



Truckee Meadows Fire Protection District

Transition Plan

August 2011



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Executive Summary

On June 28, 2011, the Truckee Meadows Fire Protection District Board of Fire Commissioners elected to terminate the Interlocal Agreement with the City of Reno. Direct operational responsibility will transfer back to Truckee Meadows Fire Protection District (TMFPD) on July 1, 2012.

Restarting direct delivery of service will not be a simple task. Much work is required to ensure the seamless transition of service between the entities. The primary focus of this effort must be to effectively manage the transition so that there is no interruption of service to the community.

This Transition Plan describes in detail the actions that are necessary to accomplish the transfer of operational responsibility. The Plan is divided into nine functional areas:

1. Organization
2. Capital Assets and Equipment
3. Human Resources
4. Finance
5. Risk Management
6. Legal
7. Technology
8. External Relationships
9. Volunteer Fire Departments

Key stakeholders, both internal and external to Washoe County government (listed below), were interviewed to determine the many tasks that would be required to complete the transition. This document is the result of those interviews.

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Each functional area begins with a summary description of the work effort required to ensure all needs of that function have been properly addressed prior to transition. Following the summary is a comprehensive and detailed list of tasks to be completed, the outcomes intended by each task, dates by which the task should be completed, and the person(s) or department(s) responsible for completing each task.

The transition of service will add workload to an organization already stressed by the recession. Establishing clear authority and effective communications systems during the transition will be important. The use of interdisciplinary teams focused on developing collaborative solutions should produce efficient support systems for TMFPD.

Finally, keeping an open line of communications with the public will be imperative. They will need assurance that their fire and emergency services will continue unimpaired through the transition and beyond.

Implementation of this Plan should provide for a smooth transition of service in keeping with the core goal of providing seamless and uninterrupted delivery of fire and emergency services to the community.



Organization and Operations

It has been 11 years since TMFPD directly provided fire and emergency services. Services have been delivered by the City of Reno Fire Department through its organizational structure. TMFPD will need to develop and staff an operating organization. Additionally, it will need to build the organizational systems necessary to support the delivery of services.

A variety of activities are necessary. Clearly defined service delivery standards of performance must be established to lay the foundation for the acquisition of resources needed to deliver that service level. Policies, procedures, and guidelines must be developed to define operational practices. Staffing plans, training systems, response assignments, and other organizational systems must be developed and implemented.

The most pressing need is the recruitment and retention of a chief executive officer (fire chief) for TMFPD. This person will lead the organization post-transition and must be intimately involved in its establishment. TMFPD should seek a dynamic, modern-thinking leader with the energy and capability to develop the organization into a robust, efficient, and effective service delivery system.

A staffing plan will need to be developed listing all of the human resources needed to deliver the defined level of service within budgetary limitations. Some of these people may transition from the City of Reno back to TMFPD. However, it is not expected that all positions will be filled in this manner. The Fire Chief will need to work closely with the Washoe County Human Resources Department to recruit and retain quality staff for the district (specific tasks are listed in the Human Resources section of this plan).

It is likely that Washoe County departments will provide a variety of support functions to the district (i.e. Human Resources, Finance, Facilities, and Equipment Services). It will be very important to establish clear lines of communication and accountability between the County and TMFPD to ensure quality interactions and to minimize new workload on County departments.



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Organization and Operations Tasks	Completion Date	Responsibility
<p>1. Establish a transition team made up of key stakeholders from the County, TMFPD, and Reno. Implement a regular meeting schedule and update process. Outcome: Transition activities are well coordinated and all parties are invested in the result.</p>	<p>August 2011 Ongoing through transition</p>	<p>City of Reno Fire Chief Fire Services Coordinator</p>
<p>2. Clearly define the level of service expected to be provided by TMFPD: a. Fire suppression b. EMS c. Fire prevention d. Hazardous materials e. Technical rescue Outcome: Level of service is defined allowing TMFPD resources and systems to be developed and acquired to provide that level of service.</p>	<p>October 2011</p>	<p>Fire Services Coordinator</p>
<p>3. Create and regularly distribute public information about the transition. Emphasize that service continuity will be preserved. Create and distribute the message jointly with the City of Reno. Outcome: The public is fully informed of transition activities and its impact on them.</p>	<p>Ongoing through transition</p>	<p>Fire Services Coordinator TMFPD Fire Chief Community Relations</p>
<p>4. Create and regularly distribute information about the transition to Reno Fire Department and County employees. Create and distribute the message jointly with the Reno Fire Chief. Outcome: Reno and County staff are fully informed of transition activities and its impact on them.</p>	<p>Ongoing through transition</p>	<p>Fire Services Coordinator TMFPD Fire Chief Human Resources</p>
<p>5. Establish the position of TMFPD Fire Chief. Develop the classification specification, reporting relationships, pay, and benefits. Recruit and retain a fire chief for TMFPD. Outcome: A fire chief is hired and ready to assist with transition implementation.</p>	<p>October 2011</p>	<p>Board of Commissioners Human Resources Fire Services Coordinator</p>
<p>6. Develop a staffing plan and position list for all operations and support positions. Establish all positions including classification specifications. Outcome: A comprehensive staffing plan has been developed that fully supports TMFPD's defined level of service.</p>	<p>November 2011</p>	<p>TMFPD Fire Chief Fire Services Coordinator Human Resources Board of Commissioners</p>



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Organization and Operations Tasks	Completion Date	Responsibility
<p>7. Review and evaluate available options for emergency dispatch services and select the most appropriate dispatch provider. Develop and execute agreements as needed. Outcome: Dispatch service is provided by the most appropriate provider for both cost efficiency and response effectiveness.</p>	November 2011	Fire Service Coordinator TMFPD Fire Chief
<p>8. Develop and establish clear lines of communication and accountability between the TMFPD Fire Chief and county support functions. Outcome: Expectations between the parties are clearly defined resulting in more efficient delivery of support services.</p>	December 2011	County Manager TMFPD Fire Chief Fire Services Coordinator
<p>9. Evaluate existing apparatus owned by TMFPD for suitability to the TMFPD service area. Develop apparatus specifications for appropriate TMFPD apparatus and develop an apparatus replacement plan. Outcome: The most appropriate apparatus type and configuration for TMFPD operations have been defined.</p>	January 2012	TMFPD Fire Chief Equipment Services
<p>10. Identify if co-location of TMFPD fire prevention personnel conducting new construction activities in the Building and Safety Department is feasible. If so, arrange for space and furnishings. Outcome: Co-location, if practical, promotes strong interaction between TMFPD and the Building and Safety Department.</p>	January 2012	Building and Safety TMFPD Fire Chief Facilities Management
<p>11. Develop a procedure for joint review of new development proposals for projects that will go past July 1, 2012. Outcome: Developers experience a seamless transition of services between Reno and TMFPD.</p>	January 2012	TMFPD Fire Chief Building and Safety
<p>12. Establish a detailed matrix for the construction code elements that are reviewed by the Building and Safety Department and those that will be reviewed by TMFPD fire prevention staff. Outcome: Division of authority and responsibility between the Building and Safety Department and TMFPD is clearly defined.</p>	February 2012	TMFPD Fire Chief Building and Safety
<p>13. Identify the role of County Management Services once TMFPD is operational. Identify the administrative functions to be performed by TMFPD staff and those that will remain with Management Services. Outcome: Roles and responsibilities are defined and duplication of service is avoided.</p>	February 2012	County Manager Fire Services Coordinator TMFPD Fire Chief



