

SNOCOM/SNOPAC Joint Task Force on Consolidation Communications Strategy Outline

Unanimously recommended by the Joint Task Force, June 24, 2016

Approved by SNOCOM Board, July 20, 2016

Approved by SNOPAC Board, July 21, 2016

Goals:

Primary goals of the communications strategy

- Ensure SNOCOM, SNOPAC, and SERS Board members have access to the same information
- Ensure all member agencies, employees, media outlets, and other stakeholders of SNOCOM, SNOPAC and SERS have similar understanding of project status
- Disseminate common information to and within member agencies on a timely basis, not less than once a month beginning in July.
- Provide means to answer questions from staff / elected officials / others and get feedback

Messages:

Messages will have difference focus depending on the audience, and will evolve as the project proceeds.

In the **first phase of the project (July - August)** messages will focus on communicating

- Scope of the project
- How the project decision-making process is structured
- Project timeline
- Process for providing input or getting answers to questions
- How communications will continue in the future

Messages to be repeated each month until/unless decisions are made that supersede/update these messages:

- (1) No decision has been made whether or not to consolidate SNOCOM and SNOPAC.
- (2) The primary purpose of the project is to develop information necessary to allow the SNOCOM and SNOPAC Boards, and their member agencies, to make an informed decision as to whether SNOCOM and SNOPAC should consolidate in some manner.

- The Boards of both SNOCOM and SNOPAC have committed that should consolidation occur, no layoffs will be made in the transition to a consolidated agency.
- (3) Deliverables for the current project include both:
- an assessment of what the situation will be if consolidation does not occur, in terms of service levels, staffing and costs, and
 - a proposed approach to consolidation and an assessment of what that means in terms of services, staffing and costs.
- (4) The information gathering process is expected to last through 2016. Any decision to consolidate will be made no earlier than 2017.
- (5) Member agencies of SNOCOM and SNOPAC will have access to all work products of the Joint Task Force as they are developed and forwarded to the SNOCOM and SNOPAC boards for consideration.
- (6) Any decision to consolidate will be made consistent with the interlocal agreements governing the two agencies.

In later project phases (September – December), messages will communicate key decisions as they are made by the Joint Task Force, and continue to reinforce opportunities for input. For example, the following items would be circulated once they are proposed for review by the SNOCOM and SNOPAC boards (and again if/when the items are approved by those boards):

- The proposed statement of shared values of principles.
- Data around call transfers and options to reduce them
- Scope of services options and recommendations
- The process to develop the governance model
- As steps in the governance process are completed, decisions can be made available for review
- Facilities options, including options for addressing redundancy can be generally described and compared
- Proposals for cost allocation can be generally described and compared

Messages will be developed by the facilitator and Executive Directors of SNOCOM and SNOPAC with input from the Joint Task Force. **In all cases, the Joint Task Force will approve communications before they are published / issued.**

Audience

Primary audiences for communication include:

- SNOCOM, SNOPAC and SERS Board Members and their Alternates
- Management teams of participating jurisdictions, including SERS
- Elected leadership of participating jurisdictions (councils, commissions)
- Employees of SNOCOM and SNOPAC
- Staff of member agencies

Secondary audiences for communication include:

- The public
- Local Media
- Other emergency communications operations in the region

Strategies

- A. Provide regular, balanced, accurate, high-level information to all member agencies of SNOCOM/SNOPAC/SERS to enable their staff and leadership to quickly understand the project status and next steps.
- B. Respect the role and responsibility of the member agencies to make their own decisions with respect to consolidation and to have input into the process.
- C. Ensure an opportunity for two-way input—information out from the Joint Task Force, and information and feedback in from leadership and employees of member agencies, as well as the public.
- D. Member agencies (and SNOCOM/SNOPAC/SERS) are accountable for sharing approved Joint Task Force communications with their respective staff and leadership.
- E. Progress on the project should be transparent. The project schedule and status should be posted on the website. Completion of each phase of work should be approved, and identify actions by SNOCOM/ SNOPAC Boards, including but not limited to their endorsement of JTF work products and agreement to continue the project to the next phase.

Tactics

- (1) A **single high-level project update** will be emailed to all member agencies **not less than once a month**. This approved communications

piece will be drafted by the facilitator in consultation with the Executive Directors and **approved by the Joint Task Force**.

