

# Colorado Standing Committee on First Responders Safety (SCFRS)



## Committee Governance

Prepared By:  
Executive Committee

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# Preface

The Executive Committee of Colorado's Standing Committee on First Responder Safety (Committee) has established these guidelines, policies and procedures to facilitate expedient and effective execution of the Committee's Mission. Since the Committee is a newly formed organization, modifications to these guidelines, policies and procedures are anticipated as the Committee work progresses and evolves. It is the desire of the Executive Committee that this document will be updated on an ongoing basis, as needed.

Adopted April 5, 2018  
Deputy Chief Mark Savage, Colorado State Patrol, Chair

# Organization and Management

## *Membership Guidelines*

There are two types of membership within Colorado’s Standing Committee on First Responder Safety (Committee): Executive Committee Membership and Working Committee Membership.

### Executive Committee Membership

Executive Committee members serve multiple year terms of service in providing direction and guidance to the Committee in executing its mission. The Executive Committee is responsible for establishing guidelines, rules, and procedures for the Committee; for reporting on the Committee’s work to the Homeland Security and All-Hazards Senior Advisory Committee (HSAC); and for directing the activities of the Committee such that they advance the mission and operate in alignment with Committee expectations.

Membership consists of eleven voting members comprised as follows:

Colorado State Patrol, Deputy Chief, Chair	Emergency Medical Service
Colorado Department of Transportation	Emergency Communications
Local Law Enforcement	National Highway Traffic Safety Administration
Fire Service	At-Large (4 members)

Executive Committee Members each serve a three-year term on a staggered cycle. Executive Committee applications are accepted on an on-going basis. The Chair is responsible for appointing members from the designated disciplines. At-large members and Advisory members are endorsed by the Executive Committee prior to appointment by the Chair.

Executive Committee Members may be executive level leaders within their organizations/professions; subject matter experts; and/or senior operations, policy, or technical representatives within their organizations/professions. The Committee desires diversity of profession, expertise, geography, and agency size and structure among the members. At-Large members may represent any service, agency, or industry partner with relevant expertise. Some examples of potential disciplines include:

Emergency Management	Crash Investigators
Emergency Medical Service (EMS)	Medical Examiners
Towing & Recovery	Public Information Offices
Industry	HAZMAT Mitigation Agency
Transportation Planning Regions (MPO/TPR)	Media
Municipal/County Representatives	Education (POST, University, Fire Academy)
Local Transportation	Transportation & Land Use Planning
Driver Behavior	National Transportation
Traffic Safety	Traffic Engineering
Transportation Management Centers	Tollway Operators
Local Communication Centers (Dispatch)	Natural/Environmental Resources
Local Public Works or Road & Bridge	Freight
Insurance Companies	Communications Centers
Local Law Enforcement	Driver’s Education

### Executive Committee Advisory Membership

Executive Committee Advisory (non-voting) members also agree to serve multiple year terms of service advising the Executive Committee. These members are appointed based upon their relevant expertise. The number of Advisory members is not limited; however, the Executive Committee is intended operate nimble. Advisory members have the same rights and obligations of Executive Committee membership, with the exception of voting.

### Working Committee Membership

The Working Committee is comprised of working groups and task forces, collectively, the Working Committee. Working groups focus their work on the many aspects of a broad topic while task forces execute specific, well-defined initiatives.

All Executive Committee Members are also Working Committee Members and serve as liaisons between the groups. Working Committee Membership is open to all interested in active participation. Working Committee Members typically contribute to the content and implementation of Committee initiatives.

Each working group and task force designates a lead participant. Lead participants for working groups serve three-year terms. Task force lead participants serve for the duration of the initiative, typically less than three-years. Lead participants are responsible for scheduling, establishing meeting agendas, monitoring progress, and if someone other than the Executive Committee liaison, coordinating the overall work effort with the liaison. The Executive Committee liaison reports on the progress of the work to the Executive Committee.

Working Committee Membership consists of subject matter experts and operations, policy, and technical representatives from first responder, transportation, and related industry organizations/professions. Typically, lead participants are senior members of their respective profession. The Executive Committee approves nominations of lead participants. The Committee desires diversity of profession, expertise, geography, and agency size and structure among the members.

### Organizational Structure

The Committee’s structure includes the Executive Committee and the Working Committee. Figure 1. Colorado’s Committee on First Responder Safety Organizational Structure illustrates the overall structure. This section describes how each component functions and provides guidelines for leadership succession.