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Organization and Operations Tasks	Completion Date	Responsibility
14. Develop and/or revise TMFPD policies, procedures, and standard operating guidelines. Outcome: TMFPD policies, procedures, and guidelines are comprehensive and appropriate to achieved defined levels of service.	March 2012	TMFPD Fire Chief Management Services Human Resources
15. Identify alternative revenue opportunities to support TMFPD operations. Propose revenue opportunities for implementation as appropriate. Outcome: TMFPD is capturing all appropriate revenue to support delivery of services.	March 2012	TMFPD Fire Chief TMFPD Financial Consultant
16. Establish work flow procedures for the plans review and site inspection process. Outcome: Work flow expectations between TMFPD and the Building and Safety Department are clearly defined.	March 2012	TMFPD Fire Chief Building and Safety
17. Determine the most appropriate source of medical director services and execute agreements to provide that service. Outcome: Medical director services are available on the transition date.	March 2012	TMFPD Fire Chief District Attorney
18. Identify records maintained by Reno Fire Department that should be transferred back to TMFPD. Identify the most appropriate method for transferring the records back to TMFPD and address record transfer costs. Outcome: All records maintained by the City of Reno that are needed by TMFPD have been identified and transferred.	March 2012	TMFPD Fire Chief City of Reno Fire Chief Management Services Human Resources
19. Evaluate opportunities for shared services between TMFPD and Sierra Fire District, such as fire prevention services, battalion chief coverage, etc. Outcome: Cooperative service opportunities have been identified and implemented, creating a more efficient, effective service delivery system.	March 2012	TMFPD Fire Chief
20. Determine whether TMFPD can continue to use the Reno Knox Box keys or whether TMFPD area boxes will need to be rekeyed. Outcome: TMFPD has access to Knox Boxes installed in its service area.	March 2012	TMFPD Fire Chief



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Organization and Operations Tasks	Completion Date	Responsibility
21. Develop response assignments and station order tables for the computer-aided dispatch (CAD) system. Provide assignments and station order tables to the dispatch provider for implementation. Outcome: Dispatch protocols are developed and in place by the transition date, ensuring seamless service delivery to the community.	April 2012	TMFPD Fire Chief GIS Division
22. Develop desk manuals for administrative functions to be performed by TMFPD. Outcome: TMFPD support staff members have the tools to assist them in performing their work.	April 2012	Fire Services Coordinator Management Services
23. Determine the exact date and time for the transition of service delivery from the City of Reno to TMFPD. Develop a transfer of service process and notify all cooperating agencies of the details. Outcome: The transfer of service responsibility occurs with no impact on the delivery of fire and emergency services.	April 2012	TMFPD Fire Chief
24. Acquire occupancy and inspection records for TMFPD businesses. Outcome: TMFPD fire prevention staff has historic information to use for their work.	May 2012	TMFPD Fire Chief
25. Complete a skills, knowledge, and certification inventory for all TMFPD employees. Outcome: The current level of knowledge and capability of all TMFPD employees is known.	May 2012	TMFPD Fire Chief Human Resources
26. Based on the skills, knowledge and certification inventory, and defined job requirements, develop a training plan that maintains required personnel capability and develops personnel for succession purposes. Outcome: A comprehensive training program is in place and ready to be delivered on the date of transition.	June 2012	TMFPD Fire Chief Human Resources
27. Quantify existing supplies inventory that will be transferred from Reno to TMFPD. Identify and acquire supplies that need to be in-stock. Outcome: Supplies are available on the date of transition.	June 2012	TMFPD Fire Chief



Capital Assets and Equipment

The effective delivery of fire and emergency services requires the use of a facilities, apparatus, equipment, and supplies. TMFPD owns many of these assets that are currently in the possession of the City of Reno under the terms of the Interlocal Agreement.

These assets will need to be returned for use by TMFPD. During the course of the transition a variety of tasks will be required. Facilities, apparatus, and equipment owned by TMFPD will need to be inventoried and agreements reached on the timing for its return. The current condition of each asset will need to be identified and any required repairs completed prior to return.

Systems to provide ongoing repair and maintenance for TMFPD facilities, apparatus, and equipment will need to be developed and resources to conduct that work acquired. Contracts for service and repair vendors will need to be negotiated and executed. Utility services must be notified of the transition so billings are routed correctly.

The suitability of apparatus for the TMFPD service area should be evaluated. If apparatus type changes are needed, the acquisition process should begin early in the transition process.

A supplies inventory will need to be identified and sufficient quantities of supplies acquired. This includes office supplies, station operation and maintenance supplies, and more. Certain supplies purchased by the City of Reno on behalf of TMFPD will need to be inventoried and returned to TMFPD.

Agreements must be reached with the City of Reno for the specific timing of return of assets and inventory. The Reno Fire Department will be the service provider until the actual date and time of transition. Developing a plan for the seamless transition of service and the hand-off of the assets necessary to conduct that service will be critical.



