinct 2, the Constable's Office needs to have an adaptable plan in place to continue providing adequate service to the residents we serve.

Since Fiscal Year 2015, Precinct 2 Constable's Office has experienced a 40% increase in the amount of civil and criminal process received and served. Because of the increases in workload, Precinct 2 Constable's Office has periodically updated its business model to maintain a consistent level of successful service of civil and criminal process.

The rate of increase requires our office to ensure that plans are adaptable to whatever changes may occur weekly or monthly to maintain a high level of service with the same number of personnel.

Human Resources:

Precinct 2 Constable's Office will design and implement employee recognition programs. This program will recognize sworn and non-sworn employees as well as citizens that the Precinct 2 Constable's Office wishes to recognize for outstanding work, community involvement, and other acts bringing favorable recognition to the individual and the Constable's Office. Design and implementation of the program will have to work within the constraints of County Budget rules or seek outside funding.

In order to address the increased work load due to the burgeoning population, justifications for an additional full-time Deputy Constable position and a full-time Office Specialist position were submitted as part of the Precinct 2 Constable's Office's Fiscal Year 2019 Budget Request. If not approved for this fiscal year the justifications will be updated and submitted each fiscal year during the period of this Strategic Plan.

Precinct 2 Constable's Office will develop expectations for each employee at every level in the office of the Constable. The Constable's Office will identify leadership, technical, legal and skills training opportunities that are consistent with the Office's expectations.   The Constable's Office will develop a training plan for employees and ensure that they attend and successfully complete such training.

The Precinct 2 Constable's Office will develop and conduct an internal and external communications audit with all employees to develop increased communication and collaboration within the Office, with other County departments/offices, outside agencies and the community. This process, once implemented, should also enhance the opportunity for recognition of outstanding work.

Policy and Development

Conduct an annual review of and revise the Precinct 2 Constable's Office policy and procedure manual to ensure that polices and procedures are consistent with current industry best practices, technology, training and legal requirements.

During each year, conduct a periodic review of the efficiency and effectiveness of internal business processes and procedures which support the primary mission of the Office to ensure that services are being delivered at the highest possible level.

Investigate and if feasible develop policy and train personnel in the use of Naloxene (NARCAN®) for Opioid overdoses.

Improve the efficiency and effectiveness of internal business processes and procedures in support of delivering mission responsibilities at the highest possible level. This is accomplished by the review and improvement of the manner in which the Office defines the purpose and scope of the various parameters of its mission.

Strive to improve management and planning by creating a culture of accountability and continuous improvement which will be the foundation for developing appropriate and effective policies and procedures for the office.

STRATEGIC PLAN

MISSION STATEMENT

The mission of the Williamson County Precinct 3 Constable's Office is to enforce the laws of the State of Texas in order to provide for the protection of life and property and enhance the quality of life in Williamson County; provide efficient, lawful service of civil and criminal court documents; serve the needs of the public, the Justice Court, and other law enforcement agencies; and maintain public trust by conducting ourselves in a professional and ethical manner at all times.

STATED VALUES

The Williamson County Precinct 3 Constable's Office values:

Human Life, and the belief that every life is GOD given and should be protected.

The Person, and the belief that being valued and treated with dignity and respect is a core individual need.

Our Citizens and their Communities, and the belief that public trust is essential and achieved through transparency, accountability, impartiality, and equal access.

Individual Leadership, and the belief that each member of our staff is a leader that possesses the competency and commitment to honorably perform their duties.

The Strength of Personal Character, and the belief that integrity is integrating our beliefs with our behavior.

The Principles Embodied in our Constitution and the Authority of Federal, State, and Local Laws, and the belief that democratic values apply equally to all.

Quality of Life in the Workplace, and the belief that if our staff values working at the Precinct 3 Constables Office, they will provide quality service to the public and to each other.

CUSTOMER SERVICE PHILOSOPHY

The quality of service provided by our staff and the manner in which it is conducted influences the public's perception of our office and is a direct reflection of the leadership of our organization. Our customer's expect satisfaction. We strive not only to meet their needs, but to exceed their expectations.

SHORT TERM GOALS and OBJECTIVES

Goal #1:   Increase civil revenue by 10%
Objectives: a. Complete SoftCode CivilView testing and implementation.
        b. CivilView presentation to the Williamson County Bar Association.

Goal #2:   Execute writs of possession in a safe and timely manner.
Objectives: a. Ensure a minimum of two (2) deputies execute each writ of possession.
        b. Develop Writ of Possession Information Sheet to articulate expectations.
        c. Meet with plaintiff to ensure resources for move-out are in place.
        d. Meet with defendant 24 hours prior to move-out to ensure compliance with court order.

Goal #3:   Successful resolution of environmental cases investigated.
Objectives: a. Proactive enforcement of environmental statutes.
        b. Develop social media and website environmental information.
        c. Initiate contact with complainant within 24 hours of notification.
        d. Increase voluntary compliance through education and deputy interaction.

Goal #4:   Enhance Training and Certifications.
Objectives: a. Obtain Civil Proficiency Certifications for all eligible deputies.
        b. Increase the number of Courtroom Security Officer Certifications.
        c. Enhance less lethal weapon and tactics training.

PRIORITIES:

1. Attend and ensure the security of Justice Court proceedings.
2. Attend and ensure the security of Commissioner's Court meetings.
3. Attend and ensure the security of the jury selection voir dire process for all courts.
4. Service of court ordered writs are executed in a timely, lawful manner.
5. Conduct delinquent property tax sales and issue Constable's Deeds for properties.
6. Post all required Citations by Posting at the Justice Center weekly.
7. Provide security and respond to incidents at the Georgetown Annex facility.

RESOURCE NEEDS:

1. Remain current with new technology.
2. Additional less lethal resources and training.
3. Protective equipment for deputies.

Department of Infrastructure Long Range Plan

1. Fleet

   A. Staffing:

      - Maintain existing levels for the foreseeable future

      - Continue to review outsourcing of various activities

      - Continue to review contracting additional labor for special activities

   B. Facilities:

      - Add heavy equipment shop

      - Add Tire changing bay to free up existing mechanic's bay

      - Increase Parts Room space

      - Review replacement/upgrade of paint booth

2. Road & Bridge (including OSSF)

   A. Staffing:

      - Increase staff as necessary to meet mandated review times and public responsiveness

      - Increase field operations staff as funds permit to increase rehabilitation and pavement resurfacing capabilities

   B. Facilities:

      - Add sand sheds

      - Add sheltered parking for vehicles

      - Add equipment racks

      - Identify and purchase new materials yard. The existing materials yard will at some point become too valuable and sold after a frontage road is completed on SH 130 in front of the site.

   C. Long Range Controlled Access Facility Plan is attached

   D. Long Range Arterial Facility Plan is attached

Executive Summary

The strategic plan for Williamson County Emergency Communications consists of the following high-level objectives and action steps:

Objectives:

Continue to analyze all divisions of the department to establish and follow best practices, create efficiencies, develop and educate staff, and ensure quality improvement processes.

Action Steps:

❖ Analyze all divisions to align with Six Sigma practices.

❖ Institute measures that align with APCO and NENA established best practices.

❖ Ensure our staff is being developed to operate at peak performance and advance within the organization.

❖ Continue to evaluate delivery of services and promote continuous improvement

Vision Statement

The Strategic Plan for Williamson County Emergency Communications aims to further the following organizational vision:

Williamson County Emergency Communications will be the national leader in emergency response, preparedness, and resilience.

Mission Statement

The mission of Emergency Communications to deliver exceptional service through education, best practices, and teamwork.

Values

❖ Best Practices
❖ Exemplary Service
❖ Systematic Approach
❖ Teamwork

Business and Team Summary

The primary business of the organization consists of the following:

Deliver exceptional 9-1-1 service to the community, while maintaining a robust radio infrastructure to support public safety activities

The core team members of the organization are as follows:
Kelly Luna

Director
Provides overall direction, leadership, and support to the department.

Thomas Piche
Deputy Director
Provides in-depth direction, leadership, and support to the department.

Amie Swanzy
Operations Division Manager
Provides oversight of the daily communications floor operations.

Michael Moody
Technology Division Manager
Provides oversight of the logistical and technology aspects of the department.

Michelle Porter
Professional Standards Division Manager
Provides oversight of the training and development of 9-1-1 staff.

Mary Daniels
Compliance Division Manager
Provides oversight of the quality assurance and quality improvement aspects of the department.

Paul Swisher
Wireless Division Manager
Provides oversight of the radio tower system and infrastructure that supports county-wide radio communications

Hilary Martin
Administrative Manager
Provides daily management and tracking of department financials

Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths
Reliable radio system
State of the art buildings and technology
Hiring practices for quality employee selection
Focus on quality of services provided to the community

Weaknesses
Continued growth of system puts strain on system and personnel
Employees must be trained from scratch, which requires a significant investment in time
Demand continues to increase and service delivery must be shifted to meet demand
provided to the community

Opportunities
Share costs with cities and stakeholders
Update long-range plans for tower system
Additional funds through CAPCOG
Strengthen partnerships with surrounding agencies
Information sharing between stakeholders
provided to the community

Threats
Security threats from terrorism
Failure of the radio system
Continuing to be attractive to new employees
Turnover within the industry is high
provided to the community

Quarterly Goals:

Maintain budgetary compliance with adopted directives

Strategy	Audit budget and financials on a quarterly basis
Execution Person(s)	Administrative Manager
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Internal budget spreadsheet aligns with Performance Center. Department and County policies are being adhered to.

Effective delivery of services to stakeholders

Strategy	Conduct quarterly Dispatch Steering Committee meetings and RCS Advisory meetings to gather stakeholder feedback and adjust accordingly
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Quarterly meetings are held, feedback is gathered, and business practices are adjusted accordingly

Create a positive culture

Strategy	Engage employees, hold bi-weekly Organizational Improvement Meetings, and quarterly Sensing Sessions
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Meetings are held, information/feedback is gathered, and efforts are made to resolve issues

Annual Goals:

Develop preventive maintenance schedules and life-cycle replacement plans

Strategy	Compile a list of all assets and assess maintenance and life-cycles for each
Execution Person(s)	Technology Division Manager
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Completed maintenance and life-cycle schedule

Annual analysis of SOGs

Strategy	Hold annual SOG review meetings to determine if current SOGs are still operationally sound
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director

Evaluation Criteria	SOGs are analyzed and updated on an annual basis

Evaluation of New Employee Academy

Strategy	After having one full year of data, determine if the New Hire Academy has improved from past issues
Execution Person(s)	Professional Standards Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Improvement in outcomes, new hire feedback, adjustment to training materials as feedback is gathered, and test scores

Evaluation of QAQI Efforts

Strategy	After one full year of obtaining data on implementation of QAQI efforts, measure if improvements have been made
Execution Person(s)	Compliance Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	QA scores, analysis of data, supplemental education based on feedback, employee engagement through direct conversations and feedback, and overall improvement in compliance scores

Analyze retention to determine if culture has improved

Strategy	Conduct and review exit interviews and evaluation Sensing Session feedback
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	Reduction in the number of employees leaving the organization due to issues with the culture or leadership. Improvement in feedback during the quarterly Sensing Sessions

Build Resilience into delivery of services

Strategy	Conduct analysis of gaps, single points of failure, and review AARs from other agencies
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	An analysis is completed with recommendations for future mitigation efforts

Five-Year Goals:

Separate Call-taking and Dispatching

Strategy	Build depth in the organization and reorganize the current system to allow for separation of these duties

Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	If separation of duties is completed

Completion of all MCP initiatives

Strategy	Continue to work through the list of organizational improvements until complete
Execution Person(s)	Leadership Team
Evaluation Person(s)	Director and Deputy Director
Evaluation Criteria	All items are completed and addressed

Williamson County Emergency Services Balanced Scorecard
FY2021 – FY2023

Stewardship
- Ensure Budgetary Accountability

- Systematic Approach in Managing Resources

Customer
- Effective Delivery of Emergency Services to the Public & Stakeholders

- Satisfaction

- Retention

- Team Effectiveness

Process
- Utilize Best Practices

- Preparedness/Planning

- Build Resilience into Delivering Emergency Services

- Quality

Learning & Growth
- Effective Education/Training of Team Members & Stakeholders

- Strong Communication

- Create a Positive Organizational Culture

Williamson County Emergency Services Balanced Scorecard
Key Performance Indicators (KPIs)
FY2021 – FY2023

Stewardship – Ensuring Budgetary Accountability

- Reconcile purchases monthly to stay within budget

- Document non-compliance to County purchasing procedures monthly

- Approved budgeted items purchased and received within the fiscal year

Stewardship – Systematic Approach in Managing Resources
- Review overtime utilization monthly

- Preventative maintenance schedule is reviewed monthly for adherence

- Monitor service life of capital items annually to prevent obsolescence

Customer – Effective Delivery of Emergency Services to Public & Stakeholders
- Departments conduct and document operational reviews quarterly

Customer - Satisfaction
- Measure satisfaction with service delivery semi-annually and after all outreach activities such as classes and incorporate into the semi-annual report

Customer - Retention
- Review effectiveness of employee retention efforts in EMS and Emergency Communications through employee engagement surveys and concerns identified in exit interviews. Issue an update quarterly.

Customer – Team Effectiveness
- Seek feedback from customers on the performance of teams within departments semi-annually to assess effective teamwork

Process – Utilize Best Practices
- Document deviations from established best practices monthly

Process – Preparedness/Planning
- Document findings monthly where preparedness/planning need improvement

- All weekly Court agenda items must be preceded by an email to impacted Commissioners providing an overview of the agenda item. Departments will copy the Senior Director.

Process – Build Resilience into Delivering Emergency Services
- Review operations quarterly for resilience in service delivery

Process – Quality
- Utilize measurement tools to evaluate for quality-of-service delivery quarterly

Learning & Growth – <u>Effective Education/Training of Team Members & Stakeholders</u>
- Evaluate education/training programs quarterly

Learning & Growth – <u>Strong Communication</u>
- Identify various approaches to facilitate strong communication in the department and evaluate effectiveness in the annual employee engagement survey

- Implement an annual employee engagement survey

Learning & Growth – <u>Create a Positive Organizational Culture</u>
- Develop initiatives based on common issues brought up in the annual employee engagement survey and document progress quarterly in the following year to improve the organizational culture

HR SWOT Analysis
Strengths
- Positive work environment

- Qualified staff

- Partnerships with County departments

Weaknesses
- Limited growth opportunities for staff

- Intricacies of County policies with EO versus under Court

- Very task driven, little time for projects and planning

Opportunities
- Training and staff development

- Proactive recruiting

Threats
- IT security risks with PHI

- Ongoing employee relations concerns

WCJS STRATEGIC PLAN -- PROGRESS

This strategic plan was developed in 2010. The text in italics is from the original plan.

