

ALLEGAN COUNTY TEAM CHARTER

version: 11/23/2015

1.0 INTRODUCTION:

The purpose of this document is to identify the intent, composition, and scope of authority of a specialist or cross functional team within Allegan County. The importance of this document is to establish an operational charter by which expectations, decision making authority, reporting parameters, and an escalation processes are clearly identified to the County and the members of the team.

2.0 TEAM COMPOSITION:

TEAM NAME:	911 Radio Project “Steering Committee”
<i>Team Sponsor:</i>	Rob Sarro - County Administrator / Ex Officio member
<i>Team Leader:</i>	Jeremy Ludwig – Dispatch Director
<i>Project Manager:</i>	Valdis Kalnins – County Project Manager
<i>Core Membership:</i>	
County Board Member	Jon Campbell – County Commissioner
911 Policy Board member	Jim Pitsch – Salem Twp Supervisor
LE Representative (appointed by ACLEC)	Josh Morgan (Allegan Police), Alt – Brett Ensfield (ACSD)
Fire Representative (appointed by ACFCA)	Brandon Weber (Otsego Fire), Alt – David Haverdink (Hamilton Fire)
EMS Representative (Appointed by ACMCBA)	Ryan Cronk (Plainwell EMS), Alt – Bob Hess (WAEMS)
<i>Support</i>	
	Steve Sedore - Executive Director of Operations
	Jan Goswick – Central Dispatch
	Randy Vanatter – Information Services
	Rich LaBombard – Facilities Management
	Shannen Chamberlain – Central Dispatch
<i>Meeting schedule:</i>	Weekly - Tuesdays at 10:00 or 1:00 as planned out ahead of time. Less frequently once project gets underway
<i>Established date:</i>	August 10, 2015

TEAM NAME:	911 Radio Project “Steering Committee”
<i>Established by:</i>	Jeremy Ludwig
<i>Dissolution date: (if applicable)</i>	June 30, 2017
<i>Team type: (specialist, cross functional, management, project, leadership, executive, boards, commissions, etc.)</i>	Cross functional - Project

3.0 PURPOSE:

*(Describe the purpose for forming the team and the background to why it was formed.
List the service(s) that fall within the scope of this team.)*

The purpose of the Team is to:

- Perform as a high level, unified Command Structure Team. As necessary, sub-teams will be added to concentrate on various discussions and decisions as required for the subject matter
- The Steering Committee will be represented by:
 - Allegan County Administrator, Project Sponsor
 - Allegan County Central Dispatch Director
 - Allegan County Board of Commissioner’s Rep
 - Allegan County 911 Policy Board Rep
 - Allegan County Law Enforcement Rep
 - Allegan County Fire Rep
 - Allegan County EMS Rep
 - Representatives from Law Enforcement, Fire, and EMS will be selected by their represented organizations; Allegan County Police Chiefs’ Association, Allegan County Fire Chiefs’ Association, and the Allegan County Medical Control Board Authority.
 - Committee Members will be responsible for communicating information back and forth between the Steering Committee and their respective agency so as to help channel the information more efficiently and effectively.
- Provide a process for regular review of the ACCD Radio Project,
- To provide a mechanism for stakeholders to express concerns about the structure or quality of the radio project.
- To develop a long-term strategy for the Radio Project to guide short-term planning.
- To assist in coordinating activities around the Radio Project.
- To provide direction in the development of an RFP with the Project Consultant

4.0 OBJECTIVES & TASKS:

(Describe the objectives and tasks this team is responsible for or is chartered to engage in. These can be long or short term, depending upon the mandate of the formation of the team.)

Competitive Bid Process & Solution Recommendation:

- Advise on administrative level decisions concerning the Radio Project for RFP development, vendor selection, and other related products and services associated with the Radio Project.
- To evaluate and score all bids submitted in response to the posted RFP for this project.
- To engage in the interview process of all perspective vendors for this project.
- To ensure a fair and equitable process is utilized when selecting a recommended vendor for this project.
- Assist in drafting recommendation of RFA to the 911 Policy and Procedure Board for submission to the Board of Commissioners
- Assist in drafting recommendation of chosen vendor to the Board of Commissioners

System Implementation:

- Attend kickoff meeting with Selected Vendor
- Review outstanding issues throughout implementation as needed and advise on actions to resolve

Installation:

- Assist in monitoring of system installation, and acceptance testing after system cutover
- Review and advise on final report from Consultant on Any Outstanding Issues along with the project as well as RF Coverage Testing Report

5.0 SCOPE OF AUTHORITY & EMPOWERMENT

(Describe the decision thresholds and authorization granted to this team before an issue needs to be escalated. Define existing authority the team, by virtue of its individual membership, already possesses, additional authority needed to fully perform as envisioned by the team objectives, and level of empowerment.)

The Steering Committee is primarily advisory. In those areas where it has some decision-making authority, members will strive to reach agreement by consensus at a level that indicates that all members are willing to “live with” the proposed action. Members will strive to work expeditiously and attempt to avoid revisiting decisions once made. Members of the team speak on behalf of the disciplines they represent and are expected to engage those disciplines accordingly. If agreement cannot be reached on a particular issue, the Project Sponsor shall retain final decision-making authority.

