

SNOCOM-SNOPAC Consolidation Discussions Project

Joint Task Force Mission, Process, Membership and Timeline

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

Approved by SNOCOM Board July 20, 2016

Approved by SNOPAC Board July 21, 2016

A. Mission: The mission of the Joint Task Force is to evaluate and develop information and materials necessary to allow the SNOCOM and SNOPAC Boards, and their member agencies, to make a decision as to whether SNOCOM and SNOPAC should consolidate in some manner. The Joint Task Force is advisory to the Boards of SNOCOM, SNOPAC and SERS.

B. Process:

1. The Joint Task Force (JTF) will accomplish its mission by developing and bringing forward a series of work products to the SNOCOM and SNOPAC Boards (collectively, “the Boards”) for review, input, and adoption.
2. JTF Work products will be circulated in advance to Board members, and Boards will be asked to approve or request changes to a work product at the Board meeting where the work product is first presented.
3. A Board may determine they need additional time to deliberate on a work product rather than approve it, and if so, the JTF will shift its work plan so as to not delay the schedule any further than necessary. A Board choosing to deliberate on a work product will make every effort to conclude its deliberations by the end of its next regularly scheduled meeting.
4. Whenever Boards have input/request changes to JTF products, the JTF will make revisions to address that input and bring the revised work product back up to the Boards as soon as practicable for their approval.
5. If Boards have conflicting input, the JTF will seek to reconcile that in the revised work product, however, if the JTF (or either Board) observes an irreconcilable conflict in input, it will ask for a Joint Board deliberation and direction on the matter. Both Boards must approve a work product for it to be considered approved.

6. Work products will also be shared with the SERS Board which may or may not decide to offer comment. SERS comments are advisory to the Boards and the JTF.
7. After completion of each phase of work, each Board (SNOCOM and SNOPAC) will be asked to vote on whether it wishes to proceed to the next phase. The SERS Board will also be invited to offer advisory feedback after each phase. Work on the project will end if either the SNOCOM or SNOPAC Board votes not to proceed further at the end of any phase of work.
8. The JTF will keep the SNOCOM, SNOPAC and SERS Boards and employees informed of its work throughout the process.

C. Timeline: The JTF will seek to conclude its work by the end of January of 2017, as generally outlined on the attached Scope and Purpose Statement (**Attachment A**), after which time the individual member agencies and the Boards will individually deliberate on whether to proceed with the consolidation option.

D. Membership: The JTF members include: 3 representative from the SNOCOM Board and 3 members from the SNOPAC Board. In addition, for this phase of work, there are 3 *ex officio* non-voting representative from SERS. (A list of members and the staff support team is set forth at **Attachment B**).

1. **Chairs:** Roy Waugh will serve as Chair of the Joint Task Force, and Bob Colinas will serve as Vice-Chair. The Chair and Vice-Chair will review and approve agendas in advance of meetings. The Chair will preside over the meetings; the Vice-Chair will preside over the meeting in the absence of the Chair.

2. **Resignation and Appointment of Replacement Members.** Any member of the JTF may resign, and such resignation shall be effective upon submitting written notice to the JTF Chair and his/her respective Agency Board Chair. The Agency Board Chair shall take prompt action to appoint a replacement member.

E. JTF Decision Making:

1. **Votes.** Each member of the JTF has one vote, excepting that SERS members are non-voting.
2. **Routine Items.** Routine actions of the JTF will be confirmed by the vote of a majority of the voting members of the JTF.
3. **Work Products.** When deciding on a recommendation or recommendations to forward to the SNOPAC and SNOCOM Boards the JTF will strive to reach a consensus, defined as approval from not less than two-thirds of the JTF members from both SNOCOM and SNOPAC.
 - a. Wherever appropriate, the JTF will identify options before making a recommendation to the SNOPAC and SNOCOM Boards, and any recommendations to the Boards will include a summary of the options considered.
 - b. If the JTF is unable to reach a consensus level of support for a proposed recommendation, then that item may still be forwarded to the Boards as a recommendation if 50% or more of the JTF members present from both SNOCOM and SNOPAC vote in support of the item.
 - c. If the Joint Task Force is unable to reach support of 50% or more from both SNOCOM and SNOPAC members present on an proposed recommendation, then the proposal recommendation shall either be:
 - i. deferred to discussion and resolution at the next JTF meeting, **or**
 - ii. Forwarded for consideration by the SNOCOM and SNOPAC Boards with the notation that the Joint Task Force was unable to reach a recommendation on the option(s) under consideration.

d. Recommendations to the Boards will note the level of support from the Joint Task Force (consensus, recommendation, or no recommendation).