Office/Department Overview: *Williamson County's Juvenile Services (WCJS) overall purpose and goal is to provide the best intervention service that can help kids "get back on-track" to become productive members of society before they reach a point of chronic, adult criminal behavior.*

In 2011, WCJS developed the vision statement for the Williamson County Juvenile Services: **Making a difference in our community: Creating opportunities for positive change through hope, empowerment, prevention, and accountability**.

Priorities:

1. Develop comprehensive mental health continuum of care.

Mental Health Professionals in Leadership
Recognizing that more than 70% of youth in the Juvenile Justice system require behavioral health intervention, WCJS strategically selects mental health professionals for key leadership roles in the department.

- Assistant Chief, Director of Mental Health Services – Matt Smith, LPC-S
- Assistant Director of Mental Health Services – Lynn Kessel, LPC-S
- Facility Mental Health Coordinator – John Holbert, LCSW, LSOTP
- Mental Health Senior Supervisor – Marla Burns, LPC-S, Adventure Therapist

Inclusion of mental health professionals in key leadership positions has shaped a therapeutic and supportive culture within WCJS. All staff are trained in treatment modalities and are part of the larger treatment team. Program models and milieus are designed based on a treatment approach rather than a traditional correctional approach. Placing mental health professionals in key leadership roles has also increased connection to community-based behavioral health services and resources, ***strengthening the continuum of care.***

Department Behavioral Health Services
- 9 FT Licensed Mental Health Professionals on Staff.
- 1 FT Licensed Sex Offender Treatment Provider, 1 Associate Sex Offender Treatment Provider
- 3 FT Nurses, 2 PT Nurses and a contract physician as Medical Director.
- Contract medication management with mental health nurse practitioner from local mental health authority, provides residential and transitional services to youth waiting to receive community-based care.

- Contract sex offender treatment, substance abuse treatment, psychological evaluation, parent enrichment.
- Contract for school-based bilingual services at the JJAEP and evening field services counseling co-located at Round Rock field office
- Family counseling, parent enrichment, trauma-informed parent enrichment, multi-family nurture groups and multi-family substance use intervention groups
- Counseling internship program – FY 2015 included 19 interns, total of 5,457 hours of counseling.
- Total number of counseling hours – 7,650

Community Collaboration

The strength of WCJS lies in its connection to and support from the generous community of Williamson County. The county is blessed with a wide array of youth and family serving health organizations, agencies, and non-profits. WCJS takes a systems approach to serving youth and families, recognizing the value of investing in strengthening community connection. WCJS hosts collaborative professional development opportunities in an effort to strengthen community resources for youth and families.

Mental Health in Schools Conference

Beginning in 2011, WCJS, in partnership with a local youth mental health advocate, took the lead in organizing and hosting an annual Mental Health in Schools Conference. In January 2018, Juvenile Services led other partner agencies in hosting the 7th Annual Williamson County Mental Health in Schools Conference. Each year, the conference features national and state experts, and includes a focus on trauma-informed care, research and evidence-based treatment approaches, and positive youth development. The conference is an attempt to braid school and community resources focused on youth behavioral health, featuring a Community Resource Expo with more than 30 local agencies represented. Each of the 12 ISDs in Williamson County are represented at the conference. Through the generosity of community sponsors, the conference is offered at no cost to participants. Conference evaluations throughout the years have reflected a high level of satisfaction. The most recent conference hosted 200 ISD and community agency professionals.

Mental Health Taskforce

WCJS hosts the Williamson County Mental Health Taskforce meetings and Assistant Chief Matt Smith chairs the Children & Youth Behavioral Health Taskforce. This collaborative connects Juvenile Services with more than 68 local partners and agencies all working together to improve the lives of youth and families with behavioral health needs.

The Children and Youth Behavioral Health Taskforce is comprised of school districts, private and non-profit organizations, public agencies and other stakeholders interested in improving the behavioral health of Williamson County children and youth.
Each year, the Taskforce hosts Children's Mental Health Awareness events and collaborative training opportunities including the annual conference. The Taskforce has provided legislative recommendations and has worked diligently to identify and fill local gaps in youth services. In 2014, two large gaps were filled as two private behavioral health hospitals were built in Georgetown and two youth substance abuse treatment providers initiated services in Williamson County. WCJS partnered with Phoenix House by offering office and conference room space at

the WCJS Round Rock field office. Increasingly, ISDs and youth serving agencies are collaborating to improve and expand behavioral health service delivery. Several ISDs have now initiated school-based behavioral health services in cooperation with community-based providers, the Georgetown Health Foundation, the local mental health authority, and behavioral health hospitals. In 2017, 8 of the 12 ISDs in Williamson County were partnering with community providers for youth behavioral services on campus.

In 2015-2016, the Subcommittee hosted 10 collaborative training opportunities in youth behavioral health topics totaling 45 training hours to 683 participants from more than 30 Williamson County ISDs and agencies.

2. Reduce "out-of-county" placement/commitment to Texas Youth Commission/TJJD State Facilities

Reduction in "out of county placement"
WCJS has developed multi-tiered intervention, services and programming designed to keep youth in their communities and in the least restrictive environments. Tiers prior to out of county placement include, but are not limited to:

Prevention/Diversion Services	Deferred Supervision
First Offender Program	Court-Ordered Deferred Supervision
SEARCH Program (Intensive Diversion),	Court-Ordered Formal Supervision
Juv. Just. Alternative Education Program	Intensive Supervision

Specialized Programs and Classes
Electronic Monitoring
Family Preservation

CORE Residential Treatment Program
Transition/Aftercare Supervision.

Family Preservation Program
The Family Preservation Program is an intensive in-home program that strives to support program youth and family with counseling, case management, and specialized supervision based on multisystemic therapy principles. http://www.mstservices.com/

WCJS originally implemented the Family Preservation through grant funding from the Texas Juvenile Probation Commission and federal Juvenile Justice Delinquency Prevention funding. Due to the success of the program in preventing youth from out-of-home placement, the county has sustained the program beyond the grant funding, recognizing the cost savings of serving youth and families in their local communities.

Cases typically referred to the Preservation Program involve youth who are at high risk of removal from the home, have increased levels of family discord, and/or youth experiencing serious mental health challenges and decreased levels of functioning in school, home, or the community. The overall mission of the Preservation Program is to assess the family strengths and needs and then develop an individualized strength-based plan for the youth and family. This is created in partnership with the family in order to increase ownership and empowerment.

- In FY 2015: 23 families served;100% of youth have a trauma history; average ACE score of caseload is 6.65; recidivism rate is 27.5%; 18 of the 23 youth were diverted from residential placement (78% diversion rate).
- The Preservation team collaborated with more than 25 community agencies in FY 2015 to support the youth/families in the program; these have included the local mental health authority, local mental health service providers, churches, recreational centers, substance abuse services, financial assistance, occupational therapy services, disability services, mentors, pregnancy services, schools, college prep, and job readiness.
- Youth/families enrolled in the program receive customized treatment including: Trauma-Focused Cognitive Behavior Therapy, Dialectical Behavior Therapy, Cognitive Behavior Therapy, Aggression Replacement Training, Sex Offender Treatment, Equine Therapy, and Family Systems Therapy (Strategic, Structural and Intergenerational Family Therapy)

TJJD Commitment Reduction Funds Specialized Residential Treatment
In 2012, WCJS began receiving commitment reduction funding from TJJD in accordance with committing fewer youth to TJJD state facilities. WCJS used the funds to open TRIAD, the first specialized residential treatment program housed within the Williamson County Juvenile Justice Center. The program operated from a converted 12-bed secure detention pod and served male youth ages 10-17 with a need for specialized mental health treatment including youth with sexual behavior problems. The funding also allowed WCJS to hire long-term contract therapist John Holbert, LCSW, LSOTP as its first Facility Treatment Coordinator. The opening of TRIAD was the first major step in WCJS reducing out of county placement. Prior to TRIAD, youth with specialized mental health needs and sexual behavior problems were placed in outside residential

facilities around the state. TRIAD used a model that blended community, corrections, and treatment.

In 2015, WCJS secured a residential pod and opened the sister facility to TRIAD. TRINITY opened as the first secure residential facility for females aged 10-17, serving young women with a need for specialized mental health treatment including survivors of domestic minor sex trafficking. The opening of TRINITY strengthened family and transition services for these youth and continued to reduce out of county placement and TJJD commitment.

Keeping Youth Closer to Home -- Residential Services
In 2015, the Council of State Governments Justice Center published the *Closer to Home* report, an analysis of the state and local impact of recent Texas juvenile justice reforms. The analysis revealed that youth placed closer to home had better outcomes than youth committed to the state or placed in facilities far from home. https://csgjusticecenter.org/wp-content/uploads/2015/01/exec-summary-closer-to-home.pdf

In response to the report, WCJS initiated a strategic plan to keep Williamson County youth "closest to home" by overhauling residential services and outside placement practices.
The goal was to increase capacity and successful outcomes in WCJS residential services so that youth are not placed or committed outside of the county. A close look at residential outcomes revealed that many of the youth who were being placed outside of the county or committed to TJJD were youth in need of intensive behavioral health services. Many of these youth were not able to successfully navigate their way through the rigors of the military structure of the largest residential program, the Williamson County Academy. The local analysis also revealed that youth were transitioning from one internal program to another frequently, often with lengthy detention stays in between, interrupting progress and increasing length of stay.

At the time, WCJS operated three separate residential programs, all housed within the Juvenile Justice Center in Georgetown, TX. TRIAD was the secure male residential treatment program, TRINITY was the secure female residential treatment program, and Academy was the non-secure residential program with a blend of therapeutic services and a military style discipline structure.

All residential youth received an array of behavioral health services including case management, individual counseling, family counseling, and skills training. Based on identified need, youth may also receive substance abuse treatment, sex offender treatment, and medication management.

In March 2017, WCJS blended the three pre-existing programs into one large quasi-secure trauma-informed residential treatment facility – CORE Residential Treatment Program. CORE is an acronym that stands for Connect, Overcome, Restore, Empower. CORE uses TBRI® as the intervention framework; the military components of the Academy transitioned to an ROTC elective track. Remedial PT and traditional military approaches were eliminated; however, a blend of structure and nurture are still integral to program success.

Youth are expected to progress quicker to less restrictive living units with increased community programming and privileges. The blending of the existing programs was designed to reduce overall lengths of stay, eliminate youth detention stays during transition from one placement to another, make better use of current facility and resources, provide a trauma-informed environment where youth feel safer and are better able to heal and thrive, and allow for more individualized treatment planning and service delivery for youth. Trauma-informed treatment modalities include TBRI®, Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Eye Movement Desensitization and Reprocessing (EMDR), and Dialectical Behavior Therapy.

In 2015, the 84th Texas Legislature instructed *TJJD* to develop and adopt a *regionalization* plan, in consultation with local juvenile probation departments, for keeping children closer to home in lieu of commitment to the secure facilities operated by the agency.
https://www.tjjd.texas.gov/Docs/BoardAgenda/Handouts_080516.pdf

WCJS is actively participating in the TJJD Regionalization effort in order to reduce commitment to TJJD state facilities. Since TJJD initiated a practice of diverting youth through funding residential placement of commitment eligible youth, WCJS has diverted a total of 4 youth.

- FY 2011 – $525,611.67
- FY 2012 – $420,130.92
- FY 2013 – $554,081.96
- FY 2014 - $386,299 (44 youth)
- FY 2015 - $307,190 (26 youth)
- FY 2016 - $115,845 (9 youth)
- FY 2017 - $ 87,830 (8 youth)
- FY 2018 - $ $59,905 (4 youth)

Reduction in commitment to TYC/TJJD State Facilities
On average, Williamson County commits approximately half the number of youth as compared to counties of similar juvenile age population.

Over the past 4 years, WCJS has committed an average of 7 youth annually to TJJD state facilities:

- FY 14 = 7
- FY 15 = 5
- FY 16 = 9
- FY 17 = 5

3. Plan for projected juvenile population growth.

Preparing for Population Growth & Raise the Age
Williamson County has been one of the fastest growing counties in the nation for much of the last decade. Population estimates from Regional Transportation Planners project an increase in Williamson county population from 2017 (529,000) to 2025 (668,000) to 2035 (1,142,000) – the county population is expected to double in the next 18 years.

In both the 84th and 85th Texas legislative sessions, it appeared likely that Texas would raise the age of criminal responsibility in Texas from 17 to 18, meaning people would be treated as adults in the criminal justice system only after turning 18.
http://www.justicepolicy.org/uploads/justicepolicy/documents/raisetheage.fullreport.pdf

In preparation for this change, Williamson County began strategically preparing to keep these youth "closest to home" through designing a plan for facility expansion while strengthening community-based and transition services for youth. In 2015 Chief Scott Matthew began projecting the need for facility and service expansion, producing a statistical analysis of expansion needs. Chief Matthew outlined in his analysis, that according to a report drafted March 24, 2014 by Williamson County Attorney Dee Hobbs, this would yield an anticipated 100 additional felony referrals per year, along with another 400 misdemeanors referred now to juvenile services rather than the adult system. This increase accounts for roughly a 25% increase in formal referrals to the Juvenile Services Department.

Continued analysis and projection of need based on population growth and "Raise the Age" spurred the approval of funding by Commissioner's Court for architectural design of Williamson County Juvenile Justice Center facility expansion in 2017.
In April 2018, WCJS, the Williamson County Juvenile Board, and County Infrastructure completed initial architectural design of Williamson County Juvenile Justice Center facility

expansion including plans for 88 additional dual-certified detention and residential beds; additional recreation, education, visitation, food service, and office space; as well as a fully functioning District Juvenile Court on-site. The design includes a maximum-security unit with the ability to separate youth into units of 2 including separate recreation and education space; and separate smaller detention and residential units with a maximum of 8 youth per living unit. This design is focused on adding smaller, separate units and programming spaces that will allow for more success in maintaining youth safety and security while also improving the ability to treat and rehabilitate youth with different specialized needs. The design is flexible allowing for more individualized programming based on a range of factors including age, gender, behavioral health, intellectual functioning, disability, victim/offender, co-defendants, gang involvement, education, aggression, offense, vulnerability, and preparation for adult living

In Fall 2018, WCJS will initiate a partnership with local non-profit Lone Star Justice Alliance (LSJA). The partnership is a pilot program focused on the mission of LSJA – to reduce the incarceration of and improve outcomes for children and emerging adults in the Texas Justice System. Williamson County is one of two counties selected to participate in the pilot aimed at using a wraparound approach as a rehabilitative alternative to punishment with emerging adult offenders. This pilot will also strengthen WCJS preparation for serving this population in preparation for "Raise the Age" https://www.lonestarjusticealliance.org/.