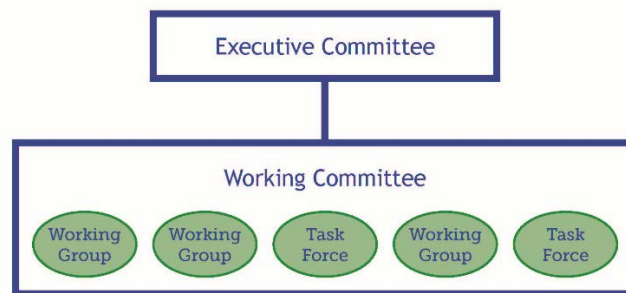


Figure 1. Colorado’s Committee on First Responder Safety Organizational Structure

## Executive Committee

The Executive Committee, led by Colorado State Patrol (CSP), is the policymaking and accountability body for the Committee and meets four times per year or as needed to provide these services to the Committee. The Executive Committee provides strategic direction and prioritization of objectives to the Committee to accomplish the Mission. As part of their responsibility, the Executive Committee considers industry trends, funding considerations and other long-term implications of the missions' needs. The Executive Committee also participates in guiding the day-to-day management of the Committee's operations. The Executive Committee must approve the Committee's Strategic and Implementation Plans, fiscal commitments, and any modifications to the Committee's organization, guidance, policies and procedures.

For those topics that arise between Executive Committee meetings, the Chair determines which issues must go to the Executive Committee for initial consideration. The Chair may choose to assign the topic to a working group for further development prior to consideration by the Executive Committee. In the event that Executive Committee action is required between meetings, the Chair may propose either a Special Meeting or a decision without a meeting. If a ballot process is used to make a decision or to gather input or direction between Executive Committee meetings, the majority response received by the due date will be accepted by the Chair. A response from each Executive Committee member is required for the Chair to accept the decision.

### *Executive Committee Decision Process*

The Executive Committee operates by consensus as much as possible. When voting is required to take action, accept or adopt reports and plans, or to establish priorities, each member will have one vote. Decisions will be made by simple majority of a quorum of members present at a meeting. The Executive Committee requires six members for a quorum.

## New Member Orientation

New Executive Committee members will be provided with the Committee's current guiding documents for review and will meet with the Animator for a two-hour training session in advance of the new member's full Executive Committee participation. The training session will cover the roles, responsibilities and commitments of Executive Committee members. Additional topics will include the Committee's governance, mission, vision, strategic planning, and an overview of the current status of committee programs and activities.

## Working Groups and Task Forces

Working groups and task forces are the implementation forces for the Committee's work. Working groups are designed to support implementation of a comprehensive set of recommendations within a broad focus area: Training & Operations; Policy & Procedures; Infrastructure; Technology; and Communication.

Task forces take action on a singular initiative or topic of interest pertaining to one or more of the working groups as assigned by the Executive Committee. Task forces may consult with working groups; however, they take direction from and report to the Executive Committee. The primary distinction between working groups and task forces is a broad vs. narrow scope of their respective work efforts. The Executive Committee may modify the number and/or focus of the working groups and task forces to respond to the Committee's specific needs.

Working groups and task forces meet on a frequency determined by the members as necessary to meet the Committee's objectives for the work.

### *Decision Process*

The working groups and task forces operate by consensus as much as possible. When consensus cannot be achieved, the lead participant and Executive Committee liaison will recommend a path(s) forward to the Executive Committee for its consideration and direction. Direction received from the Executive Committee will be considered to have resolved outstanding issues without further consideration, unless specified.

A summary of the working characteristics of the Committee components is provided in Table 1. Organizational Roles, on the next page.

### *Leadership Succession*

The term for leadership of the Executive Committee and working groups is three years, with a maximum term of six years. Task force leadership is for the term of each task force. These terms vary in duration, as required by assignment. For task force assignments anticipated to last more than two years, a leadership succession plan is prepared by the task force annually. A maximum of four years leadership of a task force is allowed.