4. **Staff support for Task Force:** Staff support will be provided by the Executive Directors of SNOCOM and SNOPAC and independent facilitator. Both agencies acknowledge that additional consultant support may be necessary to develop all the information sought over the course of this effort.

5. **2017 Funding:** SNOPAC and SNOCOM will confer as to an estimated amount of funds required to carry the consolidation discussions through 2017, assuming a decision is made to proceed with consolidation, and each agency will strive to include such funding in its approved 2017 budget.

F. Approval and Amendment of this document: This document shall be approved by vote of both the SNOCOM and SNOPAC Boards and any amendments to this document must also be approved by vote of both Boards, provided that the JTF has authority to adjust the schedule and topics for its work, within the overall project timeline.

Approved:

SNOCOM

/s/

Board Chair

Date: June 20, 2016

SNOPAC

/s/

Board Chair

Date: June 21, 2016

Attachment A

SNOCOM-SNOPAC Consolidation Discussions Project

SCOPE and PURPOSE STATEMENT

The purpose of the SNOCOM-SNOPAC Consolidation Discussions Project is to develop:

- (1) A 10-year baseline *pro forma* (status quo projection, outlining, services, staffing, cost estimates); *and*
- (2) A preferred plan and approach for consolidating SNOCOM and SNOPAC, including a defined scope of services, projected service levels, governance, funding structure and cost allocation, and consolidation transition plan, and 10-year *pro-forma* statement.

These options should be developed at a sufficient level of detail so as to allow SNOCOM and SNOPAC Boards and member agencies to make an informed decision whether to implement the preferred consolidation plan.

Any proposed consolidation plan will include assumptions that:

- Service levels in a consolidated approach should be the same or better than that which can be provided by the two agencies separately.
- Employee layoffs will not be proposed as part of the transition and start-up of the consolidated approach.
- If a decision is made to consolidate SNOCOM and SNOPAC, work will then begin to study whether and how SERS should be consolidated into the new agency. (Note: No assumption is made at this time as to whether to include SERS costs in the “status quo” and “consolidated option” deliverables described above, or the timeline on which SERS consolidation would be implemented if approved.)
- Project progress will be communicated regularly and transparently to all Board members/agencies, client agencies and employees.

The **main deliverables** for the Joint Task Force in support of the Project are anticipated to be as listed below (subject to change).

Phase 1: June - July

Consolidation Project Purpose and Scope Statement

Mission statement for Joint Task Force

Report from Facilitator of Themes from Joint Task Force and Board Interviews

Decision-making process for Task Force & Boards

Statement of Values and Principles for consolidation

Communications Plan

Components of Baseline Scenario

Call transfers— agreement on facts, impacts and options for resolution

Scope of Services options

Phase 2: *August - September*

Scope of Services – preferred options

Governance Framework—options and key questions

Recommendation for Choice of Legal Entity of a consolidated agency

Assessment Formula components and rationale

Facilities options, including redundancy

Phase 3: *–October-November*

Governance Agreement Outline

Assessment Formula

Proposed Organization Structure & facilities options and cost implications, underlying organizational charts

Phase 4: *December - January*

Pro Forma operating budgets—status quo & preferred consolidation option

Transition plan, timeline and budget

Draft interlocal agreement

Assessment formulas final

Briefing materials for Boards, member agencies

Q1 2017: Board & Member Agency review and decision

Q2 2017: If the Agencies vote to proceed with consolidation, work will begin at this point to discuss SERS consolidation into the Agency (timeline, cost, etc. TBD).

January 2018: Earliest date for operational consolidation of SNOCOM and SNOPAC

Attachment B: Joint Task Force Members and Support Team

| |
|---|
| SNOCOM |
| Bob Colinas, SNOCOM Board Vice-President, Mayor, City of Brier (Vice Chair of Joint Task Force) |
| Brad Reading, SNOCOM Board Alternate, Interim Fire Chief, FD#1 |
| Bryan Stanifer, SNOCOM Board Alternate, Interim Police Chief, City of Lynnwood |
| |
| SNOPAC |
| Steve Guptill, SNOPAC Board Chair, Assistant Fire Chief, City of Monroe |
| Rick Smith, SNOPAC Board, Police Chief, City of Marysville |
| Roy Waugh, SNOPAC Board, Commissioner, FD #7, (Chair of Joint Task Force) |
| |
| SERS (Non-Voting) |
| Al Compaan, SERS Board Alternate, Police Chief, City of Edmonds |
| Jon Nehring, SERS Board President, Mayor, City of Marysville |
| Jon (Wiz) Wiswell, Interim Executive Director, SERS |
| |
| JTF Support Team: |
| Terry Peterson, Executive Director, SNOCOM |
| Kurt Mills, Executive Director, SNOPAC |
| Karen Reed, Karen Reed Consulting, Facilitator |
| |