- (2) Each member agency's CEO (Fire Chief, City Manager or Mayor) will be responsible for disseminating approved communications pieces to agency staff and leadership (council, commissioners).
- (3) Each member agency will also identify internal contact or contacts to which employees can direct their questions or feedback. That contact person(s) shall be responsible for collating those questions / feedback and forwarding them on a regular basis (monthly) to either Brenda Froland (bfroland@snopac911.com) or Sharon Brendle (sbrendle@snocom.org). They in turn will collate responses/queries and forward them to the Joint Task for review at each Joint Task Force meeting.
- (4) **Both SNOCOM and SNOPAC will timely post on their website:**
 - All approved monthly communication statements
 - All meeting summaries and work products of the Joint Task Force.
 - All "Joint Board" meeting summaries
 - Project timeline and workplan (as updated from time to time)
- (5) Both SNOCOM and SNOPAC will also post on their respective websites a link for individuals (public, employees, elected officials) to submit questions and comments on the project. This will be an email address, not an open blog.
 - Brenda Froland of SNOPAC and Sharon Brendle of SNOCOM will be assigned to (1) review the "Questions Email Box" daily and direct queries their respective Executive Director for response within 2-3 business days to pre-designated individuals, and (2) compile all emails into packets that can be reviewed/discussed by the Joint Task Force (standing agenda item).
 - of public inquiries
- (6) **Primary responsibility for speaking with the media** about the work of the Joint Task Force will be assigned to the **Executive Directors** of SNOCOM and SNOPAC. Press inquiries should be referred to them.
 - Jurisdiction representatives receiving media inquiries about the project may also choose to respond to such requests *but should take care to distinguish their individual views from the positions of the Joint Task Force and/or the SNOCOM/SNOPAC Boards.*
- (7) At key points in the project, a common set of presentation materials for all participating shall be developed by the staff team in coordination with the Joint Task Force, to share with councils, commissions, and others. **At a minimum, there will be one briefing package forwarded in 2016**, with

the expectation that the final deliverables will be forwarded in Q1 2017 after review and input by the SNOCOM and SNOPAC Boards.

Timeline

Standing Monthly Communication Items:

- Joint Task Force meeting summaries posted on SNOCOM and SNOPAC websites.
- Monthly communications updates for member agencies leadership, public safety employees, and SNOCOM/SNOPAC employees drafted by staff team, approved by Joint Task Force, posted on website and distributed to each agency and SNOCOM/SNOPAC employees electronically.
- Feedback and questions received in previous month are summarized and forwarded electronically to B. Froland and S. Brendle for review by Joint Task Force.
- Executive Director's respond to all questions received at SNOCOM/SNOPAC questions email.
- Joint Task Force work products as forwarded to Boards, and those products as approved (or not) by the Boards will be posted on SNOCOM and SNOPAC websites.

Sample Communications Calendar June 2016 – April 2017

Month	Communications Item	Completed
JUNE	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • JTF Reviews and adopts communications plan, agrees to forward it and other work products to SNOCOM and SNOPAC Boards 	
JULY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Communications Plan reviewed and approved by SNOCOM and SNOPAC Boards <i>After that:</i> • Initial communications piece approved by Joint Task Force and posted on website. • Initial Q & A on project drafted and approved by Joint Task Force, posted on website • Emails for submitting questions posted on website. • Proposed mission statement/decision-making structure/project schedule/work products <u>as proposed to Boards</u> by Joint Task Force posted. <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) • Contact persons identified for each agency (to receive feedback, questions) • Communications plan posted 	
AUGUST	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update for employees drafted and circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle —in turn forwarded to JTF • Initial Council / Commission briefing and related PowerPoint shared with Boards and then circulated to participants for use in briefing elected officials in September 	
SEPTEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted 	

	<ul style="list-style-type: none"> • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) 	
OCTOBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update for employees drafted and circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF. • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) 	
NOVEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Work products forwarded to Boards by JTT posted <ul style="list-style-type: none"> ○ (Summary of feedback/changes requested/approved by Boards also posted.) • Second Council/Commission briefing and PPT developed and forwarded to Boards for approval/use for briefing elected officials in December. 	
DECEMBER	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	

JANUARY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF • Recommendations Briefing Packet and PPT developed and forwarded to Boards for approval/use for briefing member agencies in February-March. 	
FEBRUARY	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	
MARCH	<ul style="list-style-type: none"> • Approved meeting summary from JTF meeting(s) posted • Monthly update drafted, circulated, and posted on website • Feedback / questions received to date from employees, others, forwarded to B. Froland or S. Brendle—in turn forwarded to JTF 	
APRIL	<ul style="list-style-type: none"> • Results of individual agency, Board deliberations summarized, posted. 	