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Capital Assets and Equipment Tasks	Completion Date	Responsibility
1. Meet with Reno Fire Department to establish a mutually agreeable fleet transition plan. Outcome: Agreement is reached on the process and timeline for fleet transition.	September 2011	Equipment Services Fire Services Coordinator
2. Review potential new Equipment Services and Facilities Management workload and determine new staffing needed to effectively manage the workload. Outcome: Adequate staffing is available to conduct fleet repair and maintenance for TMFPD.	September 2011	Equipment Services Facilities Management
3. Identify and acquire building space for TMFPD administration based on the following criteria: <ul style="list-style-type: none"> a. Employee count b. Functional needs c. Connectivity (telephone, computer, radio) d. Parking e. Power Outcome: Suitable building space is available for TMFPD personnel.	October 2011	Facilities Management Fire Services Coordinator
4. Evaluate the fleet to determine if surplus apparatus/vehicles exist and if sufficient numbers of apparatus by type are available. Surplus or acquire apparatus/vehicles as needed based on the evaluation. Outcome: The TMFPD apparatus fleet reflects the most appropriate quantity and type of equipment.	October 2011	TMFPD Fire Chief Equipment Services
5. Complete a current condition assessment of the TMFPD stations: <ul style="list-style-type: none"> a. Conduct inspection b. Identify maintenance and repair needs c. Determine responsibility for repairs required prior to the transfer of operation on July 1, 2012 Outcome: Facilities staff has a thorough understanding of the current condition of TMFPD stations and all work required by the Interlocal Agreement has been completed.	December 2011	Facilities Management
6. Review deeds for fire stations to determine if ownership is clear or needs to be modified. Update as necessary. Outcome: Deeds properly reflect TMFPD ownership.	December 2011	Facilities Management Management Services



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Capital Assets and Equipment Tasks	Completion Date	Responsibility
<p>7. Acquire maintenance and repair records for TMFPD apparatus. Retain an outside contractor and complete an evaluation of the condition of the TMFPD apparatus/vehicles. Outcome: Equipment Services fully understands the condition of the fleet, can anticipate ongoing maintenance costs, and all repairs required by the Interlocal Agreement have been completed.</p>	January 2012	Equipment Services Fire Services Coordinator
<p>8. Determine the number of garage spaces available for fire apparatus. Identify available space to house apparatus for which no garage space currently exists or develop a plan to fund and construct new space. Outcome: Suitable indoor apparatus storage is available for those vehicles that need it.</p>	January 2012	TMFPD Fire Chief Facilities Management Fire Services Coordinator
<p>9. Develop an accurate inventory of all TMFPD owned equipment, radios, station inventory, and other assets currently in the City of Reno’s possession. Reach agreement with Reno on inventory transfer back to TMFPD. Outcome: TMFPD owned assets have been returned by the date of transition.</p>	January 2012	TMFPD Fire Chief Fire Services Coordinator
<p>10. Identify station maintenance that will be provided by Washoe County and the staffing/budget needed by Facilities to support that service. Include appropriate costs in TMFPD and Facilities budget: a. 5 career staffed stations b. 8 volunteer staffed stations Outcome: The impact of the additional work is identified and resources are available to maintain facilities.</p>	March 2012	Facilities Management
<p>11. Identify outside contracts that will be needed for station equipment and services such as generator maintenance, alarm system maintenance, appliance maintenance, landscaping, snow removal, etc. Outcome: All outside contracts are in place on the date of transition.</p>	March 2012	Facilities Management
<p>12. Decide if the fleet costs will be charged as a monthly rental or on time/materials basis with TMFPD responsible for replacement. Outcome: The most appropriate method for charging fleet costs has been determined.</p>	March 2012	Equipment Services Management Services



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Capital Assets and Equipment Tasks	Completion Date	Responsibility
<p>13. Set up apparatus and vehicles in the fleet records management system. Outcome: Apparatus and vehicle maintenance and repair can be accurately tracked in the fleet records system.</p>	March 2012	Equipment Services
<p>14. Establish preventative maintenance schedules for each apparatus and vehicle. Outcome: Schedules are in place on the date of transition.</p>	March 2012	Equipment Services
<p>15. Prepare the FY 2012-2013 budget to include costs of maintenance and repair for TMFPD apparatus. Outcome: Resources allocated for the FY 2012-2013 adequately support fleet activities.</p>	March 2012	Equipment Services
<p>16. Identify TMFPD owned shop equipment, parts, and supplies currently based at the City of Reno shops. Outcome: TMFPD owned shop equipment, parts, and supplies in Reno's possession have been identified.</p>	March 2012	Equipment Services Fire Services Coordinator
<p>17. Identify the annual cost of fleet maintenance and repair for the FY 2012-2013 TMFPD budget. Outcome: TMFPD has budgeted sufficient funds for fleet repair and maintenance.</p>	March 2012	Equipment Services Finance
<p>18. Identify parts that should be in stock for TMFPD apparatus. Purchase and/or identify a ready source for the parts. Outcome: Parts are readily available to ensure a minimum of apparatus down-time.</p>	April 2012	Equipment Services
<p>19. Transition the volunteer fire department fleet to County maintenance. Outcome: Volunteer fire department apparatus are transitioned to County maintenance.</p>	April 2012	Equipment Services Fire Services Coordinator
<p>20. Acquire fuel cards for apparatus that will need them. Consider use of the County system or an independent system. Outcome: The source of fuel for TMFPD apparatus has been determined and made available.</p>	April 2012 for volunteer apparatus June 2012 for career apparatus	Equipment Services
<p>21. Notify utilities and garbage services of the new billing address for TMFPD stations. Outcome: Notification has been made to assure continuation of service.</p>	June 2012	Management Services



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Capital Assets and Equipment Tasks	Completion Date	Responsibility
22. Transfer TMFPD owned shop equipment, parts, and supplies from the City of Reno shop to the County shop. Outcome: TMFPD owned shop equipment is transferred for use by Equipment Services.	June 2012	Equipment Services
23. Re-key all facilities. Outcome: The security of fire stations has been maintained.	July 2012	Facilities Management
24. Recruit, hire, and train new Equipment Services employees. Outcome: New staff is employed and ready to begin service on the date of transition.	One position by April 2012, additional positions by July 2012	Human Resources Equipment Services
25. Transition the career fleet to County maintenance. Outcome: Career apparatus are transitioned to County maintenance.	July 2012	Equipment Services Fire Services Coordinator



Human Resources

The delivery of fire and emergency services is a human resource intensive function. TMFPD will need to hire, equip, and train between 60 and 70 personnel and have them ready to provide service by the date of transition. Much work is involved to accomplish this.

Human Resource rules will need to be established for TMFPD. Ideally, the existing Washoe County rules, with minor modifications, can be used for TMFPD.

Some employees may be former TMFPD employees who will return from the City of Reno. A lateral entry process should be developed that would allow Reno firefighters who are laid-off as a result of the transition an opportunity to be considered for TMFPD positions. Others will be recruited and hired from outside either organization.

A variety of personnel records will need to be obtained from the City of Reno, both for returning TMFPD employees and those retained through lateral entry provisions.