4. Develop local specialized programming to meet the needs of juveniles and families.

DEPARTMENT CULTURE – RELATIONSHIP FOCUSED
Williamson County Juvenile Services (WCJS) is committed to infusing evidence-based and research-based principles and practices into service delivery to Williamson County youth and families designed to impact positive change. Below is a description of department cornerstone principles and practices including how they are trained and implemented. The underlying focus is on building and strengthening healthy relationships for youth and families.

Asset Development as Department Service Philosophy
Research base: Building on risk and protective factor research, the Search Institute has identified 40 Developmental Assets as building blocks of healthy development that help young children grow up healthy, caring, and responsible.
http://www.search-institute.org/content/40-developmental-assets-adolescents-ages-12-18

- The Georgetown Project, a local non-profit, trained WCJS in 40 Developmental Assets in 2010.

- WCJS adopted asset development as the formal department service philosophy in 2010.

- All WCJS staff are trained in Developmental Assets, "Sparks," and Developmental Relationships.

- Department services and programs are designed to focus on asset development.

- Search Institute's "Asset Checklists" are administered at intake and exit, with a focus on tailoring the case plan toward individual youth and family strengths and needs.

- The WCJS Prevention Team partners with local non–profit the Georgetown Project to provide Parenting with the Assets classes for parents in the community.

- The Georgetown Project generously included WCJS youth in a Developmental Asset Survey of youth in afterschool programs. The survey allowed WCJS an opportunity to gain a clearer picture of resident assets as compared to other youth in the community.

- The WCJS Mental Health Division along with the Children & Youth Behavioral Health Subcommittee of the Williamson County Mental Health Taskforce hosts an annual Mental Health in Schools Conference in Williamson County. Each year the conference focuses on Developmental Assets; in 2014 Search Institute CEO Dr. Kent Pekel facilitated a one-day workshop on Developmental Relationships.

Developmental Relationships & Sparks

Research Base: Search Institute's newest research-to-practice initiative focuses on studying and strengthening the developmental relationships that help young people succeed. A developmental relationship helps young people attain the psychological and social skills that are essential for success in education and in life. The number and intensity of developmental relationships in young people's lives is linked to a range of positive educational outcomes.

Relationships with caring adults and peers can increase student engagement and improve academic motivation. Students who experience developmental relationships 1) get better grades, 2) have higher aspirations for the future, 3) and participate in college-preparatory activities more frequently. Search Institute research shows that kids who thrive have two important supports: knowledge of what their sparks are and adults who support the development of those sparks. Several research studies show that creative arts, athletics, and learning are the top interests that kids identify as their personal sparks. Other activities like reading, volunteering, nature, and spirituality also spark kids' passions.
http://www.search-institute.org/research/developmental-relationships
http://www.search-institute.org/sparks

WCJS views these developmental relationships and sparks as critical components of adolescent development. WCJS incorporates relevant staff training opportunities focused on relationship development throughout the department:

- Developmental Relationship & Sparks training conducted for all new employees.
- 2014 – "How to Connect with Youth and Build Rapport" training for residential staff.
- 2014 – Adopted the Search Institute Relationship Mapping Tool as a practice for growing Developmental Relationships.
- 2014 -- Began Tracking "Developmental Relationships," "Spark Development," and "Spark Activities" as part of formal youth transition planning.
- 2015 – "Building Relationships" training for all staff (reviewed impact on development, contrasted healthy and unhealthy relationships, provided a toolbox of skills to use, provided practice activities).
- 2016 – Trust Based Relational Intervention (TBRI) training for all staff (further work on relationship building with youth "from hard places" focusing on key principles of connecting, empowering, and correcting).
- 2016 – Hosted a "Sparks Fair" as the culmination of the Summer Enrichment Program for WCJS residents.
- 2017 – Field and Prevention Services began data tracking on Spark development and engagement in Spark activities
- 2018 – Field Services developed and implemented a tiered "Spark ladder" designed for youth to continue to progress in their engagement in Spark activities. JPO employee

evaluations based on officer competency in assisting youth in progressing through the Spark ladder.

Trauma-Informed Care
Research base: According to the National Child Traumatic Stress Network (NCTSN), a trauma-informed child- and family-service system is one in which all parties involved recognize and respond to the impact of traumatic stress on those who have contact with the system including children, caregivers, and service providers. Programs and agencies within such a system infuse and sustain trauma awareness, knowledge, and skills into their organizational cultures, practices, and policies. They act in collaboration with all those who are involved with the child, using the best available science, to facilitate and support the recovery and resiliency of the child and family.
http://www.nctsn.org/

A trauma-sensitive approach is a key component of the WCJS culture. Nearly 100% of youth/families in services with the department have a trauma history and will experience improved outcomes from a trauma-informed and relational system rather than a traditional correctional approach.

- 2013 – All Juvenile Supervision Officers (JSOs) and Juvenile Probation Officers (JPOs) trained using National Child Traumatic Stress Network (NCTSN) Trauma Informed Care curriculum for JJ system professionals.
- 2014 – All JSOs and JPOs participated in training on an Equine Assisted Psychotherapy model through local provider Spirit Reins, emphasizing trauma-informed care.
- 2015 – All JSOs participated in a cinema therapy activity focused on trauma-informed care; also participated in "Relationship Building" training this same year.
- 2016/2017 – All JSOs and JPOs participated in a documentary led training activities (Paper Tigers & Resilience) focused on ACEs, what a trauma-informed system looks like and how to continue to move in that direction.

Trust-Based Relational Intervention® (TBRI®):
Research base: TBRI® is an attachment-based, trauma-informed intervention that is designed to meet the complex needs of vulnerable children. All staff were trained in TBRI® during summer 2016, and a new partnership formed with Karyn Purvis Institute of Child Development at Texas Christian University. WCJS is the first juvenile justice agency in the world seeking to implement TBRI® as an intervention framework.
http://child.tcu.edu/about-us/tbri/

- 2016 -- WCJS adopted Trust-Based Relational Intervention® (TBRI®) as the new trauma-informed framework for Juvenile Services. All staff were trained in TBRI® during summer 2016, and a new partnership is forming with Karyn Purvis Institute of Child Development as WCJS is the first juvenile justice agency in the world seeking to implement TBRI as an intervention framework.
- October 2016 – Karyn Purvis Institute of Child Development trainers were on-site to observe staff interventions with youth, interview staff, and assess overall culture in order to tailor a training specific to the department's implementation strengths and needs.

- November 2016 – STARRY Training Director and TBRI® Educator Jessica Kilpatrick, LPC trained 150 ISD and community professionals in TBRI® in the Classroom at the 2016 Williamson County Mental Health in Schools Conference.
- January 2017 – Karyn Purvis Institute of Child Development trained all staff in a tailored TBRI® Overview in a juvenile justice setting.
- January 2017 – WCJS incorporates TBRI for Teens® into new employee training.
- March/April 2017 – With funding support from a partnership with Travis County Collaborative for Children (TCCC), Juvenile Services sent 8 staff members to week-long TBRI® Practitioner Training in March/April. These staff included a counselor, facility supervisors, direct-care staff, and a juvenile probation officer.
- Summer 2017 -- WCJS TBRI® Practitioners designed and executed a 2-day workshop and train all staff during JSO/JPO summer training.
- Summer 2017 – WCJS changes all JSO & JPO job titles to "Youth Engagement Specialists" to emphasize the focus on youth engagement and improve recruitment of like-minded applicants. WCJS begins including Core Beliefs document as part of interview/hiring packet.
- November 2017 – In partnership with District Judges Betsy Lambeth (Family docket) and Stacey Mathews (Juvenile docket), WCJS hosted 150 law enforcement, court, and legal professionals in a 1-day TBRI® Overview as part of the 1st Annual Behavioral Health in the Legal & Justice Systems Conference in Williamson County.
- March 2018 – WCJS sent an additional four staff members to TBRI ®Practitioner Training with the Karyn Purvis Institute in Ft. Worth (2 probation officers, detention supervisor, Family Preservation Supervisor).

Additional components:

- Youth Adverse Childhood Experiences (ACE) scores are incorporated into the department risk and needs assessment – Positive Achievement Change Tool (PACT). Review of year 1 data revealed the following: Youth assessed as high risk to reoffend have an average of 2.5 more ACES than youth assessed as low risk to reoffend; Youth with higher ACE scores tend to penetrate deeper into the system and require a higher level of care

- WCJS PACT data revealed that 1 out 4 youth assessed as low risk to re-offend were identified as having current mental health problems, while 2 out of 3 of youth classified as high risk to re-offend were identified as having current mental health problems

- All new employees trained in trauma-informed care, TBRI, and ACEs.
- All WCJS mental health professionals trained in TF-CBT and DBT, evidence-based trauma models of therapy. Two counselors trained in EMDR.
- Opened two residential treatment programs that operate with a trauma-informed model -- TRIAD (males) in 2011 & TRINITY (females) in 2015
- CORE Residential Treatment program based on TBRI® framework opens in March 2017 as the sole WCJS residential program (combines Academy, Trinity, TRIAD)
- WCJS is a partner with the Trauma Informed Care Consortium (TICC) as well as the Travis County Collaborative for Children (TCCC) in Austin.

Motivational Interviewing (MI)

Evidence base: Motivational interviewing is a client-centered, directive method for enhancing intrinsic motivation to change by exploring and resolving ambivalence.
http://www.motivationalinterview.net/

- Director of Mental Health Services & Prevention Coordinator completed Motivational Interviewing Training Academy and MI Coding & Coaching Training at Sam Houston State University.

- All JSOs and JPOs trained in MI.

- Court and Field Directors and Supervisors trained intensively and participated in coaching and coding.

- 20 department employees trained in Level 2 MI.

- Motivational Interviewing formalized as approach for truancy diversion case management.

- Collaborative Training provided to community partners including the local mental health authority, local non-profits, and ISD employees.

SPECIALIZED SERVICES:
Prevention Services
In 2012, WCJS created a Prevention Team through Juvenile Justice Delinquency Prevention grant-funding. The team now consists of 4 FTEs who coordinate varied prevention and early intervention services including a First Offender Program, crisis intervention services for at-risk youth in the community, JJAEP Transition Services, an introductory informational half-day class about the Juvenile Justice System for youth and parents, Mental Health Taskforce events, faith-based collaborations, mentoring services, and a robust truancy diversion program.

- Prevention Coordinator and Team hired in 2012.
- Neighborhood Conference Committee – Truancy Diversion collaborative with 8 ISDs, serves approximately 400 youth per year, 90% diversion rate from JP and District Court.
- Specialized case management, parent enrichment, and family mediation for first-offender program and first-time family violence cases.
- Strong focus on Spark, Developmental Relationships, and Community Connection as protective factors designed to strengthen youth success and reduce recidivism
- Media campaign featuring Developmental Assets ads in local publications through partnership with the Georgetown Project.
- 2017 -- Equine activity program focused on leadership for at-risk youth in partnership with Ride On Center for Kids (R.O.C.K.)
- 2018 – After school enrichment pilot program offered at Hopewell Middle School in Round Rock ISD through non-profit partner Catalyst Collective.

Field Services

Following a change in leadership in the field unit, field services overhauled service delivery focus and related strategies in 2017. Listed below are some of the specific changes that are already yielding better outcomes for youth and families served by the field unit:

Job title change -- Field Supervisors clarified to their staff that all field JPOs are now **Youth Engagement Specialists** and will explain and guide the engagement focus.

Field Supervisors implemented use of the mapping relationships tool, sparks tool, and tracking system for spark identification, spark activity connection, connection to community resources, and developmental relationships pre- and post-supervision. The tracking tool is setup to measure progress of each officer, each field office, and the entire unit.

WCJS clarified to JPOs that the primary goal of the field officer is to support youth and families' success rather than catching them doing something wrong. Field Supervisors clarified that violations are not always tied to sanctions, but rather encouraged Youth Engagement Specialists (JPOs) to focus on supporting the youth and families and using these opportunities as teaching moments.

Field Supervisors shifted focus on the language of the field from supervision to engagement, from sanctions to interventions blended with an increase in visits and energy toward building relationships and supporting youth and families. This change included more home visits, more parent contact, and strengthened connection to the community.

Field Supervisors removed unnecessary paperwork and redundancy and looked for efficiencies that allowed the field more time to focus on youth and family engagement and case management.

Tiered Intervention -- Field Supervisors ensured that any field case brought to court staffing for potential modification to placement or for referral to Family Preservation for chronic technical violations had first been supervised on an appropriate level of supervision by the field officer and that the field officer/supervisor had made substantial attempts to connect the youth to appropriate services and supports in the community. If there is a safety issue requiring immediate detention, once the youth is stabilized, the youth will be considered for return to field supervision with an increased level of supervision. In most cases, intensive level of supervision will be the appropriate assigned level prior to requesting modification to placement or referral to Family Preservation.

Field Supervisors ensured that Youth Engagement Specialists are providing adequate parent support and education including informing them of TBRI practices and interventions and linking them to community and parent supports.

Field Supervisors ensured that Youth Engagement Specialists are referring to community resources and services appropriately. In order to do this, Field Services focused on attending collaborative community and ISD meetings in order to be aware of the ever-changing available resources.

Field Supervisors ensured that Youth Engagement Specialists learned to provide basic skills training with youth and families to assist them in building relationships and supporting youth with their case plan goals (life skills, social/relationship skills, cognitive skills, job/interview skills, communication skills, etc.)

Field Supervisors coordinated with WCJS Adventure Therapist Marla Burns, LPC-S and other community partners to setup family nights on a quarterly basis in a community site for each field office (Georgetown, Round Rock, Taylor, Cedar Park). These events have strengthened bonds

among families, WCJS, and the community resulting in improved family perceptions regarding the community's interest in their success and well-being.

Court Services

Under the guidance and leadership of the Williamson County Juvenile Board, WCJS Court Services is focused on a complete continuum of trauma-informed legal representation and advocacy for youth throughout the system. Below are core practices unique to Williamson County that help ensure youth are fully supported throughout the court process:

- Juvenile Judge Stacey Mathews requires attorneys submitting applications for appointment to juvenile cases in Williamson County to complete 8 hours of youth behavioral health training in topics including substance abuse, Adverse Childhood Experiences (ACEs), and Trust-Based Relational Intervention (TBRI).

- At the initial detention hearing, the Juvenile Judge appoints an attorney allowing for immediate legal representation and reduced detention stays.

