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## **Process to Re-Design Fire Services for Regional Stability**

Conduct a detailed fiscal capacity study – gather the facts about what tax and fee money is being generated in the various fire districts and jurisdictions. Understand the relationship of that money to funding fire services and identify alternative ways of funding a re-designed fire service based on principles of coverage equity. Understand the likely ability to fund changes. Consider incremental step-by-step approaches to regional funding if financial burden equity can't be achieved in one step.

Conduct a macro regional level deployment study to match risks, to desired outcomes and likely growth.

Develop the costs for various, likely feasible, alternative jurisdictional combinations.

Prepare a briefing document to describe the as is situation, the desired service needs and the options to achieve it.

Hold meetings of elected officials to describe the current level of service - what it is and what it is not in terms of risk and response times. Describe a picture of what risk and response times would look like at alternative levels of service and funding commitment.

Hold a round table meeting(s) on the viability of governance alternatives.

If alignment of vision can be obtained on service, funding and governance strategies, begin phased implementation, including as necessary, voter approved revenue measures.

Control study costs using both agency staffs and consultant/coaches. Use outside neutrals to work with and between the stakeholders. Shuttle diplomacy is necessary.