Wages, benefits, and other considerations must be determined. Insurance plans will need to be established, the status of health plans for former TMFPD retirees determined, and benefits coordinated between insurance plans.

Records systems need to be established and relevant information entered into these systems. Labor representation will need to be determined and any agreements developed as necessary. Outside agencies, such as PERS, will need to be notified.

A significant recruitment, testing, and hiring process will be required. This is a time intensive activity and should begin as quickly as possible. All TMFPD employees will require orientation and training in advance of the date of transition. This training includes required compliance training (EEO, substance abuse, etc.) and job-specific training so that personnel are able to provide effective service on the date of transition.

The use of interdisciplinary teams for this transition activity will be important. Systems and considerations established for TMFPD employees will impact a variety of support departments. Coordination is important in order to develop ongoing support capability that has the least impact on workload.



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Human Resources Tasks	Completion Date	Responsibility
1. Review potential new Human Resources workload and determine staffing needed to effectively manage the workload. Outcome: Human Resource workload is quantified and resources required to support that workload have been identified for pay administration, records, employee relations, benefits administration, labor relations, and training.	September 2011	Human Resources
2. Obtain personnel files for former TMFPD employees to determine former class, hire date, promotion dates, certifications, etc. Outcome: Information has been gathered regarding former TMFPD employees.	October 2011	Human Resources
3. Recruit, select, and hire employees as needed: (With Organization and Operations Task 2 and Capital Asset and Equipment Task 15) a. Fire chief b. Division chiefs c. Battalion chiefs d. Captains e. Drivers f. Firefighters g. Office staff h. Mechanics i. Fire marshal j. Fire inspectors k. Others Outcome: All positions are filled with qualified employees in time to conduct required training prior to the date of transition.	Fire Chief by October 2011 Mechanic, Support, and Command staff by April 2012 All others by June 2012	Human Resources TMFPD Fire Chief
4. Develop various scenarios related to labor representation for TMFPD: a. Line/IAFF b. Management c. Administrative staff Outcome: Labor representation scenarios have been identified and described.	October 2011	Labor Consultants District Attorney Human Resources
5. Develop negotiation strategies for each scenario. Outcome: Strategies have been fully described.	October 2011	Labor Consultants District Attorney Human Resources



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Human Resources Tasks	Completion Date	Responsibility
6. Develop or restore classification specifications for all TMFPD positions. (With Organization and Operations Task 4) Outcome: Classification specifications are available for all positions.	November 2011	TMFPD Fire Chief Human Resources Labor consultants
7. Identify wages, benefits and other considerations for returning and newly hired TMFPD employees. Outcome: The wage and benefit package is identified.	November 2011	Human Resources Labor Consultants
8. Review County Human Resource rules to determine their suitability for TMFPD. Add or modify rules as appropriate to accommodate TMFPD human resource activities. Outcome: Fully developed Human Resource rules have been established and are as consistent as possible with current County rules.	December 2011	Human Resources TMFPD Fire Chief Labor consultants
9. Add lateral entry provisions to the Human Resource recruitment rules for fire positions. Outcome: Qualified and experienced personnel can be hired by TMFPD.	December 2011	Human Resources
10. Determine if former TMFPD employees who have retired from Reno must change retiree health care programs. Identify and make available alternative programs if necessary. If applicable develop a communication and education plan. Outcome: Retiree health care provisions meet TMFPD obligations.	December 2011	Human Resources Labor Consultant City of Reno District Attorney
11. Determine if TMFPD employees can be included in County insurance programs. If applicable develop an orientation plan for the new health benefit program. Outcome: TMFPD employee eligibility for County insurance programs has been determined.	January 2012	Human Resources
12. Develop a web site for TMFPD that will support recruitment activities and employee information. Outcome: The web site is developed and is a useful source of information for potential employees.	January 2012	Technology Services TMFPD Fire Chief
13. Determine the number of former TMFPD employees who will return to TMFPD employment. Outcome: The number and names of returning employees have been identified.	February 2012	TMFPD Fire Chief Human Resources Management Services



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Human Resources Tasks	Completion Date	Responsibility
14. Obtain census data for returning TMFPD employees to determine their current benefits coverage. Outcome: Information is provided that allows the costs of benefits to be estimated.	February 2012	Human Resources City of Reno
15. Develop, with the City of Reno, a plan to transition from Reno health insurance to whatever new plan is provided by TMFPD. Outcome: The process to transition employees has been developed, avoiding gaps in coverage.	March 2012	Human Resources City of Reno
16. Obtain full personnel files for all employees transferred from the City of Reno. Outcome: Personnel files have been acquired.	March 2012	Human Resources
17. Provide notice to PERS that TMFPD is once again an active employer. Outcome: Proper notice has been provided to PERS.	March 2012	Human Resources
18. Establish clarity for the relationship between TMFPD and Human Resource functions: <ul style="list-style-type: none"> a. Employee complaints b. Disciplinary investigations c. Classification process Outcome: Responsibilities and authorities have been defined and accepted by all.	March 2012	Human Resources TMFPD Fire Chief
19. Review and determine the services that should be provided by Human Resources in support of the volunteer fire department program. Outcomes: Services to be provided to the volunteer fire department program are defined.	April 2012	Human Resources TMFPD Fire Chief Fire Services Coordinator
20. Deliver compliance training to all TMFPD employees (EEO, workplace harassment, substance abuse, etc.) Outcome: All TMFPD employees have received quality compliance training prior to the transition date.	June 2012	Human Resources
21. Develop curriculum and deliver orientation training to all new TMFPD personnel. Outcome: All TMFPD employees have received quality orientation training.	June 2012	Human Resources TMFPD Fire Chief



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Human Resources Tasks	Completion Date	Responsibility
22. Establish a process and vendor to conduct and monitor the Nevada Revised Statutes required annual medical exams. Outcome: Employees are provided required annual medical exams.	June 2012	Human Resources TMFPD Fire Chief Management Services



Finance

Like any organization, TMFPD will need a wide range of budget and accounting services. Establishing highly efficient systems will be a very important consideration during the transition.

Initially, a transition budget must be developed and adopted along with the necessary appropriation of funds. The transition will incur a variety of costs, including retention of employees in advance of the actual date of transition.

A budget for TMFPD must be developed and adopted. Accounting systems must be established to manage district funds. Use of the County's SAP system will improve accounting efficiency, but this will require programming the system to support that activity.