- Post-disposition, in cases where youth are ordered into WCJS CORE Residential Treatment Program, attorney advocate J.R. Hancock is appointed to support and provide legal advocacy for youth throughout their stay in the residential program. Mr. Hancock is an active member of the treatment team who positively impacts youth motivation, decision-making, transition services, and family investment in the program.

- Juvenile Judge Stacey Mathews partners with canine therapy provider Austin Dog Alliance to support youth experiencing anxiety and trauma-responses in the court room and in court hold through the use of therapy dogs.

Court officers are trained in department cornerstones and attempt to link youth and families with early intervention opportunities and supports as soon as possible rather than waiting for the court to determine the need for services. This practice often shortens the overall length of supervision and strengthens engagement in the rehabilitative process, sometimes diverting the case and/or reducing the level of supervision.

Detention/Intake Services

Recognizing that youth arrest and detention can be traumatic, WCJS Detention/Intake services attempt to lessen the impact of the trauma and help youth admitted feel safe and supported as quickly as possible. All Detention/Intake staff are trained in trauma-informed care and TBRI® is the framework. In March 2018, Detention Supervisor Rodney Bell completed TBRI® Practitioner training, which will assist in continuing to integrate the framework into detention services and practices. Listed below are detention practices unique to Williamson County that

WCJS works hard to staff and move cases so as not to keep youth in detention any longer than necessary. Collaborative case staffings occur biweekly and include participation from the County Attorney's Office, defense attorneys, court and field services staff, residential staff, detention staff, mental health staff, and a consulting contract psychologist. These case staffings help expedite cases and ensure that critical information is shared in an effort to establish the best plan of care for the youth and family.

Upon release, WCJS Intake staff are able to conduct on-site deferred intakes immediately so that there is not a lapse between initiating services and supervision, a critical step in providing smooth transition home and early intervention.

Counseling services are made available to all detention residents through department counselors and counseling interns. All detention residents receive weekly individual and group counseling. On-site family counseling and psychiatric medication management are also available to detention youth. Substance abuse assessment is available on-site through contracted provider Phoenix House. The goal is to engage youth in the treatment process as soon as possible to avoid further penetration into the system.

Per state standard, all youth are administered the Massachusetts Youth Screening Instrument (MAYSI-2) upon admission. When the screening indicates need for mental health intervention, WCJS counselors and counseling interns are available to meet with youth on-site immediately, rather than having to refer the youth to a community provider. WCJS partners with local behavioral health hospital Georgetown Behavioral Health Institute when acute-care behavioral health treatment is warranted.

Detention residents also regularly participate in skill building and enrichment activities including, but not limited to, art therapy, recreation therapy, motivational speaker presentations, cinematherapy, holiday events, athletics, and music therapy. In 2017, WCJS initiated a partnership with local canine therapy provider Divine K-9s. These dogs visit detention residents biweekly.

Education Services
Through partnership with the 12 Independent School Districts (ISDs) in Williamson County, Georgetown ISD and WCJS deliver high-quality education and student support services to youth in residence in Detention and CORE Residential Treatment Program as well as students ordered and expelled to the Juvenile Justice Alternative Education Program (JJAEP). The foundation for these services is the collaborative funding agreement among all of the ISDs, who collectively contribute more than 1.2 million dollars annually to operate the education programs and services. The Memorandum of Understanding (MOU) is designed so that ISDs contribute proportionally to the overall budget based on ISD student day use per year. ISDs are able to significantly offset their costs as each student is maintained in their home campus through PEIMS. The JJAEP attendance rates average 94% each year, helping youth progress on graduation plans and also increasing Average Daily Attendance (ADA) funding for the home ISD.

Juvenile Justice Center Education Services are frequently highlighted and positively recognized during state audits and advocacy group tours. The approach is much different than in most juvenile justice education environments where students typically spend most of the day in computer-based instruction. Georgetown ISD engages students in teacher-led instruction, project-based learning, and service learning; the classroom environment is designed to mirror education offered at home campuses, with a focus on keeping students in scope and sequence so that they are prepared to return to their home campuses on track. Students are offered elective courses typically not offered in alternative school settings. On average, youth recover 3 credits per semester they are enrolled at the Juvenile Justice Center campus. The program offers a highly

successful GED track and dual enrollment coursework for eligible students through partnership with Navarro College.

WCJS offers student support services including, but not limited to, case management; transition services; counseling; medication management; recreation, ropes, and adventure-based therapy; substance use service; and health services. GISD and WCJS are focused on developing and supporting the whole student; providing individualized and specialized instruction, support, and intervention; and transitioning the student back to their home campus prepared and supported to maintain success.

In 2011, Williamson County JJAEP became the first juvenile justice campus to be recognized as a *No Place for Hate* campus, a designation awarded by the Anti-Defamation League. *No Place for Hate* is a self-directed program helping all of the stakeholders take the lead on improving and maintaining school climate so all students can thrive.

Continuum of Care – Focus on Transition
WCJS is currently focused on strengthening transition services for youth, recognizing the critical nature of the return to home, school, and community from residential care.

- WCJS uses professional furloughs in an effort to connect youth to formal and informal community supports through the concept of "warm handoff" – a face-to-face contact with the person(s) or program(s) that will support the youth in transition. These supports have included mental health professionals, faith-based programs, YMCAs, school-based athletics and extra-curricular activities, employers, mentors, and support groups, among others. The formal linking of these supports is critical to youth and family success during transition.

- WCJS has a strong partnership with the local mental health authority, Bluebonnet Trails Community Services. Bluebonnet Trails provides weekly contract medication management services on-site at the Juvenile Justice Center through a mental health nurse practitioner. Bluebonnet Trails also offers state-funded Intensive Outpatient Substance Abuse Treatment services for youth at four locations in the county, provides Aggression Replacement Training (ART) on-site at the Juvenile Justice Center, and offers a Medicaid waiver program that provides mental health case-management and medication management for justice-involved youth being supervised in the community. WCJS and Bluebonnet Trails also frequently partner for collaborative training including TF-CBT, Mental Health First Aid, Motivational Interviewing, and ASIST Suicide Prevention.

- WCJS intentionally contracts with treatment providers who serve residential youth and are also available to continue to serve youth in private practice in the community following transition. In 2017, WCJS initiated a contract with Intervention Services in 2017 for parent support and enrichment services, counseling services in the Round Rock field office, and JJAEP student counseling.

- In 2015, WCJS modified its residential transition and aftercare approach, ensuring that facility case managers remain with the youth on their caseload as they transition to the community. A 30-day transitional furlough process was developed in order to return youth to residence if they experienced significant struggle during the transition period.

- In Fall 2016, WCJS was awarded JJDP grant funds dedicated to providing residents with intensive mentoring services (6-12 hours per week) through contract with Reset Mentoring as they transition home from residential care. These mentors commonly support these youth well beyond the contracted timeframe and after WCJS supervision has ended.

- Since 2012, through JJDP grant funds, WCJS has offered a summer vocational training program to residents through contracted provider Skillpoint Alliance. Youth are OSHA and CPR certified and earn various industry certifications. Tracks offered include culinary, construction, nurse aid, plumbing, electrical, and landscaping.

- In 2016, WCJS developed a Summer Enrichment Program for residents designed to connect youth to "sparks" opportunities, activities, and positive adult role models (developmental relationships) in their communities. The program was designed based on youth interest surveys. Youth participated in over 115 hours of activities including school tours, boxing, yoga and meditation, art classes, CrossFit, community service, music, culinary arts, job readiness, safe driving, cosmetology career day, and financial literacy.

- In 2014, WCJS dedicated a Prevention Specialist to case manage youth as they transition from the Juvenile Justice Alternative Education Program (JJAEP) back to their home campus. The program design includes initiating services while the youth is enrolled at JJAEP, focusing on Sparks and Developmental Relationships, facilitating a transitional wraparound meeting prior to transition with home campus administration and supports, and supporting the youth for a minimum of six weeks after they return to their home campus.

More details regarding specific services and programs are available on the WCJS website and Facebook page:
http://www.wilco.org/CountyDepartments/JuvenileServices
https://www.facebook.com/WilliamsonCountyJuvenileServices

5. *Maintain confidence in the competence of our organization by outside stakeholders.*

WCJS Executive Team Engaged in Local Board Memberships & Collaboratives
In order to strengthen the coordinated system of care in the community, WCJS leadership remains actively engaged on local and state boards and collaboratives.

Executive Director Scott Matthew:
Texas Juvenile Justice Department (TJJD) Board of Directors
Georgetown Health Foundation Board of Directors
The Georgetown Project Board of Directors Emeritus Member
Boys and Girls Club Board of Directors (past)
Texas Juvenile Justice Department Transition Team (past)
OOG Juvenile Justice Advisory Board (past)

Asst. Executive Director Matt Smith:
Williamson County Youth Behavioral Health Taskforce Chair
Texas Judicial Commission on Mental Health Collaborative Council Member
Texas Supreme Court Children's Committee Foster Care & School Discipline Workgroup
Youth Recovery Network Steering Committee Member
Texas Motivational Interviewing Cooperative Steering Committee Member (past)

Asst. Director of Mental Health Services Lynn Kessel
Trauma Informed Care Collaborative (TICC) Member
The Christi Center Board of Directors

CORE Facility Administrator Michael Pena
The Georgetown Project Board of Directors

Field Services Administrator Brooke Hall
Texas Probation Association Member

Court Services Administrator Mende Holcomb
Texas Probation Association Member

Hosting events and public awareness efforts
In September 2013, WCJS opened its doors to the public for the first time, hosting an event recognizing 30 years of Juvenile Services in Williamson County. The event recapped progress

over the years and was highlighted by keynote speaker US Congressman John Carter, who previously served as both Juvenile Judge and Juvenile Board Chairman in Williamson County.

WCJS has long been a leader in the field and a model for others to follow. The Texas Juvenile Justice Department pilots new initiatives and practices in Williamson County and refers other departments around the state to WCJS for training and technical assistance. WCJS is monitored and audited annually by a number of agencies included by not limited to: TJJD Secure Facilities, TJJD JJAEP, TJJD Financial Audit, Independent Financial Audit (Weaver & Tidwell), Juvenile Justice Delinquency Prevention grant audits, National School Lunch Program audits, monthly visits by the Office of the Independent Ombudsman (OIO). WCJS consistently receives exemplary ratings on audits. Recent secure facility audits have revealed only minor clerical errors among thousands of standards reviewed. In 2017, WCJS received a 100% rating on the JJAEP audit. TJJD Financial Audits consistently reveal no findings, acknowledging that all finances have been accounted for and spent accordingly. To date, the OIO inspections have revealed no findings during monthly facility inspections.

Non-profits, social service and government agencies, elected officials, and advocacy groups schedule tours and informational meetings at the Juvenile Justice Center in Georgetown. Following are some of the groups who have visited in recent years to learn and understand the innovative ways that WCJS are supporting and reaching youth and families:

Texans Care for Children
Texas Criminal Justice Coalition
Texas Appleseed
Comal County Juvenile Probation
Texas State Representative Tony Dale
Texas State Representative Larry Gonzalez
Texas CASA
Search Institute
OOG Juvenile Justice Advisory Board
Youth Recovery Network
Southwestern University Career Services

Austin Community College Criminal Justice Class
Williamson County ISD Disciplinary Alternative Education Programs
Williamson County ISD School Boards
Georgetown Leadership
Georgetown Junior Leadership
Temple College Taylor Nursing Program
Office of Juvenile Justice Delinquency Prevention
Meadows Mental Health Policy Institute
Texas System of Care

Below are some of the WCJS public awareness efforts highlighting important issues in juvenile justice:

- In 2013, WCJS Executive Director Scott Matthew was featured in a video created by Bluebonnet Trails Community Services titled *Crime and Mental Illness.* Chief Matthew highlighted the importance of early intervention and in-home mental health service delivery for families in the system.
http://bbtrails.org/hear-our-story/

- In 2015, WCJS, in partnership with Bell County Juvenile Services and the Texas Attorney General's Office, led Central Texas in hosting a documentary screening of *In Plain Sight: Stories of Hope and Freedom* at Georgetown City Lights event and fundraiser to raise awareness about Domestic Minor Sex Trafficking. Proceeds from the event benefited local non-profits Traffick 911 and Redeemed Ministries.
http://austin.eventful.com/events/inplainsight-fundraiser-/E0-001-078135031-9

- In 2015, WCJS Asst. Executive Director Matt Smith was featured on KVUE morning news discussing mental health issues affecting children and promoting the Williamson County Children's Mental Health Awareness Day event at Dell Diamond benefiting local non-profit *Sandbox at Madeline's Place.*
https://www.kvue.com/article/news/local/williamson-county/2-years-after-daughters-suicide-couple-helps-other-teens/269-309938618

- In 2016-2017, WCJS participated in a JJ-TRIALS, a comprehensive research initiative conducted by the National Institute on Drug Abuse (NIDA). JJ-TRIALS is NIDA's juvenile justice translational research on interventions for adolescents in the legal system.
https://www.drugabuse.gov/researchers/research-resources/justice-system-research/jj-trials-cooperative-research-centers

- In 2016, WCJS was featured in a video on the online PBS mental health channel episode titled *Mental Health Matters for Children* – the video chronicles a TRINITY resident who is learning to overcome her traumatic past and features Asst. Director of Mental Health Services Lynn Kessel.
http://mentalhealthchannel.tv/episode/for-children

- In 2016, WCJS and other Williamson County agencies were featured in a CBS new story highlighting the 6th Annual Mental Health in Schools Conference as an effort to tackle difficult issues in schools affecting students' mental health.
http://cbsaustin.com/news/local/wilco-counselors-and-care-providers-tackle-mental-health-in-schools

- In 2017, WCJS was featured in a promotional video in collaboration with local non-profit STARRY highlighting STARRY's leadership in training WCJS and other local agencies in Trust-Based Relational Intervention – the video features Asst. Executive Director Matt Smith and WCJS Facility Supervisor Troy McPeak.
http://www.starry.org/Site/Sharing-Good-News/videos.aspx

- In 2017, WCJS, in partnership with local collaborative Youth Recovery Network, hosted separate parent, youth, and professional listening sessions in Williamson County surrounding youth substance use. These listening session revealed valuable insights into existing gaps and needs in the community. The long-term purpose of these listening sessions is to get youth and parent voice in designing a centralized hub of information and support for youth and parents seeking youth recovery services and support.

- In 2017, WCJS, in partnership with local non-profit *Catalyst Collective,* hosted a screening of the recent documentary *Screenagers*, followed by a youth panel. The event provided a window into local youth belief systems and experiences related to screen time, cyberbullying, and the effects of social media.
https://www.youtube.com/watch?v=gfPMBNBm2z0

- In 2018 WCJS was selected as one of 6 counties for s study conducted by the Council of State Governments researching community-based supervision strategies in juvenile justice. This research is ongoing.

