### Steering Committees Work Product

##### Project task item 1 - Name for the RFA

12-18-XX Planning Committee authorizes Steering Committee to develop draft strategic statement and sub-committee for PTI 1

1-7-XX Steering Committee develops strategic statement for the task: The name of the Regional Fire Authority shall:

* + - * Provide a new identity for the three jurisdictions that allows for future expansion without a name change
      * Represent and be recognizable from a geographic reference
      * Have a high-level of support from the members who will serve in the new organization

Creates the sub-committee:

Chair: *[Chair Name]*

Members: *[Member Names]*

1-15-XX Planning Committee approves strategic statement and sub-committee Dub-committee launches work

1-22-08 Sub-Committee updates Steering Committee on plan implementation

2-12-XX Sub-committee makes recommendations to the steering committee on top three names

Steering committee picks a name based on the recommendation from the sub- committee and forwards that to the Steering Committee

2-19-XX Steering Committee Chair presents findings and recommendation of the Steering Committee to the Planning Committee

Planning Committee approves a name for the RFA Assignment Complete, sub-committee discharged

##### Overview:

###### The Steering Committee considered the strategic statement and the elements of each issue carefully. The following is a summary report that explains our recommendations.

**Strategic Direction for Project Task 2:**

The Governing Board of West Sound Fire and Rescue shall:

* + - * Efficiently represent the citizens of the RFA
      * Be sized to represent the area served
      * Set policy that serves the vision of the RFA
      * Comply with all applicable laws
      * Provide a transition plan

Summary of Steering Committee Recommendations:

1. Five (5) member Governance Board.
2. Governing Board is a permanent elected board for the sole purpose of governing West Sound Fire and Rescue, a municipal corporation.
3. Six (6) year staggered terms office. The terms for *[Fire Agency 1]* and *[Fire Agency 2[*Fire Commissioner Position terms remain the same.
4. All positions on the Governing Board are at-large positions.
5. Five members from each jurisdiction comprise the fifteen member transition Governing Board. The attrition from 15 to 5 will follow the process that is in state law for fire commissioner boards when fire districts merge. The Board member positions from Bremerton will replicate those found in the two (2) Fire Districts and the Mayor and Council determine how those positions are filled. (See example below)

Washington State Fire Commissioner Board Sizes

|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | **Population Served** | **Sq. Miles** | **Board Size** |
| ***Department 1*** | **100,000** | **200** | **5** |
| ***Department 2*** | **145,000** | **72** | **5** |
| ***Department 3*** | **150,000** | **40** | **6\*** |

**Current Departments in Washington State**

**315 Districts** *3 board members*

**33 Districts** *5 board members*

\* Merged a 5 and 3 member Board in 20XX, goal board will be 5

Attrition from 15 to 5 member Board

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xx** | **20xxx** | **20xx** |
| *[FD Position 1]* | Z | Z | Z | Z | Z | Z |  |  |  |  |  |  |
| *[FD Position 2]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
| *[FD Position 3]* | | X | X |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 4]* | | Z | Z | Z | Z | Z | Z |  |  |  |  |  |  |
| *[FD Position 5]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
|  | |  |  |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 1]* | | Z | Z | Z | Z | Z | Z |  |  |  |  |  |  |
| *[FD Position 2]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
| *[FD Position 3]* | | X | X |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 4]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
| *[FD Position 5]* | | X | X |  |  |  |  |  |  |  |  |  |  |
|  | |  |  |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 1]* | | X | X |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 2]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
| *[FD Position 3]* | | Y | Y | Y | Y |  |  |  |  |  |  |  |  |
| *[FD Position 4]* | | Z | Z | Z | Z | Z | Z |  |  |  |  |  |  |
| *[FD Position 5]* | | Z | Z | Z | Z | Z | Z |  |  |  |  |  |  |
|  | |  |  |  |  |  |  |  |  |  |  |  |  |
| *[FD Position 1]* | |  |  | X | X | X | X | X | X |  |  |  |  |
| *[FD Position 2]* | |  |  |  |  | Y | Y | Y | Y | Y | Y |  |  |
| *[FD Position 3]* | |  |  |  |  | Y | Y | Y | Y | Y | Y |  |  |
| *[FD Position 4]* | |  |  |  |  |  |  | Z | Z | Z | Z | Z | Z |
| *[FD Position 5]* | |  |  |  |  |  |  | Z | Z | Z | Z | Z | Z |

**Project task item 3 – Funding and Finances for the RFA**

12-18-XX Planning Committee authorizes Steering Committee to develop draft strategic statement and sub-committee for PTI 3

1-8-XX Steering Committee develops strategic statement for the task: The Financial plan for the Regional Fire Authority shall:

* + - * Consider all revenues and expenses to fund the RFA
      * Provide equitable or improved levels of emergency service delivery
      * Project long term funding to support strategic staffing and capital improvement plans
      * Demonstrate financial efficiencies in service delivery Illustrate and minimize the financial transition from three jurisdictions into one, while providing for future flexibility.