Purchase agreements and open purchase orders need to be established. The asset tracking system will need to be updated to ensure TMFPD assets are accurately recorded. A five-year capital improvement plan will need to be developed and adopted.

Accounting and purchasing procedures will need to be developed and TMFPD personnel trained in their use. Decisions will need to be made regarding the level of financial analysis capability that will exist within the TMFPD organization and qualified personnel retained to perform those functions.

This is another area where use of interdisciplinary teams will be very important. Agreements reached by one area of the organization will impact the workload of the Finance function. Developing highly efficient systems must be a critical consideration.



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Finance Tasks	Completion Date	Responsibility
<p>1. Develop and appropriate funding for TMFPD transition costs. Outcome: Sufficient funds are available to complete transition activities.</p>	September 2011	Fire Services Coordinator Finance TMFPD Financial Consultant Management Services
<p>2. Establish and implement a process to ensure active coordination between Finance, Human Resources, and Technology Services as records systems, processes, and labor agreements are being developed and implemented to ensure County systems can support the changes. Outcome: All stakeholders are involved in the development of systems supporting TMFPD financial operations.</p>	September 2011	Finance Technology Services Human Resources Fire Services Coordinator Management Services
<p>3. Identify the type and level of financial administration capability that should exist within the TMFPD administrative staff. Determine if that capability is best provided by contracted services or full-time staff. If full-time staff, ensure that position(s) is included in the TMFPD staffing plan:</p> <ul style="list-style-type: none"> a. Budget development and reporting b. Annual audit preparation c. Other accounting activities d. Coordination with County Finance Department <p>Outcome: Fiscal administration capability has been defined and the source of that capability identified.</p>	November 2011	Finance TMFPD Financial Consultant TMFPD Fire Chief
<p>4. Evaluate the need for and value of creating a new “company” in SAP to accommodate accounting and payroll processing for TMFPD. If a new company is implemented, complete software development, system testing, and any data migration that may be needed. Outcome: The most efficient and accurate accounting solution has been identified and implemented.</p>	December 2011	Finance Technology Services Fire Services Coordinator Human Resources
<p>5. Conduct analysis to determine value of services provided to TMFPD by County and value of fire services provided to County north of Township 22 by TMFPD. Outcome: The dollar value of each party’s contribution to the Cooperative Fire Protection Agreement (1999) has been quantified.</p>	December 2011	Finance Fire Services Coordinator



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Finance Tasks	Completion Date	Responsibility
<p>6. Review all agreements regarding employee compensation with Finance to ensure financial systems, payroll, and HRIS, can accommodate accounting requirements. Outcome: Financial systems can efficiently support employee compensation processing.</p>	January 2012	Finance Human Resources Labor Relations Technology Services
<p>7. Determine if current staffing levels can manage the anticipated new workload associated with TMFPD. Identify and quantify staff and other resources that will be needed. Outcome: Finance Department workload is quantified and resources required to support new workload have been identified.</p>	February 2012	Finance
<p>8. Establish cost centers within the financial accounting system so that costs can be appropriately attributed to functional activities. Outcome: Cost centers are established that provide detailed functional area cost accounting information.</p>	March 2012	TMFPD Fire Chief Finance TMFPD Financial Consultant Management Services
<p>9. Develop a five-year capital improvement plan for TMFPD. Outcome: The five-year capital improvement plan has been developed and adopted.</p>	March 2012	Finance TMFPD Fire Chief TMFPD Financial Consultant
<p>10. Negotiate and enter into a heavy equipment contract with Associated General Contractors. Outcome: Heavy equipment is available to support TMFPD response by the date of transition.</p>	March 2012	TMFPD Fire Chief Fire Services Coordinator Finance District Attorney
<p>11. Confirm that TMFPD assets are accurately recorded in the asset management system. Update the system as needed for missing assets. Outcome: A complete and accurate list of TMFPD assets is available.</p>	April 2012	Finance TMFPD Fire Chief
<p>12. Identify and establish open purchase orders needed to support TMFPD operations. Outcome: Open purchase orders are in place to support TMFPD activities.</p>	April 2012	Finance TMFPD Fire Chief TMFPD Financial Consultant Management Services
<p>13. Identify the number of purchasing cards that will be needed for TMFPD operations. Establish a procedure for the use of purchasing cards. Outcome: Purchasing cards are provided to appropriate TMFPD employees, procedures are in place for their use, and training on the procedures has been provided.</p>	April 2012	TMFPD Fire Chief Finance Management Services



Truckee Meadows Fire Protection District – Transition Plan

Finance Tasks	Completion Date	Responsibility
14. Develop and adopt the TMFPD budget for FY 2012-2013. Outcome: TMFPD has an authorized budget by the date of transition.	June 2012	TMFPD Fire Chief Finance TMFPD Financial Consultant



Risk Management

Risk management services include health and safety services as well as insurance program. A variety of activities must be completed prior to the date of transition.

All TMFPD fire stations will need to be evaluated for safety and compliance concerns and corrections made prior to transition.

Insurance policies will need to be updated to reflect the return of direct service delivery. Workers' compensation coverage will need to be obtained and coordinated with employee health insurance programs.

Databases and other records systems will need to be established and updated to properly track claims activity. Employee wellness/fitness programs will need to be established.

Decisions will need to be made regarding the provider of risk management services and third party administration. Predicted new workload and the current capability of County resources will be key considerations in this process.



Truckee Meadows Fire Protection District – Transition Plan

Risk Management Tasks	Completion Date	Responsibility
1. Work with Technology Services to develop a property and liability claims database for TMFPD. Outcome: A property and liability claims database is in place.	November 2011	Technology Services Risk Management
2. Identify sources and costs for contracted EAP and wellness/fitness programs for TMFPD employees. Establish vendor relationships as appropriate. Outcome: Wellness/fitness programs are available to TMFPD employees.	November 2011	Risk Management TMFPD Fire Chief Management Services
3. Conduct inspections of facilities to identify any potential risk issues, such as code compliance, OSHA, etc., that may be present (in conjunction with Facilities). Outcome: All risk issues have been identified and resolved by the date of transition.	December 2011	Risk Management
4. Explore utilizing POOLPACT for risk management administration rather than County Risk Management staff. Outcome: A determination has been made whether to use in-house resources or outside resources for risk management administration.	December 2011	Risk Management
5. Coordinate health benefits coverage with workers' compensation coverage provided to TMFPD employees. Outcome: Health insurance and workers' compensation benefits coverage have been coordinated.	January 2012	Risk Management Human Resources
6. Provide TMFPD employee count and payroll information to Risk Management for insurance application updates. Outcome: Information is provided that allows insurance applications to be updated.	February 2012	Human Resources Management Services
7. Determine if the current workers' compensation coverage third party administrator (TPA) has capacity to add TMFPD staffing. Work with POOLPACT to identify alternative TPAs for TMFPD as appropriate. Outcome: A third party administrator has been identified with the capacity to support TMFPD workers' compensation processes.	February 2012	Risk Management
8. Obtain and review copies of workers' compensation claim files for City of Reno employees transferring back to TMFPD. Outcome: Information about active workers' compensation claims has been obtained.	February 2012	Risk Management TMFPD Fire Chief