- WCJS is regularly featured in positive press in local newspapers and publications including the Georgetown Advocate, the Williamson County Sun, Community Impact, the Austin American Statesman, and Williamson County Press Releases.

Hosting and leading Mental Health Taskforce meetings, Mental Health in Schools Conferences, and the Behavioral Health in the Legal & Justice System Conference have strengthened connection and partnership within the county. Most recently, WCJS became the first juvenile justice agency to pursue professional development in Trust-Based Relational Intervention resulting in eventual partnership with the Karyn Purvis Institute of Child Development. Since that time, a number of departments and agencies have reached out to WCJS to learn how to integrate the model into their work. As a snapshot, the following agencies visited Williamson County Juvenile Services in Spring 2018:

Travis County Child Protective Services
Karyn Purvis Institute of Child Development
Harris County Juvenile Services

Bexar County Juvenile Services
Grayson County Juvenile Services
Texas Juvenile Justice Department
Common Thread

Office of the Governor – Child Sex
Trafficking Team
The Refuge
Texas State Senator John Whitmire's Office
Texas House Representative Rick Miller's
Office

Senate Criminal Justice Committee
Texans Care for Children
Hogg Foundation for Mental Health
Lone Star Justice Alliance
Council of State Governments

WCJS developed a social media presence through development of a WCJS Facebook Page in 2016. WCJS connects with the community through the Facebook page highlighting youth activities, employee spotlights, and departmental milestones. WCJS uses Facebook to help connect to community and faith-based agencies interested in supporting youth and families.
https://www.facebook.com/WilliamsonCountyJuvenileServices

Youth Leadership & Citizenship – Service Learning & Community Service

In 2011, WCJS Education Services, led by Principal Bob Fischer, initiated a Service Learning Class. **Service-Learning** is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. Below are some of the projects conducted over the years.

HUGS: Helping **U**nderstand **G**randparents **S**truggles- This project is ongoing. We go to the Wesleyan Nursing Home in Georgetown at least once per month to participate in activities with the residents there. Some of the activities that we have done together are: Spanish Bingo, Pumpkin Carving, Monster Dance, Zoo Show, Childhood Story Swap, crafts, cooking, Wheelchair Races, and sing-a-longs. This is a very special time for the students and the residents.
B.A.R.K.: Behavior **A**wareness **R**egarding **K**-9's- The students learned about dogs and behavior. We had The JJAEP K-9 specialist come to our class several times to teach us different aspects regarding dogs. Then we went to the Williamson County Animal Shelter at least once a week. When we were there we taught the dogs behavior modification, groomed them, exercised them, and cleaned cages. Most of all we played with the dogs to help them with socializing in hopes that they would get adopted. In addition, we made flyers and kennel cards to give information about the dogs to attract prospective owners to adopt them.
World Stress- The TRIAD students participated in a World Stress project. Each student used a different fine arts medium to express a type of stress that we experience. For example: one student wrote a rap song about wanting to fit in. We had poetry, drawings, visual media and even robotics to express such topics as hunger, suicide, wounded soldiers and child neglect to name a few. The students then invited staff to come to a presentation of their work. Their presentation was very thought provoking and insightful.
No Place for Hate- once again the students applied to be a No Place for Hate Campus. We received the status last year. We incorporate No Place for Hate activities into our daily lesson on a regular basis. We have designated activities that we do as well. This is an ongoing project that we do all year.
Pink Out- Cancer Awareness Month-The students partnered with several organizations for Cancer Awareness Month. They did not just focus on Breast Cancer; they made the focus on all cancers. Some of the events were: Daily Cancer Fact of the Day, Ribbon Wall to honor victims

of cancer, and a poster contest. This project spread to other classes in the school. Science classes learned more about the actual disease of cancer. Language arts classed read stories about cancer. The PE classes sponsored a cancer walk. Several classes were involved. The students had Green Bay Packers Kicker, Mason Crosby, donate his pink football cleat and pink kicking tee for a raffle to support a staff member's child with leukemia. This was very educational and enlightening for the students and staff. It raised their awareness and made them more compassionate.

New Perspective Presentation-The students were asked to give a presentation for the Williamson County Mental Health in Schools conference. They designed a presentation that starts with a very powerful skit and the follows with a power point presentation. It is about our Service Learning class. The students discuss the ways that Service Learning gives them a "new perspective" on life and learning. The presentation was so impressive they have been asked to be presenters at several other large conferences and local school and organizations. They presented to large audiences of educators and professionals at the Juvenile Support Network Conference at the University of Texas at Austin on February 4th, 2013 and at the Afterschool Centers on Education (TEA) Communication Network Meeting on February 27th, 2013.

Secret Santa- The students hosted a Secret Santa project in December. They included every student in Academy and TRIAD. They invited staff from the entire facility to partner with them. The students reached out to all of the staff to join them in the project. The students and staff exchanged small treats and words of encouragement for the month. The students made all of their gifts. This was the first time for most students to give a gift they made themselves. It gave the building a spirit of Christmas. We culminated the month with a celebration to reveal the Secret Santa partners. The students lead an impromptu reflection of what the project meant to them. This was very touching and a perfect ending to the project and to 2012.

In 2011, WCJS also overhauled the Community Service Program. Rather than having youth pick-up trash in local parks, the new program focused on creating meaningful opportunities where youth were able to develop marketable skills while providing valued service to their communities. The program is designed to build Developmental Assets of *Youth as Resources, Service to Others, Equality and Social Justice, and Community Values Youth.* Below are several examples of meaningful projects initiated in 2011 and sustained over the years:

- Christmas Tree Recycling
- Round Rock city park landscaping
- Lake Georgetown restoration after flooding
- Adopt-A-Park – Berry Springs Park in Georgetown
- Distributing Food and Supplies at the Caring Place
- Clay Madsen Skate Park clean-up
- MLK Day of Service in partnership with the Georgetown Project

In addition to these projects, WCJS residents are called on frequently to help non-profits and community agencies move and clean offices and set-up and take-down events. These opportunities build trust and connection with the community and provide youth with a sense of purpose and achievement.

Short-term Objectives

Objective A: *Develop comprehensive mental health continuum of care; Establish Mental Health Court.*

WCJS comprehensive mental health continuum of care is detailed in Priority 1 above. While WCJS has not developed a formal Mental Health Court, the overall juvenile court environment and structure mirrors many of the elements of a Mental Health Court. Juvenile Judge Stacey Mathews and the WCJS Court Unit continue to progress toward a comprehensive trauma-informed courtroom environment. Recent progress includes the addition of therapy dogs in the courtroom and a residential attorney advocate.

Objective B: *Expand Existing facilities to accommodate projected growth in juvenile population and to address demands of increasing mental health cases.*

Facility expansion progress is described above in Priority 3. The architectural plan for expansion of the Juvenile Justice Center has been designed and is awaiting vote by the Williamson County Commissioner's Court.

Objective C: *Recruit, develop, and retain competent, professional, "character driven staff".*

WCJS is focused on recruiting, developing, and retaining staff members who are aligned with the department vision, service philosophy, and cornerstone principles described in the document above.

Recruitment: In 2017, WCJS changed Juvenile Supervision Officer (JSO) and Juvenile Probation Officer (JPO) job titles and descriptions to Youth Engagement Specialists (YES) in

order to more accurately reflect the role of these positions. In 2017, WCJS added a Department Core Beliefs document to the applicant interview packet in order to improve transparent communication regarding the trauma-informed and treatment-focused philosophy of the department in order to recruit like-minded applicants.

Development: As described above, all WCJS employees received extensive on-going training in evidence- and research-based practices.

Retention: Retention of direct-care staff members who work shifts and interact all shift with youth exhibiting significant emotional and behavioral difficulty is challenging. In 2017, WCJS restructured an existing employee as a full-time scheduler in order to make maximum efficiency of staffing. In addition, WCJS began offering 10-hour shift patterns in order to allow employees more days off and to ensure that requests for leave are approved in a timely manner.

Long Range Goals/Vision:

1) Separate mental health facility;
As described above, WCJS is focused on comprehensive trauma-informed service delivery throughout the department. In 2017, WCJS modified residential services so that all youth in residence were being served in a trauma-informed, therapeutic milieu. As more than 70% of youth have a diagnosable mental health disorder and greater than 90% youth have a significant history of relational trauma, rather than create a separate mental health facility, all youth receive comprehensive behavioral health and support services.
a. additional funding for pharmaceuticals/psychiatry
WCJS maintains a partnership with Bluebonnet Trails for contract medication management provided on-site by a Psychiatric Mental Health Nurse Practitioner (PMHNP). The contract has expanded to include providing a transitional service for youth living in the community who are on a waitlist or who are otherwise unable to immediately access services. WCJS Health Services staff manage a drug formulary in partnership with Bluebonnet Trails designed to reduce pharmaceutical costs.
b. data collection system
WCJS transitioned from the data collection system *Caseworker* to *Juvenile Case Management System (JCMS)* in 2012. WCJS transitioned to a validated risk and needs assessment, the Positive Achievement Change Tool (PACT) in 2016. Both JCMS and the PACT are much more comprehensive than the previous tools and allow the department to use individual and aggregate data including risk and need levels, Adverse Childhood Experiences (ACEs) scores, and criminogenic need rank in order to make informed client-level and departmental decisions.
c. address gaps in services
WCJS continually evaluates departmental and community needs and engages collaborative partners in order to address gaps in service. As described above, many of these gaps are addressed in partnership with the collaborating agencies of the Williamson County Mental Health Taskforce. Recent community gaps addressed include addition of private behavioral health hospital beds (Rock Springs, Georgetown Behavioral Health Institute), addition of youth intensive outpatient substance use services (Bluebonnet Trails Community Services, Phoenix House), and expansion of school-based counseling and social work services (Intervention Services, Bluebonnet Trails Community Services). Recent departmental gaps addressed include expansion of residential substance abuse contract services (John Briery, LPC, LCDC), expansion of parent education and enrichment (Jervey & Associates, WCJS Trauma Informed Parenting Strategies, faith-based), and expansion of transitional mentoring services (Reset Mentoring).

d) Expand facilities

Facility expansion progress is described above in Priority 3. The architectural plan for expansion of the Juvenile Justice Center has been designed and is awaiting vote by the Williamson County Commissioner's Court.

e) Additional administrative staff

Since implementation of this plan, the department has restructured to add one additional administrative staff member. In 2015, John Gordon transferred from the Academy to the newly created Systems, Compliance, and Training Specialist position. This position was created to oversee department training, PREA compliance, and assist with internal technology such as radios, video camera systems, and computer updates. In 2016, under John's direction, WCJS completed their first PREA audit and became one of the first Juvenile Justice facilities in Texas to become certified as PREA compliant. This position has also assisted with various special project, including working with IT on the SharePoint conversion and to update the department website, and collaborating with Communications to upgrade the department radios.

2) Grant Writer to help secure funds to meet the needs as delineated

In 2015, WCJS hired Prevention Coordinator Kristin Davidson to assist with grant writing. Kristin is an experienced grant writer and grant manager. Several other department staff members assist in writing grants. WCJS has been successful in securing and maintaining grant funded programs including the Family Preservation Program, vocational programming, truancy diversion, mentoring, after-school programming, equine programming, and recreation and adventure therapy.

3) Volunteer Program and Coordinator

In 2015, WCJS assigned Prevention Coordinator Julie Watts as the department Volunteer Coordinator. Julie has concurrent duties as a Prevention Specialist, supervising youth and families in the First Offender Program and coordinating various other prevention efforts. Volunteer coordination efforts have increased significantly, particularly in partnership with the faith community. Volunteers and interns assist with activities and services including resident haircuts, faith-based services, mentoring, meals, family events, canine therapy, skills training, counseling, case management, "spark" activities, administrative duties, and art and music classes. In 2017, WCJS partnered with 175 volunteers and interns. The number of volunteers and interns has increased from 20 to 175 since 2010. The large majority of the new volunteers are recruited from faith-based partnerships. Continued quality recruitment, recognition, and management of volunteers and interns will require a full-time volunteer coordinator and a full-time chaplain as reflected in the 2018 strategic plan.

4) Vocational component to teach skills

Beginning in 2010, WCJS annually contracts with local non-profit *Skillpoint Alliance* for summer vocational programming. Facility residents and youth on field supervision earn their OSHA certification, CPR/First Aid Certification, and the following professional industry certifications: culinary, construction, electrical, landscaping, plumbing, and medical assistant. WCJS began partnering with Workforce Solutions of Williamson County in 2017 to assist eligible youth with GED prep and testing as well as job training and placement services.

5) Transitional living program

WCJS has not achieved this long-range goal; however, recent progress is promising. Contracted provider *Reset Mentoring* has recently announced initial plans to open a transitional living home.

National non-profit *Oxford House* have opened two sober living homes in Round Rock, with plans to open more within the county. Upcoming partnership with non-profit *Lone Star Justice Alliance* will open doors for additional resource development with transitional living programs.

6) Competitive salary and benefits, for similar size department
WCJS has diligently worked to increase salaries, particularly JSO salaries, to remain competitive in the marketplace. Through the strategic use of unallocated funds, when allowed by Commissioner's Court, WCJS has been able to raise the starting salary of JSOs from $31,800 in 2012 to $35,800 in 2018. Human Resources is currently completing a salary study for JSO positions, which may result in an additional salary increase for those serving in these positions. Additionally, salaries for JPO I and JPO II have increased, as well as starting salaries for all supervisory level positions. It is important to note, the use of unallocated funds is no longer allowable, which ultimately decreases the department's flexibility and will likely make it more difficult in the future for the department to maintain competitive salaries.

2018 WCJS STRATEGIC PLAN

PRIORITIES:

1 Continue development of a **comprehensive** trauma-informed system of care for children and youth in Williamson County.

Short-term objective(s):
    a. Increase TBRI® Practitioner training opportunities for key staff members.
    b. Add full-time TBRI® coaching position(s).
    c. Continue to infuse trauma-informed approaches and practices into service delivery with a focus on felt safety, connection, and coping.

Long-term objective(s):
    a. Use *Self-Healing Communities* model in coordination with local stakeholders and agencies to develop and implement a Williamson County community plan to educate and equip citizens to improve intergenerational health.
    b. Partner with Karyn Purvis Institute of Child Development to develop a research-based implementation model of TBRI® application in a juvenile justice setting.

2 Expand Juvenile Justice Center facilities and services to account for continued TJJD commitment reduction, addition of 17-19-year-olds ("Raise the Age"), and projected juvenile population growth.