Recommend to the Project Manager any and all changes which are necessary to foster and promote the successful completion of the project/task.

- Challenge constructively the current system, structure, procedures and policies.
- Identify and recommend new policies, structure procedures and systems.

- Recommend to the Project Manager and 911 Policy and Procedure Board the involvement of stakeholders to serve on sub-teams and other program initiatives.
- Identify dysfunctional methods and/or processes anywhere in the project and bring them to the attention of the team.
- Report any obstruction of the team's responsibility to the sponsors.
- Implement all approved plans within the project.

6.0 TEAM RELATIONSHIPS:

(Describe the team(s) that issues not resolved by this team are escalated to due to limitations within the scope of authority, and the teams that may escalate issues to this team.)

ESCALATE TO:

911 Policy Board

Opportunity to review and comment on RFP before release
 Recommendation to award contract and approve expenditure
 May need to approve certain change orders that impact budget

County Board of Commissioner

Opportunity to review and comment on RFP prior to release
 Approve funding strategy (bond)
 Approve borrowing (bond)
 Approve Contract with Implementation Contractor
 May need to approve certain change orders that impact budget

ESCALATE FROM:

Any sub-committee or team created by the Steering Committee

CROSS RELATIONSHIPS:

Stakeholders

Allegan County Fire Chief's Association
 Allegan County Police Chief's Association
 Plainwell EMS
 Wayland Area EMS
 Life Ambulance
 Fennville AMR
 DNR
 Allegan County Transportation
 911 Policy and Procedure Board
 Allegan County Board of Commissioners
 Neighboring PSAPs
 Central Dispatch Staff

Medical Control Authority Board
Gun Lake Tribe
Township / City Boards / Twp/City Managers

7.0 TEAM PERFORMANCE METRIC AND ASSESSMENT

(Document key areas of performance needed for team success along with means of measuring progress.)

Effective key performance indicators can provide the organization with data/ information about:

- Stakeholder perception of chosen vendor and radio system
- Number of complaints
- System Reliability
- Communication load on system and possible need for additional channels
- Communication Training Needs

8.0 RULES OF ENGAGEMENT

(Describe how meetings are called, how agendas are constructed, who can call a meeting, how many need to be present to conduct a meeting, etc.)

Meetings are scheduled, unless canceled by the team leader due to attendance or conflicting issues. Meeting agendas are constructed by the team leader based on outstanding items from the previous meeting, escalated issues or new items brought to attention by members of the Core Radio Project Team. Time sensitive or emergency issues may warrant an additional meeting or extend monthly meeting. Agenda items are finalized and emailed to the team before the scheduled meeting.

9.0 EXPECTATIONS

(Describe expectations for meetings, member participation, accountability, meeting protocol, etc.)

The Team is hereby charged with the following responsibilities:

1. Commitment to serve through the conclusion of the project
2. Meet once weekly during the project, (special meetings may be called by the team leader as needed to respond to specific events or issues);
3. Keep minutes of all meetings and provide copies to the Allegan County Core Radio Project Team Leader.
4. Solicit input from stakeholders within affected disciplines, regarding the radio project, facilitate discussion regarding those issues and communicate issues/concerns with the team.
5. Work with the team sponsor to assist with coordination of Stakeholder communication.

6. The team member may assist in conducting training pertaining to their associated discipline.
7. Share, engage and promote a commitment to transparency and feedback
8. Act as a liaison to the organizations to communicate Radio Project initiatives and goals to all stakeholders.
9. Each member will assist in identifying and recruiting qualified individuals within their disciplines to serve on special project teams created by the Core Project Team.

Through much discussion, the team holds the membership accountable to the following expectations:

MEETING FACILITATION:

1. Begin and end on time.
2. Stay engaged
3. Refrain from side bar conversations.
4. Refrain from distractions that are not relevant to the meeting.
5. One person speaks at a time; keep order on who should be speaking (acknowledge an order of comments); try not to cut someone else off when they are speaking (facilitator).
6. Set expectations prior to the meeting purpose; agendas clarified;
7. Agenda items will be identified by type (discussion, decision, informational, etc.)
8. Developing agenda items is the responsibility of the entire team and does not fall onto a single person.
9. More detail on what will be done and where we are at in the decision process
10. Minutes will be centered on actionable steps, not full narratives of the discussion.
11. Come prepared to meetings.
12. Review materials sent out prior to meeting.
13. Bring any supplemental materials necessary to aid in the discussion.
14. Assignments need to be given in advance.
15. Keep discussions on point.

COMMUNICATION:

1. Have productive conflict; build consensus but can agree to disagree.
2. In decision-making full disclosure on the matter, full input on the matter and full support for the decision are expected.
3. Different opinions, personality styles, perspectives, feelings are expected (valued); seek to understand; "I" instead of "You"
4. Say it, ask it, and just don't assume it.
5. Honest discussions without having to worry about repercussion; trust confidential things will remain confidential; if it is going to be shared there needs to be a documented unified message.
6. Absence does not negate responsibility.

BEHAVIORS AND EXPECTATIONS:

1. Value different roles and functions operating as part of a single organizational team.

2. Expectations will be clear and realistic. If expectations are not understood, do not change them; seek clarity if it is needed.
3. Conduct will be consistent with the County's Value Statement.