Risk Management Tasks	Completion Date	Responsibility
9. Secure and review workers' compensation loss run reports from the Reno Fire Department for the past five years. Outcome: Workers' compensation claim history has been obtained and reviewed to determine predictable future experience.	February 2012	Fire Services Coordinator Risk Management
10. Determine if current staffing levels can manage the anticipated new workload associated with TMFPD. Identify staff and other resources that will be needed. Outcome: Risk Management workload is quantified and resources required to support that workload have been identified.	February 2012	Risk Management Management Services
11. Work with insurance broker/carriers to update all applicable insurance applications: a. Workers' compensation, adding full-time workers b. Property and equipment c. Motor vehicles d. General liability Outcome: Insurance is in effect providing coverage when needed.	March 2012	Risk Management Management Services
12. Set up TMFPD employees in the worker compensation database. Outcome: All TMFPD employees are entered into the workers' compensation database.	May 2012	Risk Management



Legal

Legal services will be required throughout the process of transition. TMFPD will need to review, renegotiate, and execute a long list of agreements with other agencies. These include cooperative service agreements (hazardous materials response), mutual and automatic aid agreements, purchase of services agreements (heavy equipment, dispatch), and more. Legal review of these documents will be required.

As transition discussions progress, legal services will be needed to interpret the Interlocal Agreement and its provisions for termination.

There will likely be disagreements between various parties about how the transition should occur and details regarding assets, employees, and the like. It will be very valuable to have an effective dispute resolution process in place so these disagreements can be resolved quickly.



Truckee Meadows Fire Protection District – Transition Plan

Legal Tasks	Completion Date	Responsibility
<p>1. Identify and implement a dispute resolution process to address disagreements regarding transition issues, costs, and activities. Outcome: A dispute resolution process has been implemented and disagreements are resolved through this process.</p>	October 2011	Fire Services Coordinator District Attorney City of Reno
<p>2. Finalize and execute the lease of Station 14 to the City of Reno. Outcome: The lease of Station 14 to the City of Reno has been executed.</p>	January 2012	District Attorney Facilities Management
<p>3. Develop and adopt an agreement to allow TMFPD to enforce the County Fire Code. Outcome: TMFPD has authority to enforce the Fire Code.</p>	March 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator
<p>4. Identify and modify all applicable contracts and agreements* as required to reflect the transition to TMFPD operational service delivery:</p> <ul style="list-style-type: none"> a. Dispatch b. Frequency sharing c. Medical Director d. Regional Training Center e. Sierra Front Cooperators <p>Outcome: All contracts and agreements have been modified and re-executed by the date of transition.</p>	April 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator
<p>5. Renegotiate and execute all automatic and mutual aid agreements:</p> <ul style="list-style-type: none"> a. City of Reno b. City of Sparks c. Sierra Fire Protection District d. North Lake Tahoe Fire Protection District e. Story County Fire Protection District f. North Lyon Fire Protection District <p>Outcome: All automatic and mutual aid agreements have been modified and re-executed by the date of transition.</p>	April 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator
<p>6. Monitor transition activities for legal concerns. Review all agreements between TMFPD and the City of Reno. Outcome: Potential legal risk has been identified and resolved.</p>	Ongoing through July 2012	District Attorney

**A complete listing of all current contracts and agreements is provided on page 38 of this document.*



Technology

The use of technology is essential to the delivery of services and provides opportunity to maximize the effectiveness of those services. TMFPD will need to ensure that various technologies are available for its use. These include telecommunications equipment, computer software and hardware, radios, and computer networks.

A comprehensive inventory of existing systems must be completed. This will provide a baseline for needed acquisitions and for the transition of systems from the City of Reno to TMFPD.

A thorough technology needs assessment must be prepared to ensure that technology acquisitions support the TMFPD mission. Service improvement opportunities through technology should be identified at this stage so acquisitions provide maximum value to the organization.

Appropriate technology must be available to TMFPD prior to and especially on the date of transition. System “cut-over” agreements must be reached with the City of Reno to ensure uninterrupted service.



Truckee Meadows Fire Protection District – Transition Plan

Technology Tasks	Completion Date	Responsibility
1. Conduct a walk-through of each station to review existing network, computer, and telecom equipment and systems (with Facilities and Risk). Outcome: A full and accurate inventory of existing systems has been developed.	December 2011	Technology Services Facilities
2. Work with City of Reno Communication and Technology Department personnel to identify computer hardware, software, and other system components that are installed in TMFPD facilities and apparatus. Outcome: A full and accurate inventory of existing system components has been developed.	December 2011	Technology Services
3. Confirm the type and make of the telephone system used in the five career stations and eight volunteer stations, what phone equipment is in place, and who owns the equipment. Outcome: A full and accurate inventory of telecommunications equipment and its ownership has been developed.	December 2011	Technology Services
4. Inventory TMFPD owned computer equipment to determine make/model/age and what software and operating systems are installed. Outcome: A full and accurate inventory of computer equipment and systems has been developed.	December 2011	Technology Services
5. Evaluate existing network connectivity. Identify the ideal pathway and configuration options. Outcome: The best solution for network configuration that provides redundancy has been identified.	December 2011	Technology Services
6. Complete a technology assessment and plan for TMFPD to determine and quantify hardware and software requirements to fully support TMFPD operations: <ul style="list-style-type: none"> a. Office use systems b. Communications equipment (cell, radio, paging) c. Mobile systems (MCT, mobile laptops, etc.) Outcome: Technology needs have been thoroughly assessed and a plan for implementation developed.	January 2012	Technology Services