Short-term objective(s):

a. Complete design and begin build-out of Juvenile Justice Center expansion plan.
b. Project staffing patterns and total operation costs of expansion plan.

Long-term objective(s):
a. Develop and implement independent living plan to operate group homes and transitional living apartments.
b. Project staffing patterns and total operation costs of independent living plan.

3 Strengthen transitional living, support services, and vocational opportunities for older adolescents as they progress toward independent living.

Short-term objective(s):
a. Expand vocational opportunities and partnerships to include year-round programming for older adolescents who have completed their GED/diploma.
b. Expand independent living skills offerings and opportunities for older adolescents who have completed their GED/diploma
c. Develop and strengthen partnerships with local job readiness agencies and local employers.

Long-term objective(s):
a. Develop and implement independent living plan to operate group homes and transitional living apartments.
b. Project staffing patterns and total operation costs of independent living plan.

4 Grow capacity to analyze data and measure outcomes in order to maximize resources, respond to emerging trends and needs, and create efficiencies.

Short-term objective(s):
a. Partner with local universities and agencies to study data sets and develop ongoing data analytics metrics.
b. Grow understanding and capacity to analyze existing JCMS and PACT aggregate data.
c. Train management and supervisory staff in data-informed decision-making.
d. Evaluate cost/benefit of programs with an initial focus on the National School Lunch Program.

Long-term objective(s):
a. Add full-time data coordinator position.

b. Develop collaborative inter-agency data analytics plan(s) with connected agencies including, but not limited to, adult probation, Bluebonnet Trails Community Services, Child Protective Services, and local Independent School Districts.

c. Strengthen employee recruitment and retention, strengthen community connection and expand volunteer/intern capacity in order to build webs of support for youth and families

Short-term objective(s):

a. In coordination with Human Resources Dept. develop competitive compensation packages and career ladders to recruit and retain high-quality professionals

b. Add full-time volunteer/intern coordinator position.

c. Develop coordinated system to match volunteer/intern interests to needs/interests of youth/families.

d. Re-establish full-time Chaplain to increase connection with local churches and the broader faith-based community

Long-term objective(s):

a. Partner with Search Institute and the Georgetown Project to research the impact of Developmental Relationships and SPARKS with youth/families in Williamson County.

b. Expand internship opportunities to include research studies and increased availability of professional services (counseling, psychiatry, social work, etc.)

5 Continue focus on priorities in original plan:

a. Develop comprehensive mental health continuum of care.

b. Reduce out of county placement and commitment to TJJD State Facilities.

c. Plan for projected juvenile population growth.

d. Develop local specialized programming to meet the needs of youth and families.

e. Maintain confidence in the competence of our organization by outside stakeholders.

Strategic
Implementation
Plan
2020 - 2022

Williamson County Pretrial Services

Williamson County Pretrial Services
Strategic Implementation Plan
2020-2022

Contents

Director's Message

The pre-trial stage of any criminal proceeding is significant, and research tells us that the bail decision can have both immediate and long-term impacts on the community, the defendant, and their family. It is for that reason that a well-structured bail process is necessary: one which increases public safety, assures court appearance, and minimizes unnecessary pretrial detention.

In 2019, the Williamson County Commissioner's Court made a significant investment in the justice system by creating a Pretrial Services Department to manage the pre-trial process. This investment reflects the growing national recognition of the impact of the preliminary stages of a criminal case. At its core, Pretrial Services Department has a drive to see that justice is done through promoting an effective and, ultimately, fair bail system. This Strategic Implementation Plan is the blueprint for development of the Pretrial Services Department in Williamson County.

In this document, we lay out our path to implementing best practices at the pretrial stage of criminal cases, from excellence in court management, to incorporating a Risk Assessment tool, from the appropriate and timely appointment of counsel, to risk based post-release supervision. In each of these areas, we have defined goals, and a path to achieve them. Balancing the preservation of public safety with a drive to reduce unnecessary detention, and, fundamentally, promote justice at all stages of the process is the goal of this investment.

I am excited that, over the coming years, we will be building, changing, and learning. Most importantly, I am proud that we are working to support the effective administration of justice in Williamson County.

Leadership

Pretrial Services Executive Leadership	**Pretrial Services Board**
Ronald S. Morgan, Jr. Director	**Hon. Stacey Mathews** Judge, 277th District Court
Maritza Ramirez Pretrial Services Manager	**Hon. Doug Arnold** Judge, County Court at Law #4
	Hon. Alexandra Gauthier Senior Associate Judge
	Hon. Valerie Covey County Commissioner, Precinct 3

Mission

The mission of Williamson County Pretrial Services is to enhance public safety, contribute to the effective administration of justice, and uphold the Constitution and Laws of the United States and the State of Texas.

Vision

Williamson County Pretrial Services' vision is to serve as a leader in the justice system locally and statewide by promoting a culture of accountability and innovation, and through attracting, developing, and retaining an effective team of professionals committed to our mission, guiding principles, and goals.

Guiding Principles

As a part of the larger criminal justice system in Williamson County, Williamson County Pretrial Services employs the following guiding principles in fulfilling its mission:

- Community Safety & Court Appearance
- Presumption of Innocence
- Non-Financial Conditions of Release

Organizational Goals

The staff of Williamson County Pretrial Services currently provide administrative support to judicial officers, and will provide risk-based bail recommendations, effective post release monitoring, and oversight of the indigent defense process in Williamson County. We accomplish these goals by:

- Providing efficient administrative support to Williamson County Associate Judges. **(current goal)**
- Managing the in-custody Magistration Hearings, Cite and Release Proceedings, and Emergency Protective Order Modification Hearings. **(current goal)**
- Screening and, where eligible, appointing counsel for eligible defendants within the time required by law. **(current goal)**
- Interviewing, prior to Magistration, individuals arrested on local charges. **(future goal)**
- Providing accurate risk and financial screening results and appropriate pretrial release recommendations rooted in best practices to support judicial bail decision-making. **(future goal)**
- Managing the bail process in a way that reduces unnecessary detention through facilitating release under the least restrictive conditions that will assure community safety and court appearance. **(future goal)**
- Providing Court Date Reminders to defendants released on Personal Bond as a means of assuring court appearance **(future goal)**

- Providing effective and appropriate post-release supervision to defendants awaiting trial to assure compliance with court ordered conditions of release. **(future goal)**

"Twenty-five years ago, a third of the jail population was awaiting trial. Now the percentage is three-fourths. Most of those detained are non-violent, unlikely to re-offend, and posing no risk of flight. Many are held because they're too poor to make bail…(t)hey remain in jail, losing jobs and families, and emerge more likely to re-offend... And on top of that, taxpayers must foot the bill—a staggering $1 billion per year to jail those who should be released…Not only are people held who should be released, people are released who should be held.[…] It is time—actually, it's past time—to ensure that defendants who pose no risk to the public are not jailed, and that those who do, are.

- Chief Justice Nathan Hecht
  State of the Judiciary Address, February 6, 2019

Williamson County Pretrial Services was created during the Budget Process in August of 2019. In their action, the Court shifted functions previously performed by the Personal Bond Office and administrative functions performed by the Magistrates' Office to the new Department.

Key Functions of Williamson County Pretrial Services at Establishment

- Administrative support to Magistrates Court

  Working 7 days per week, 365 days per year, staff manage dockets, draft required paperwork, and facilitate legally required hearings and bond setting for over 11,000 arrestees per year. In addition, they process arrest and blood warrants as well as magistrate's orders of emergency protection. While the primary recipients of administrative support are the Williamson County Magistrate Judges, the interactions by Pretrial Services staff goes far beyond that group. We work closely with a variety of justice-system stakeholders, including law enforcement, prosecutors' offices, the district and county courts-at-law, district and county clerks' offices, municipal courts, and justice courts, and providers such as Bluebonnet Trails (the Local Mental Health Authority).

- Management of Indigent Defense appointments

  Working 7 days per week, 365 days per year, staff review applications for court appointed counsel for defendants in and out of custody, and receive applications in person and electronically to determine eligibility. Staff appoint attorneys for those defendants who are eligible according to state law and County policy, and appear in Magistrate Court, County Courts at Law and District Court to work with the Judges to ensure that appointed counsel and defendants are notified of the appointments-made.

- Oversight of Emergency Protective Order Modifications

  Staff schedule and provide support to Judges, the County Attorney's Office, and the District Attorney's Office, and litigants in preparation for and during hearings to modify the requirements of Emergency Protective Orders, issued by the Magistrates Court. These hearings take place during the regular business day, in addition to the 7 day/week operations of the Magistrate's Court.

- Oversight of Cite and Release process

  Staff manage dockets that facilitate appearance of individuals who were ordered to appear as a result of being issued a field release citation in lieu of being booked into the County Jail. This collaboration with the County Attorney's Office helps to divert
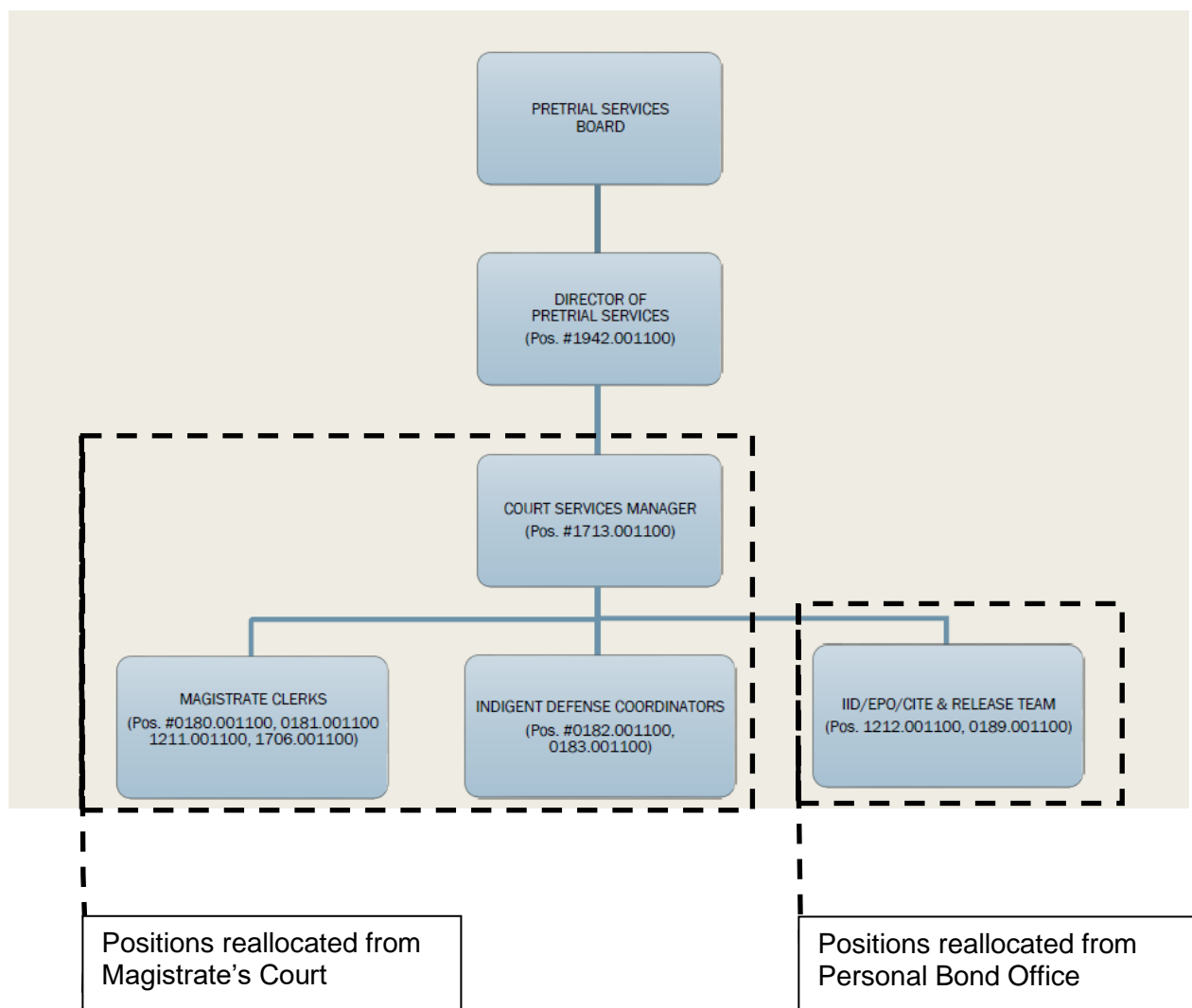
individuals from being booked into the jail, and provides Williamson County with cost-savings on jail-bed days and associated booking costs.

- Administrative support to Courts for alcohol monitoring ordered as a condition of release

  Staff review release orders that require alcohol monitoring and ensure that appropriate parties are notified when a defendant has the device installed. They ensure that monitoring reports are routed to the correct court, and collect and deposit administrative fees.

Staff Allocation at Establishment/Current Organizational Chart

When Pretrial Services was created, clerical staff from the Magistrates' Department and the staff of the Personal Bond Office were moved under the Pretrial Services Department. The result was creation of a Department that provides the above current level of services with a total of 10 FTEs.

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                        ┌─────────────────────┐
                        │  PRETRIAL SERVICES  │
                        │       BOARD         │
                        └─────────────────────┘
                                  │
                        ┌─────────────────────┐
                        │     DIRECTOR OF     │
                        │  PRETRIAL SERVICES  │
                        │ (Pos. #1942.001100) │
                        └─────────────────────┘
                                  │
                        ┌─────────────────────┐
                        │ COURT SERVICES MANAGER │
                        │ (Pos. #1713.001100) │
                        └─────────────────────┘
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| MAGISTRATE CLERKS (Pos. #0180.001100, 0181.001100 1211.001100, 1706.001100) | INDIGENT DEFENSE COORDINATORS (Pos. #0182.001100, 0183.001100) | IID/EPO/CITE & RELEASE TEAM (Pos. 1212.001100, 0189.001100) |

Positions reallocated from Magistrate's Court

Positions reallocated from Personal Bond Office

2020 Looking Forward

Starting in late 2020, the Department will begin the very significant responsibility of implementing major change to the bail process in Williamson County. Over the next two years process improvements such as introduction of a detailed Pretrial Screening Process (to include a Risk Assessment Tool, information verification, and a financial study) and use

of risk-based post-release supervision strategies will impact many of the elements of the Justice System in Williamson County. These new functions will be taken on in addition to maintaining the level of service provided through the current workload of the Department.

With an eye toward these upcoming changes, Pretrial Services applied-for and was awarded a technical assistance grant from Advancing Pretrial Policy and Research, an initiative of the National Partnership for Pretrial Justice and the Arnold Foundation. Through this technical assistance grant, Williamson County has become an APPR "Learning Site". This grant provides coaching and technical assistance that will support a best-practices implementation process for a risk assessment tool and risk-appropriate post-release supervision.