Creates the sub-committee: Chair: *[Chair Name]*

Members: *[Member Names]*

* 1-15-XX Planning Committee approves strategic statement and sub-committee
* Sub-committee launches work
  + Pursue professional assistance from COB Finance
  + ID questions that require answer prior to financial work
  + Sub-committee makes update to the steering committee on project status.
  + Steering Committee Chair updates the Planning Committee on project status Sub- Committee makes final recommendation to the Steering Committee Steering Committee develops their recommendation
  + Steering Committee makes recommendation to the Planning Committee no later than January 20XX.

##### Project Task Item 6 – Volunteer Organization for the RFA

2-19-XX Planning Committee authorizes Steering Committee to develop draft strategic statement and sub-committee for PTI 6

2-26-XX Steering Committee develops strategic statement for the task: The RFA Volunteer Sub Committee shall:

* + - * Determine the most appropriate role for the volunteers now and in the future.
      * Identify involvement in community activities.
      * Develop Chain of Command.
      * Consider transition into one association
      * Serve the vision of the RFA
      * Develop a recruitment and retention program.
      * Develop minimum activity requirements.
      * Develop various concepts for an incentive/Length Of Service Award Programs (LOSAP).

Creates the sub-committee: Chair: *[Chair Name]*

Members: *[Member Names]*

3-4-XX Planning Committee receives update on this task

3-11-XX Sub-committee makes recommendation to the steering committee for strategic statement and committee members.

3-18-XX Steering Committee Chair and Sub-Committee Chair give recommendation to the Planning Committee.

3-25-0XX Sub-committee updates Steering Committee each meeting.

4-1-XX Steering Committee updates Planning Committee each meeting

8-12-XX Sub-Committee makes recommendation to the Steering Committee and they form a joint recommendation.

8-19-XX Steering Committee and Sub-Committee make recommendation to the Planning Committee.

##### Project task item 7 – Collective Bargaining Agreements for WSFR

2-19-XX Planning Committee authorizes Steering Committee to develop draft strategic statement and sub-committee for PTI 7

2-26-XX Steering Committee develops strategic statement for the task: The WSFR labor group representatives shall:

* + - * Consider how each existing CBA would be combined
      * Consider how many bargaining units there should be (there are now 5)
      * Consider the total cost of compensation before and after the transition
      * Serve the vision of the RFA
      * Consider the legal process of implementing the recommendations
      * Consider CBA durations
      * Identify potential increases in costs and savings for the future
      * Consider unaffiliated members and their peer bargaining unit members

Creates the sub-committee: Chair: *[Chair Name]*

Members: *[Member Names]*

3-4-XX Planning Committee approves strategic statement and sub-committee Chair/make-up. Sub-committee launches work, meets and recommends to Steering Committee on items within the strategic statement

3-11-XX (and each meeting until recommendation is reached) Sub-committee makes update to the steering committee using strategic statement as reference

3-18-XX (and each meeting until approval is made) Steering Committee Chair and Sub- Committee Chair updates the Planning Committee on project status

8-26-XX (tentative) Sub-committee makes recommendation to Steering Committee on

items within the strategic statement. Steering Committee decides on their recommendation to the Planning Committee.

9-2-XX (tentative) Steering Committee makes recommendation, seeks decision from Planning Committee

##### Project Task Item 8

The RFA Standard of Response Coverage shall:

Review all current strategic plans of the three fire agencies Combine all current strategic plans of the agencies for comparison Develop a strategic plan for the fire authority to include:

* + - * Long range staffing plan
      * Long range facilities plan
      * Strategic services plan
      * Standard of Response
      * Develop planning with the idea that we will become an accredited agency through Center for Public Safety Excellence (CPSE)
      * Identify Service Level Efficiencies

Timeline for completion of this project will be January 1, 20XX

Committee members will be *[Member Names]*

##### Project task item 9 – Future Expansion of [RFA Name]

4-15-08 Planning Committee authorizes Steering Committee to develop draft strategic statement and sub-committee for PTI 9

* + 1. Steering Committee develops strategic statement for the task: Future Expansion of *[RFA Name]* shall:
       - Allow flexibility for the *[RFA Name]* governing board
       - Encourage future expansion when it is in the best interest of *[RFA Name]* mission and the agency requesting annexation
       - Consider the different ways annexation from surrounding fire jurisdictions may occur
       - Consider how labor contracts will be integrated
       - Make the annexation process as simple as possible
       - Ensure that the annexation process complies with state law

Creates the sub-committee:

Chair: *[Chair Name]*

Members: *[Member Names]*

Note: Other local agencies will be invited to attend and provide input at the sub-committee meetings.

5-6-XX Planning Committee approves strategic statement and sub-committee Sub-committee launches work

Sub-committee makes updates to the steering committee until task is complete Steering Committee Chair updates the Planning Committee on project status

10-14-XX Sub-committee makes recommendation to Steering Committee on future expansion plan.

10-21-XX Steering Committee makes recommendation, seeks decision from Planning Committee