Truckee Meadows Fire Protection District – Transition Plan

Technology Tasks	Completion Date	Responsibility
<p>7. Determine if current staffing levels can manage the anticipated new workload associated with TMFPD. Identify and quantify staff and other resources that will be needed. Outcome: Technology Services workload is quantified and resources required to support that workload have been identified.</p>	January 2012	Technology Services
<p>8. Collaborate with the Washoe County Sheriff’s Office to acquire a staff scheduling software system. Outcome: A staff scheduling software system has been acquired and installed prior to the date of transition that communicates with the accounting and payroll system.</p>	March 2012	TMFPD Fire Chief Technology Services Fire Services Coordinator Management Services SFPD Fire Chief
<p>9. Based on the inventories and needs assessment, purchase and install new technology equipment, network connectivity, telephone systems, etc., as needed. Outcome: Technology systems and equipment have been acquired and installed as of the date of transition.</p>	April 2012	Technology Services
<p>10. Evaluate available fire records management systems. Assuming existing systems are suitable, acquire licenses and install the system as needed. If available systems are not suitable, complete an acquisition process for suitable software. Outcome: A fire records management system has been acquired and installed prior to the date of transition.</p>	April 2012	Technology Services
<p>11. Inventory existing geographic information systems software licenses. Complete software upgrades and acquire additional licenses as needed. Outcome: Geographic information systems software has been acquired and installed prior to the date of transition.</p>	April 2012	Technology Services
<p>12. Develop curriculum and deliver training to TMFPD employees on the use of computer systems, telephone systems, and other technology. Outcome: All TMFPD employees have received training on the technology systems they will use during the course of their employment.</p>	June 2012	TMFPD Fire Chief Technology Services



External Relationships

No single agency can provide effective delivery of service without the cooperation of other regional service providers. TMFPD will need to reconstitute these relationships and identify new opportunities for regional cooperation.

Partnerships for the delivery of specialized services will need to be identified and agreements set in place. This includes hazardous materials response, technical rescue services, and fire prevention programs.

Improving service delivery to the Wadsworth/East I-80 corridor area and West Washoe Valley should also be addressed. Exploring a service delivery partnership between TMFPD and adjacent agencies could provide a cost-effective solution.

Developing cooperative programs with REMSA could also provide significant benefit. Training, quality improvement, and EMS supply partnerships should be evaluated and entered as appropriate.

Establishing effective regional partnerships now will enhance the overall quality of service provided to the community.



Truckee Meadows Fire Protection District – Transition Plan

External Relationship Tasks	Completion Date	Responsibility
<p>1. Identify the benefits and costs of joining the Sierra Fire Protection District (SFPD) and TMFPD into one service delivery organization. Develop and present a report to the TMFPD and SFPD Boards of Commissioners for consideration. Outcome: A report outlining costs and benefits has been developed and presented to the Boards for consideration.</p>	December 2011	Fire Services Coordinator TMFPD Fire Chief Human Resources
<p>2. Develop or revise and execute the agreement for the three-party regional hazardous materials response team. Outcome: The agreement for the three-party regional hazardous materials response team is in effect as of the date of transition.</p>	March 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator
<p>3. Identify alternatives for technical rescue services. Negotiate and implement agreements as appropriate for services delivered by others or through cooperative ventures: a. Confined space rescue b. High angle rescue c. Water rescue Outcome: The source of technical rescue services has been identified and agreements are in place as of the date of transition.</p>	March 2012	TMFPD Fire Chief District Attorney
<p>4. Identify regional efforts in which TMFPD should be a participant, such as the regional juvenile fire setter initiative. Determine TMFPD's appropriate participation level and the resources needed. Outcome: The regional initiatives TMFPD will participate in have been identified and resources are assigned.</p>	March 2012	TMFPD Fire Chief
<p>5. Update the agreement and set up procedures to accomplish EMS supply exchange between REMSA and TMFPD. Explore the ability to resupply at the EMT-Intermediate level. Outcome: EMS re-supply agreements and procedures are in place at the agreed upon EMT level by the date of transition.</p>	March 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator
<p>6. Explore the development of a four-party agreement between TMFPD, Story County Fire Protection District, North Lyon Fire Protection District, and Pyramid-Paiute Tribes for improved service delivery to the Wadsworth, east I-80 corridor region. Negotiate and execute agreements as appropriate. Outcome: A solution has been developed and implemented to improve service to the region.</p>	April 2012	TMFPD Fire Chief Fire Services Coordinator District Attorney



Truckee Meadows Fire Protection District – Transition Plan

External Relationship Tasks	Completion Date	Responsibility
<p>7. Evaluate opportunities for sharing of services between TMFPD and Sierra Fire Protection District, such as fire prevention services and battalion chief coverage, and for service improvements to the West Washoe Valley region. Outcome: Service sharing opportunities are identified and evaluated.</p>	April 2012	TMFPD Fire Chief Fire Services Coordinator
<p>8. Establish a task force including TMFPD, City of Reno ECOMM, Washoe County Sheriff, and REMSA to develop response protocols and point of dispatch procedures for emergency medical response. Determine EMS incidents by priority level that are appropriate for TMFPD response. Outcome: Point of dispatch and response protocols have been developed that provide the most effective level of service to the community.</p>	April 2012	TMFPD Fire Chief
<p>9. Identify EMS training that can be provided to TMFPD by REMSA along with the costs and logistics associated with that training. Integrate appropriate REMSA training opportunities into the TMFPD training plan. Outcome: EMS training to be provided by REMSA has been identified and agreements are in place to implement the training.</p>	May 2012	TMFPD Fire Chief
<p>10. Review REMSA's CQI program to determine if that program would work well for TMFPD. If appropriate, develop necessary agreements to implement the program. Outcome: The manner in which TMFPD will conduct CQI programs has been identified and implemented by the date of transition.</p>	May 2012	TMFPD Fire Chief District Attorney



Volunteer Fire Departments

Enhancing the capability and reliability of the volunteer fire departments associated with TMFPD will improve the district's service capability. There are a variety of initiatives that will support this.

Clarifying the relationship between TMFPD and the volunteer fire departments is important. The proposed master agreement should be finalized and executed to improve the expectations of each party from the other.

Support systems need to be improved to assure that volunteer resources are well trained, equipped, and provide reliable response. Cooperative efforts between volunteer departments should be explored and implemented to improve overall reliability.

The process for dispatching volunteer departments needs refinement and improvement. This will include defining how volunteer response resources are assigned to incidents. It will also require improvements in notification and communication procedures. Finally, reporting and accountability systems will need to be established to ensure volunteer fire departments clearly understand TMFPD's expectations of them and their expectations of TMFPD.