To be successful, system-level change must be managed in a deliberate, well-considered manner. The information presented in this plan illustrates the approach that Pretrial Services will take to successfully enhance the pre-trial process in Williamson County.

> "This is the most substantive, heavy lifting that we have done in the arena of collaboration between our Commissioners Court and our legal system in many years[…] because it takes a team to solve a problem.
>
> - County Judge Bill Gravell
>   August 15, 2019

> "In our society liberty is the norm, and detention prior to trial or without trial is the carefully limited exception."
>
> - Chief Justice William Rehnquist
> <u>U.S. v. Salerno</u>, 481 U.S. 739, 755 (1987)

An individual who is arrested is considered innocent until proven guilty, and, after arrest, is entitled to release on bail pending charges. The purpose of bail has been expressed in many ways, but fundamentally it is to assure court appearance[1] and public safety.[2] In Texas, the bail decision is ordinarily made during the so-called "Article 15.17 Hearing".[3] Here Judicial Officers are called on to make a very impactful decision as to what condition or conditions of release would be appropriate to reasonably assure a defendant's appearance in court and the safety of the community while trial is pending. In Texas, bail is expressed in money: the Judge sets bail in the amount that will meet the dual considerations articulated above.[4] The bail may then be satisfied in one of three ways: a defendant can post the entire bond in cash, they can contract with a bailbondsman ("surety bond")[5], or they can be released on personal bond[6], which is when the Judge authorizes a defendant's release based on their promise to return to Court and (potentially) to comply with certain conditions of release. A key feature of this bail decision is that it is based in the principle of individual consideration: the Judge must determine what bail is sufficient to assure that defendant's court appearance and the safety of the community should that defendant be released.[7]

Because of the dual purpose of bail, a Judge is ultimately required to identify the least restrictive conditions of release that will reasonably assure the defendants appearance in court and the safety of the community.[8] Those least restrictive conditions can range from

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[1] Tex. Code of Criminal Procedure, Art. 17.01, American Bar Assn., *Standards on Pretrial Release,* Standard 10-1.1 (2008); National Assn of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 1.1 (2020).

[2] American Bar Assn., *Standards on Pretrial Release*, Standard. 10-1.1 (2008); National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 1.1 (2020).

[3] *See* Tex. Code of Criminal Procedure, Art. 15.17.

[4] Tex. Code of Criminal Procedure, Art. 17.01

[5] Tex. Code of Criminal Procedure, Art. 17.02

[6] Tex. Code of Criminal Procedure, Art. 17.03

[7] *See Stack v. Boyle*, 342 U.S. 1 (1951)

[8] American Bar Assn. Standards on Pretrial Release, Standard 10-1.2, National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 3.3(a) (2020).

being released and told to come to court to being released but placed on home confinement. There are also defendants for whom pretrial release would not be appropriate; for them detention is the appropriate outcome. On the spectrum between release with no conditions and detention there exist various tools that a Judge may use to assure community safety and court appearance, including post-release monitoring or supervision, drug testing, location monitoring, and alcohol monitoring.

Traditionally, in Williamson County, the only information available to Judicial Officers at this stage in the process is the probable cause affidavit (a sworn description of the offense for which the defendant is arrested) and the arrestee's criminal history. The newly created Pretrial Services department will assist the Judicial Officers in the discharge of their duties by gathering additional information related to the likelihood of appearance and risk to community safety.

At present, limited post-release supervision and monitoring is provided by Williamson County Community Supervision and Corrections (CSCD). The newly created Pretrial Services Department will modify the approach for this service delivery and provide a resource to the judiciary in making informed release decisions that are risk-based.

Williamson County Pretrial Services has developed and adopted Key Agency Goals for 2020-2022 represent the cornerstone of developing an effective Pretrial Services Program, and that will support the bail decision and post-release management of defendants on bail.

KAG 1. Support Judicial Officers in making informed bail decisions [FY 2021 Goal]

Under the Texas[9] and United States[10] Constitutions individuals are entitled to pretrial release on bail except in very limited circumstances[11] (the "limited exceptions" that Chief Justice Rehnquist references in the *Salerno* opinion[12]). Texas law gives a Judge guidance on the factors that are to be considered in making this bail decision[13], but the Judicial Officer has great discretion in determining what bail is appropriate in a particular case. In this Key Agency Goal, Pretrial Services seeks to provide information to Judicial Officers that will assist them in making the bail decision.

Strategy 1.1. Conduct Pretrial Screening Interview[14]

The information that Judges rely on in the setting of bail Pretrial Services Officers will conduct screening interviews with each eligible arrestee. The information collected during the screening interview will be verified, and included in the results of the pretrial investigation then presented to the Court for use in making the bail decision, and verifying that information.[15] Information to be collected and verified will include place of residence, employment status, and criminal history information.

Strategy 1.2. Implement a Risk Assessment Screening Tool[16]

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[9] Tex. Const. art. 1, § 11, § 13.

[10] US Const. amend. VIII .

[11] *See, e.g.*, Tex. Const. art. 1 § 11a, *et seq.,* Tex. Code of Criminal Procedure, Art. 17.152, *et seq.*

[12] *See* "Bail, in brief", *supra.*

[13] Tex. Code of Criminal Procedure Art. 17.15.

[14] National Assn of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 4.3 (2020); American Bar Association Standards on Pretrial Release, Standard 10-1-10(a) (2008).

[15] National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 4.1(b)(i) (2020).

[16] *Id.* at Standard 4.4.

Best practices in the Pretrial Services field[17], amplified by the Texas Judicial Council[18] state that bail decisions should be based on a defendant's risk. At the pretrial stage of the justice process, risk is focused on predicting the likelihood of a defendant attending his/her required court settings, and avoiding arrests during the pendency of the case.[19] Use of an actuarial risk instrument as a part of the bail decision has been proven to be more successful[20] and fundamentally more fair[21], in supporting the release decision than making that decision based on qualitative information alone. Consistent with the state of the practice, and responsive to the

> "We are going to be…utilizing risk assessments …to support the decisions that are being made.
>
> - Commissioner Valerie Covey, August 15, 2019

clear call of various justice system stakeholders[22], we will implement an actuarial Risk Assessment Tool in order to promote *risk-informed* bail decision making by judicial officers.

This strategy will support Key Agency Goal 1 through implementation of the Public Safety Assessment (PSA) tool, developed by the Arnold Foundation.[23] This will assist judges in identifying the least restrictive conditions of release that will assure community safety and court appearance.

Strategy 1.3.   Implement Comprehensive Financial Screening

Under Texas laws related to bail, one of the factors a Judge must consider is the defendant's ability to afford the bail that is set.[24] At present, due to staffing constraints,

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[17] *Id*. at Standard 2.8.

[18] Tex. Judicial Council, Criminal Justice Committee Report and Recommendations, June 2018, p. 5

[19] Desmarais, S. and Lowder, E. "Pretrial Risk Assessment Tools: A Primer for Judges, Prosecutors, and Defense Attorneys", John D. and Catherine T. MacArthur Foundation Safety and Justice Challenge, (2019), p. 3.

[20] Mamalian, C. "State of the Science of Pretrial Risk Assessment", Pretrial Justice Institute (2011), pg. 24, Texas A&M Public Policy Research Institute, Liberty and Justice: Pretrial Practices in Texas (2017);

[21] Texas A&M Public Policy Research Institute, Liberty and Justice: Pretrial Practices in Texas (2017);

[22] Tex. Judicial Council, Criminal Justice Committee Report and Recommendations, June 2018, p. 5; American Bar Association Standards on Pretrial Release, Standard 10-1-10; Texas A&M Public Policy Research Institute, Liberty and Justice: Pretrial Practices in Texas (2017); Levin, M. "Prescription for bail reform must include public safety and due process" *The Hill* (June 6, 2020).

[23] *See*: https://advancingpretrial.org/psa/about/

[24] Tex. Code of Criminal Procedure, Art. 17.15(4).

Williamson County Pretrial Services staff conducts an indigence assessment for only those defendants who request the appointment of counsel.

As part of this strategy, the Department will transition to a financial screening during the Pretrial interview that is designed to provide the Judge with the information needed to set bail in conformance with Texas law <u>and</u> assess a defendant's ability to afford counsel, and all of this information will be provided prior to the Art. 15.17 (Magistration) hearing, where it can be best utilized.

>   Strategy 1.4.   Provide a Bail Report and Recommendation to Judicial Officers[25]

The results of the Pretrial Services interview, investigation, risk assessment, and financial screening will be provided to the Judicial Officer in the form of a written bail report. This summary is, effectively, the "end product" of the pretrial screening and will include a recommendation by Pretrial Services that results from analysis of the information acquired during the process. The recommendation that Pretrial Services will provide speaks to the least restrictive conditions needed to address defendant's risk of failure to appear and risk to community safety, and will be founded in the recognized best practices in the field.[26]

KAG 2.   Provide effective, appropriate post-release supervision and monitoring [FY 2022 Goal]

A risk-based bail decision, in many cases, will result in a defendant's release on bond, and may result in a need for risk-appropriate pretrial monitoring and supervision as an alternative to incarceration. This provides judges with tools for the management of defendants *individually identified* risk factors, a practice consistent with the accepted standards of the Pretrial Services field[27] and the identified priorities of justice system stakeholders[28].

>   Strategy 2.1.   Assume responsibility for existing pre-trial, post-release supervision and expand availability of supervision and monitoring where appropriate

As noted above, Williamson County CSCD/Adult Probation currently provides supervision and monitoring to a limited pool of defendants, specifically individuals released on bond

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[25] National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 4.5 (2020); American Bar Association *Standards on Pretrial Release*, Standard 10-1-10(b) (2008).
[26] National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 4.5(b) (2020).
[27] *Id.*at Standard 2.9.
[28] Tex. Judicial Council, Criminal Justice Committee Report and Recommendations, June 2018, p. 8-9.; Texas A&M Public Policy Research Institute, Liberty and Justice: Pretrial Practices in Texas (2017);

in felony cases only. In addition, a limited amount of alcohol monitoring has been provided by the former Personal Bond Office. It is consistent with best practices in the pretrial field nationally that post-release supervision for individuals who have not been convicted of the offense charged should be situated in a dedicated Pretrial Services agency.[29] This provides the advantage of an organization focused on the pretrial-related elements of risk that are unique to defendants awaiting disposition of their cases.

Pretrial Services will take on the role of providing all pre-trial supervision and monitoring that is currently provided by CSCD and the former Personal Bond Office. Furthermore, Pretrial Services will provide this supervision and monitoring when appropriate based on judicial determination of risk, regardless of charge level.

> Strategy 2.2.   Develop and implement supervision strategies that are consistent with the principle of risk-appropriate, least restrictive conditions of release[30]

While there are some similarities, pretrial release is not probation, and the approaches that are used at the pre-trial stage of a criminal case differ significantly. Probation is a program focused on community safety and crime reduction through a variety of strategies[31] appropriate to a person who is in post-adjudication status, including rehabilitation[32] pro-social growth and supporting significant behavioral change to support that growth. At the pretrial release stage, a defendant has not been convicted of the offense charged, and the focus is much more narrow: public safety and court appearance.

The supervision strategies that will be employed will be tailored to be the least-restrictive actions that are needed to assist the defendant in succeeding in the dual focus of pretrial release.[33] For example, a highly effective method to support court appearance is Court Date reminders.[34] Pretrial Services will, through leveraging technology, employ a system to generate reminders to defendants using text messaging and telephone calls.

It is necessary to tailor the conditions of release to the specific risk elements posed by the individual defendant. Williamson County Pretrial Services will provide a variety of options

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[29] *See* Commentary on: National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 2.7 (2020).

[30] National Institute of Corrections. A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency. (2017). p. 33.

[31] *See also* American Probation and Parole Association, Position Statement: Probation. (1997) accessed at https://www.appa-net.org/eweb/Dynamicpage.aspx?site=APPA-3&webcode=IB_PositionStatements.

[32] Texas Department of Criminal Justice – Criminal Justice Assistance Division, Mission Statement accessed at: https://www.tdcj.texas.gov/divisions/cjad/index.html.

[33] National Assn. of Pretrial Services Agencies, *National Standards on Pretrial Release* Standard 4.6(a)(i) (2020)

[34] National Institute of Corrections. *A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency*. (2017). p. 47.

so that, based on the judicial determination of risk (informed by the Pretrial investigation discussed above), a defendant may be ordered appropriate conditions of release. Pretrial Services anticipates monitoring conditions of release that range from court date reminders to in-person supervision meetings, to more restrictive forms of alcohol monitoring, location monitoring, and drug testing.

Success at this strategy will require working with vendors and other external stakeholders in order to provide certain services. Pretrial Services anticipates entering into contracts or service agreements with one or more vendors who will provide location monitoring services, alcohol monitoring services, and drug testing services. These external relationships will allow the Department to provide a full range of post-release supervision options to the Court and defendants in a way that is fair, efficient, and cost-effective.

> ### Strategy 2.3. Take appropriate action on failure to comply with court-ordered conditions of release

The justice system only maintains the confidence of the public it serves if the public can reasonably believe that participants are doing all they can to preserve community safety and promote defendant accountability. Because the focus of any conditions of release that are ordered is court appearance and public safety, it is essential that the Department take appropriate action when a defendant fails to comply with these court orders.

To promote confidence in our ability to provide public safety and assure court appearance, Pretrial Services will develop a continuum of responses to address instances where defendants fail to comply with the conditions of release. This continuum will range from internal administrative responses to some violations to notifications to the Court, the prosecutor, and defense counsel for more serious violations. In all instances, the traditional elements of a response to violations (certainty, swiftness, proportionality, fairness, and individualized response) will be the foundation of addressing alleged failure to comply with release conditions.[35]

KAG 3. Promote the effective use of county resources through new and existing departmental operations

There are many benefits to the careful management of pretrial release. Key among them is establishing a process that allows for minimizing unnecessary (and costly) pretrial detention and increasing public safety and court appearance.[36] Beyond these very visible benefits a well-implemented pretrial release system can *carefully and deliberately* reduce the jail population, allow defendants to be free to maintain employment and pro-

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[35] *Id.* at 56.
[36] *Id.* at v.

social connections, and facilitate better outcomes in the disposition of cases, which can have a positive impact on limited county resources.

As we build capacity within the Department to manage an effective bail process, we must also continue the services that are currently provided. Our intent is to enhance efficiency and serve as good stewards of taxpayer dollars.

Strategy 3.1. Leverage existing resources to support new goals and tasks while ensuring continuity of operations

At inception, Pretrial Services took on various tasks performed by the Magistrate's Court and the former "Personal Bond Office". The current level of service includes 7 day/week support to the Magistrate's Court, and review of applications for appointed counsel, and 5 day/week support for other related hearings and oversight of alcohol-related release conditions. While discussed in greater depth below in the Management Goals section, Pretrial Services recognizes that County resources come at a cost to the taxpayer. Because of this, we have engaged in a review of current processes and seek to re-align resources to achieve the new goals set forth above.

One example of this type of resource reallocation is related to indigence screening is currently ongoing. Indigent Defense Coordinators screen defendants in custody for the appointment of counsel on request. They also provide screening for defendants out of custody. In the FY2021 Budget Process, Pretrial Services is proposing to reclassify the Indigent Defense Coordinator positions into Pretrial Services Officers. Those staff will conduct financial screening responsibilities for all defendants. Results of that screening will both inform the judicial bail decision and, if the defendant meets eligibility criteria, allow for appointment of counsel. The out-of-custody indigence screening is gradually being migrated to an online process, and management of those duties will continue, but in a less resource-intensive manner, which will allow the newly reclassified Pretrial Officers to focus on all elements of pretrial release screening.

As Williamson County Pretrial Services develops over the next two years, responsibilities for current tasks performed will likely continue to shift to maximize efficiencies, and provide the best service possible to justice system stakeholders.

Management Goals 2020-2022

In addition to the Key Agency Goals expressed above, Pretrial Services has adopted Management Goals that are designed to support the Agency Goals. These Management

Goals are intended to provide the structure that will allow the Department to succeed in achieving the Key Agency Goals.

MG 1. Acquire necessary technology to track Department operations

Currently, information concerning Department operations is managed in a variety of computer systems and manual processes that are not designed to effectively capture that data. To accurately determine the effectiveness of programming at the pretrial level (discussed in greater depth in Management Goal 6, below), Pretrial Services must acquire technology that will allow for information regarding defendant risk, release status, and post-release compliance, to be obtained, recorded, reported-on, and tracked. The technology should also interact with the Court Management System and the Jail Management System, to maximize efficiencies and reduce duplicated work.

Through work with County IT, and by developing a detailed programmatic specification document, Williamson County Pretrial has identified a potential solution within the Tyler Odyssey suite of software. In the coming months, we look forward to examining the product and, if it is sufficient, implementing it in late FY2020 or early FY2021.

MG 2. Recruit and retain staff qualified to carry out Department mission and function

In order to expand the current workload to include Risk Assessment screenings, bail recommendations, and post-release supervision, Pretrial Services must augment the current level of staffing. The Department has completed a detailed staffing model that is (initially) designed to be implemented over a two-year plan. Under that model, the first year will support implementation of Risk Assessment screening and bail recommendations (KAG 1), and the second year will support management of post release monitoring and supervision (KAG 2).

To succeed in these areas, Pretrial Services must attract and retain staff who are sufficiently versed in the Justice System and able to align their mindset to the presumption of innocence, the importance of risk-based decision-making, and the principle of least restrictive conditions. This requires identifying and recruiting a qualified workforce with criminal justice education and/or experience. It also requires providing a comprehensive work environment that promotes staff retention.

The Staffing Model that has been developed by Pretrial Services is based on booking trends and projections and CSCD post-release supervision history and suggests a need to increase Department staffing from 10 to 23 employees in the Department over the course of the two-year plan. This would be achieved through a combination of requests for new FTEs and reclassification or realignment of existing FTEs. It is recognized that this is a

significant investment for Williamson County to make in the justice system, and given the current economic environment (discussed further below), it may be difficult to achieve this in the two years that this plan contemplates. Accordingly, this is a goal which we hope to fully achieve, but the timeframe of which may need to be reassessed based on the current climate.

MG 3. Provide appropriate initial staff training to enable newly-hired staff to succeed in their work

Individuals who are hired at a Pretrial Services agency will have varying levels of exposure to the principles that underpin our work. Because of this, Pretrial Services must provide training that will support new-hires in learning not just the daily mechanical elements of their jobs, but also the overarching principles that we apply. This is an intensive process that will include developing a deeper understanding of the judicial process, specific to the local setting and in general, and enhancing existing skills in use of technology, analysis of data and other information, writing and public speaking for various audiences.

The Director of Pretrial Services is well-situated to provide or oversee the training required to support staff in their success. This will be augmented by existing staff and the use of resources that are provided by national and statewide organizations and the support provided by APPR (discussed in further depth below).

MG 4. Provide a minimum of 24 hours of continuing training for all staff that will support them in their professional development

Considerable emphasis is placed on initial staff training. At the same time, it is important that all staff have opportunities for ongoing professional development, so that they can continue to contribute to the Department and enjoy professional advancement. The Department has set a goal of 24 hours of ongoing professional development for each employee.

Training under this Management Goal will likely be acquired from outside sources, and will be appropriate to the Employee's role within the organization or designed to help them prepare for a role into which they may transition within the Department.

MG 5. Acquire space that supports Department mission and function

Pretrial Services currently has 10 employees who provide the current level of service, assigned to several different locations. Pre COVID-19, staff worked from a Courtroom in the Williamson County Jail; that space has been replaced by the Jury Impaneling Room in the Justice Center Basement. Staff also use office-space in the Justice Center Attic, and

Counsel Conference Rooms on the Justice Center's first floor. As the Department evolves into its intended function, it will become necessary to acquire space that will allow for additional staff to be brought on board, and that will support a 7 day/week operation.

Williamson County Pretrial Services has been collaborating closely with Facilities to identify potentially suitable space for the Department, including developing specifications for space needs that will accommodate the department at various stages through its development. As a baseline, the Department requires space that is secure, and, at a certain level, publicly accessible 7 days per week. Ideally, this would be accomplished through a combination of space in the Justice Center and the Jail. Ultimately, the space needs to be located in or proximate to those two buildings, and will need to allow staff to interact with individuals in the secure setting of the Williamson County Jail, as well as individuals free on bond, attorneys, Judges, and the general public.

MG 6. Identify and make accessible key data points that will allow Department to assess general workload as well as staff fidelity to Risk Assessment Tool procedures, Judicial Acceptance of risk-based Recommendations, and Appearance and Public Safety Rates.

It is critically important that Pretrial Services functions effectively and efficiently. One way to measure program effectiveness and efficiency is through the collection and evaluation of relevant data. There are several elements of data collection that are required by law once Pretrial Services begins to screen individuals for release on bond, including the Appearance[37] and the Public Safety Rates[38], and the Department will work to provide that data.

Beyond the legally required data, and in order to ensure that we are functioning effectively and employing best practices in supporting Judicial release decisions, it will be important to track several other data elements. Experts in the Pretrial Services field have identified several data-points related to program performance and outcome that the Department seeks to track. These include universal screening fidelity[39] staff fidelity to risk procedures (through concurrence[40] or recommendation[41] rate) defendant success rate[42], detainee length of stay[43] as well as the judicial response to recommendations. These, and other, to-be-identified, measures, when taken in concert with legally required

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[37] Tex. Code of Criminal Procedure Art. 17.42, Sec. 5 & Sec. 6
[38] *Id.*
[39] National Institute of Corrections, *Measuring What Matters: Outcome and Performance Measures for the Pretrial Field*, at 5 (2011).
[40] *Id.* at 4.
[41] *Id.* at 5
[42] *Id.* at 4.
[43] *Id.* at 4.

reporting, will provide a framework for constant improvement and a drive toward operational excellence.

The APPR Project

In December of 2019, Williamson County applied to the Advancing Pretrial Practices and Research (APPR) project for a Technical Assistance (TA) grant to support implementation of a Risk Assessment took. The APPR project is a collaboration of the Center for Effective Public Policy and the Arnold Foundation[44]. This is the second round of TA grants being offered by CEPP, and will provide us with support as we work to implement risk based bail decision-making. First-round APPR Learning Sites included jurisdictions in Alabama, Georgia, North Carolina, and Washington.

With the assistance of our TA provider, Williamson County Pretrial Services will use the APPR implementation model for the PSA. This plan calls for a measured, detailed, 12-month implementation period, during which we will create procedures for use of the PSA in Williamson County, including a Release Conditions Matrix and a PSA Violent Offense List. As importantly, the APPR implementation model calls for developing a collaborative stakeholder team that will identify pretrial-related justice system goals and that will provide the infrastructure to achieve those goals.

Relationship between APPR Project and Implementation Plan

The easiest way to view the APPR project's relationship to the Implementation Plan that is laid out above is as an overlay. This Plan was developed after a review of the general structure of the APPR model for deploying a risk assessment tool and enhancing justice at the pre-trial level, and incorporates the key principles of the model. The APPR, therefore, would fit over this Implementation plan and APPR and the plan would support each-other. For example, the APPR model proposes a method for tracking program outcomes and results, which is a Management Goal under this Implementation Plan. The APPR project involves developing a stakeholder group composed of individuals who will each bring their unique perspectives to support the development of a Pretrial program; this Plan remains sufficiently flexible to evolve due to developments during the APPR project and recommendations that would come from that stakeholder group.

The Impact of COVID-19

This plan would be incomplete without acknowledgement of the onset of the Novel Coronavirus Pandemic, which began in Spring 2020. Tragically, COVID-19 has taken the lives of over 40 residents of Williamson County, and infected thousands more.[45] Beyond

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[44] *See:* https://advancingpretrial.org/
[45] http://www.wcchd.org/COVID-19/dashboard.php accessed 6/30/2020.

the human toll of lives lost and affected, the Coronavirus has also had a lasting impact, *not all negative*, on the Justice System in general and on the development of a Pretrial Services program in particular.

When the Supreme Court of Texas, the Court of Criminal Appeals, and the Office of Court Administration began issuing orders related to the provision of justice during these unprecedented times[46], the staff of Pretrial Services responded by modifying the way current services are provided. The Magistration Process moved out of the Jail Courtroom due to the Jail's quarantine practice, and in the interest of health and safety of staff. This resulted in an increased reliance on technology. Where possible, and depending on their roles within the Department, staff telecommute at varying levels. The process of indigence screening for defendants on bail for the purpose of appointment of counsel has moved online. Defendants submit applications via the internet, and staff respond and, where appropriate, appoint counsel via email. Finally, COVID resulted in collaboration with other County departments that brought multiple Pretrial Services staff members outside of their commonly performed duties.

COVID-19 has caused "forced change" in a rapid period of time. While this posed some challenges, it has had the positive effect of allowing Pretrial Services to explore the degree to which change can be tolerated when there are limited-to-no alternatives and limited resources, and has forced thinking outside the box. This pandemic has provided the department with valuable lessons as we prepare to make major change to the justice system in Williamson County through the implementation of risk-based decision making at the pre-trial stage of the process.

More directly, the pandemic has caused a delay in some of the projected benchmarks for the development of the Pretrial Services program. For example, the APPR project that was due to begin in April of 2020 has been pushed back to late July. This will have a 2-3 month impact on delaying first use of the PSA at bail determination. The pandemic has unquestionably impacted the national economy, and Williamson County is not exempt. Pretrial Services has charted an ambitious 2-year path toward fully standing-up the program. Mindful of the possible financial constraints, we continue to work closely with the Budget Office and Commissioners Court to acquire needed resources in a responsible way to support the Department's effective contribution to the Justice System.

Conclusion

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[46] *See, e.g.,* https://www.txcourts.gov/court-coronavirus-information/emergency-orders/, https://www.txcourts.gov/court-coronavirus-information/court-guidance/accessed 6/30/2020.

Making change, in the easiest of circumstances is not a simple process. Making positive changes to a system as integral to our society as the justice system is even more complex. Seizing the opportunity to make real and lasting improvements to the pre-trial stage of the legal process, while maintaining the safety of the community as a primary consideration requires careful coordination and deliberate action. This implementation plan is our means of achieving this positive change in Williamson County, and the Pretrial Board and the Staff of Williamson County Pretrial Services are committed to this important goal.

"These folks are innocent until proven guilty. A lot of them are not dangerous to our community. Those that are, we need…the proper procedures in place (to keep them in jail). Those that aren't, we are handicapping them by keeping them in jail…they are two days away from losing their jobs. And when they sit in jail…not only does it cost the county dollars, but it costs…(them) their livelihoods and the ability to provide for their families."

- Hon. Betsy Lambeth
Judge, 425th District Court
August 15, 2019

Williamson County Purchasing Department SWOT Analysis May 2021

Strengths

Experienced and knowledgeable staff

Established department that has earned the respect of the organization

Available training

Deep bench with nimble ability to adjust

Excellent customer service to departments with helpful attitude

Good communication within the department

Detailed procedures documents

AEP Award Winner 20+ years

Quality office space

Fun culture with parties and food and great personalities

Opportunities

Capture what we track/performance measures

Establish signature authority of Purchasing Agent for agreements under $5K

Teach and train departments whenever possible

Update website

Update purchasing manual

Vendor Fair

County co-op leadership

Customer and Vendor Survey

Standardization in bids to consolidate

Consolidate repetitive bids

Multi-year price agreements

Attach back-up to Pos

Weaknesses

Negometrix has created user frustration, a lack of faith and low bid response rates

Oracle is outdated

The Court sees lots of co-ops and exemptions

Bonds and Insurance capture and tracking is not being done well

P-card reporting/reports/expenses can be more efficient

Contract database is new

Threats

Regional growth and budget constraints

Workload

"That's how we've always done it."

Too many systems

Retention

Emergencies

Elections/Change

Williamson County Tax Assessor- Collector's Office
Strategic Planning for Future Needs   2022 – 2037

Current Tax Office locations providing public service include:
Georgetown main office, Round Rock Jester Annex, Cedar Park Annex, Taylor Annex
Projected need for offices in **Liberty Hill** ~ **2025 ; Jarrell** ~ **2030**
Remodel **Taylor** Annex for additional counter and lobby space ~ **2024**

Basic staffing increases as population and transactions grow (Taxing entities, Property accounts, Vehicle registrations, Title transactions)
Estimating 2-3 additional FT staff every 2 years for foreseeable future just to meet population growth demands.
Estimating increase of 3 FT staff if rumored loss of satellite renewal service by limited deputies (HEB) occurs. Driving customers back into our lobbies if service is dropped ~ **2023**

Audit/investigation
Establish auditing/investigative position and eventual department to monitor activities of
        dealerships, title service operations, and staff. ~ **2025**

Technology and processes
Customer flow management – system designed to maximize flow of customers with output ability of staff ~ **2022**
Virtual or automated transactions – software designed to assist or facilitate
        transactions and keep lobby visits limited or efficient ~ **2023**