Truckee Meadows Fire Protection District – Transition Plan

Volunteer Fire Department Tasks	Completion Date	Responsibility
<p>1. Revise the draft Master Volunteer Fire Department Agreement based on the transition to TMFPD operation and execute the agreement. Outcome: The Master Volunteer Fire Department Agreement has been reviewed, revised, and executed.</p>	March 2012	TMFPD Fire Chief District Attorney Fire Services Coordinator Volunteer Fire Chiefs
<p>2. Integrate volunteer response resources into the dispatch protocols and response assignments for TMFPD. Develop CAD assignments that utilize volunteer companies on first and greater alarms on appropriate responses and to refill areas vacated by other resources. This should include move-up and cover of other volunteer stations. Outcome: Volunteer fire department resources are integrated into the dispatch protocols as appropriate.</p>	April 2012	TMFPD Fire Chief
<p>3. Define clearly the minimum training standards for volunteer firefighters. Ensure those standards are respectful of volunteer personnel's time. Develop a delivery system that supports all volunteers, including remote volunteer companies. Outcome: Training standards and the delivery system have been identified and resources are available for delivery.</p>	May 2012	TMFPD Fire Chief Volunteer Fire Chiefs
<p>4. Complete a needs assessment that defines the type and level of resources and support that should be provided to the volunteer fire companies. Establish a volunteer program support role responsible for enhancing volunteer response capability, training, recruitment and retention, apparatus and equipment, and other support. Outcome: The needs assessment has been completed and resources are identified to support the volunteer fire department program.</p>	May 2012	TMFPD Fire Chief Volunteer Fire Chiefs
<p>5. Explore using volunteers from one area to augment staffing in other areas during times of predicted peak activity to improve response performance and reliability. Outcome: A procedure is in place to implement volunteer staffing augmentation.</p>	June 2012	TMFPD Fire Chief Fire Services Coordinator Volunteer Fire Chiefs
<p>6. Identify and implement improvements to the process of dispatching volunteer companies to eliminate delays and missed dispatches. Outcome: Dispatch systems are implemented resulting in improved volunteer company reliability.</p>	June 2012	TMFPD Fire Chief Fire Services Coordinator Technology Services



Implementation

This transition plan describes the work to be accomplished to effect the transition of service delivery from the City of Reno to the Truckee Meadows Fire Protection District. There is a great deal to be done in a relatively short time frame. Key considerations to ensure success include:

1. Establishing clear lines of authority and accountability.
2. Ensuring constant and comprehensive communication between the various County departments, TMFPD staff, and other internal and external interests.
3. Detailing each task into an action plan to fully define the work effort involved.
4. Keeping the public fully informed of activities and progress.

Authority and Accountability

There needs to be one person to which responsibility clearly rests for the accomplishment of this plan. This person needs to have the organizational placement required to ensure his or her authority regarding this transition plan is respected.

All who have responsibility to accomplish tasks outlined in this plan need to be held accountable. Reporting systems must be in place to identify the level of progress on the plan at key milestones.

Communication

Many tasks outlined in this plan involve more than one County department or interest. Developing systems to ensure constant and productive communication between the various stakeholders will be important to success.

Multi-disciplinary teams should be established to ensure the work of one department or interest does not adversely affect the work of another. These teams should also ensure that work is not duplicated.

Regular progress meetings should be conducted so that all stakeholders understand the progress and challenges of others. Further, these meetings will help coordinate efforts to avoid duplication or progress along different paths.

Documenting progress in written form will also provide value. Written progress reports provide a ready reference to all stakeholders as to the status of the transition effort, challenges being encountered, and a listing of tasks completed.

Action Plans

This Transition Plan provides a comprehensive and detailed list of tasks to be accomplished. Detailing each task into a written action plan will help to define potential roadblocks, describe special resources that may be required, identify unexpected inter-relationships, and define critical milestones.

The following is an example action plan form that could be used for this effort. These plans should be shared with other stakeholders, particularly those who are involved in task accomplishment.



Truckee Meadows Fire Protection District – Transition Action Plan				
Task:				
Start Date:		End Date:		
Task Lead:		Assisting:		
Action Steps	Start Date	End Date	Person Assigned	Resources Required
Desired Outcome:				
Special Considerations:				
Results:				



Public Information

Providing frequent information to the public will be important to the transition's success. The public will be understandably concerned about the future of their fire and emergency services as a result of the termination of the Interlocal Agreement.

Information should be provided on a regular basis identifying progress on the Transition Plan. Details about how service will be delivered by the newly reconstituted TMFPD should be included. As early as possible, contact information for TMFPD should be provided so members of the public with concerns or special needs post-transition can begin to share those directly with TMFPD staff.



Appendix: Current Contracts/Agreements

Agreement Type	Organization
Reciprocal Fire Protection Agreement	Airport Authority of Washoe County
2000 Operating Plan	Bureau of Land Management, Carson City
Memorandum of Understanding	Carson City Fire Department
Cooperative Emergency Agreement	Cedarville Volunteer Fire Department
1998 Fire Suppression Operating Plan	Eagle Lake and Surprise Resource Areas, Bureau of Land Management
Cooperative Emergency Agreement	Eagleville Volunteer Fire Department
Cooperative Emergency Agreement	Fort Bidwell Volunteer Fire Department
Cooperative Fire Protection Agreement	Humboldt-Toiyabe National Forest
Cooperative Emergency Agreement	Lake City Volunteer Fire Department
Fire and Emergency Mutual Aid Agreement	Lake Tahoe Regional Fire Chiefs Association
Fire and Emergency Mutual Aid Agreement	Lake Tahoe Regional Fire Chiefs Association
Resolution and Agreement	Nevada Fire Chiefs Association
Resolution No. 02-52F and Agreement	North Lyon County
Cooperative Emergency Agreement	Pyramid Lake Paiute Tribe
Memorandum of Understanding	Saint Mary's Regional Medical Center
Cooperative Agreement	The Reno-Sparks Indian Colony
Regional Hazardous Material Response Agreement	City of Reno and City of Sparks
Emergency Aid Agreement	City of Sparks
Resolution No. 02-53F and Agreement	Sierra Forest Fire Protection District
Resolution and Agreement	Storey County Fire Department
Intra Agency Radio Frequency Use Agreement	Surprise Valley Health Care District Ambulance Services
Cooperative Fire Protection Agreement	Washoe County
Cooperative Agreement	Washoe County School District
Mutual Aid Agreement	Washoe County Sheriff's Office
Agreement relative to Fire Hydrant Maintenance	Washoe County Utility Services Division
1998 Fire Suppression Operating Plan	Winnemucca District, Bureau of Land Management



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