As part of succession planning, each Committee unit should conduct a leadership review every two years. Additional guidance is provided here for Executive Committee leadership succession:

- The Executive Committee will identify potential committee members through an application process. The current Chair will appoint the required positions following ratification of at-large positions by the Executive Committee.
- Discussion of applications under consideration will take place at an Executive Committee meeting.
- The appointments for Executive Committee positions will take place at an Executive Committee meeting, with the term of newly appointed members beginning in January of the year immediately following.
- When mid-term appointments are required to fill a position for any reason, the Chair will appoint a suitable candidate to replace the vacancy for the remaining term of service. The replacement will be eligible to apply to continue as an Executive Committee Member at the conclusion of the term they are filling. Serving as a replacement does not guarantee future membership. Vacancies will be filled by appointment at the next regular Executive Committee Meeting. Replacement members will begin service immediately following appointment by the Chair.

	Working Committee		Executive Committee (Overall Direction)
	Task Forces (Narrow Scope of Defined Topic)	Working Groups (Broad Scope of Defined Topic)	
Long-range and Strategic Planning	<ul style="list-style-type: none"> <li>Evaluate recommendations and work products for compatibility with long-range strategic plans</li> <li>Identify long-range considerations resulting from implementation of work products</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate recommendations and work efforts for compatibility with long-range strategic plans</li> <li>Translate long-range strategic plans into near-term and mid-term action via policies and programs</li> <li>Provide input into relevant long-range strategies</li> </ul>	<ul style="list-style-type: none"> <li>Identify long term strategic positions</li> <li>Adopt guidelines and strategic plans</li> </ul>
Program, Projects, and Operating Policies	<ul style="list-style-type: none"> <li>Develop identified solutions, training programs, etc. for implementation</li> <li>Verify funding needs for assigned work products</li> <li>Oversee execution of assigned project</li> <li>Maintain communication with task forces and working groups engaged in related activities.</li> <li>Seek input from related/affected organizations, disciplines, and agencies</li> <li>Identify policy issues/resolutions for recommendation associated with implementation</li> </ul>	<ul style="list-style-type: none"> <li>Oversee budget development and Working Group allocations</li> <li>Ensure that projects, proposals, and initiatives reflect strategic objectives and priorities</li> <li>Monitor the overall program and activities against current and planned budgets</li> <li>Identify and manage projects that cut across working groups and/or those of statewide significance, including those with major policy considerations (i.e., financing, pricing, resource demands).</li> <li>Identify and pursue funding opportunities, and provide recommendations for funding of new initiatives.</li> <li>Identify an recommend operating policies needed to conduct Committee business.</li> <li>Recommend projects, initiatives, and programs for implementation.</li> <li>Identify and recruit participation among industry leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Set overall direction of the Committee</li> <li>Finalize and make decisions on policies and programs</li> <li>Approve significant program, program adjustments, and budgets</li> <li>Identify and monitor performance metrics</li> </ul>

Table 1. Organizational Roles

## *Committee Management*

Committee members are ultimately responsible for the management of all Committee projects, programs, and activities along with the Executive Committee. Within each working group or task force, management responsibilities include:

1. Completing a detailed scope of work - In general, the level of detail will depend on the size and complexity of the work effort (goal, program, project, etc.). Each scope of work includes the following:
  - Clear statement of objectives
  - Description of work to be performed (prepare task statements for larger, more complex efforts)
  - Identification of work products
  - A project schedule showing key milestones
  - A budget breakdown (including labor level of effort and cost, equipment cost, implementation cost, and other direct expenses, as applicable). For large work efforts, the budget will be provided by task.
  - A distribution plan for deliverables
  - A final report, including Executive Summary
  - Performance measures
2. Developing a Communication and/or Marketing Plan including training requirements, if any, for the project and its deliverables.
3. Reporting quarterly progress to the Executive Committee using Committee format and process.
4. Assuring that any scope changes are documented and approved as part of the ongoing record of the project.
5. Monitoring and review of progress, expenditures, performance measurement, and quality of the project.
6. Assuring that incurred costs are appropriate and appropriately charged.
7. Preparing materials related to the project to support Committee outreach activities.
8. Disseminating deliverables.
9. Preparing and submitting a project close out form upon completion of the work.

## *Day-to-Day Management*

The Committee's Animator, appointed by the Chair, supports the Chair in executing the day-to-day operations of the Committee. The Animator functions as both the internal and external focus for communicating the policies, processes, and structure of the Committee and for directing the implementation of the Committee's program. The Animator is responsible for coordinating the financial management/planning, organizational structure analysis, program development, outreach, communication strategies, program monitoring and evaluation, and business development for the Committee and for implementing the policies and decisions of the Executive Committee, working groups and task forces. The Animator is responsible for bringing issues and proposed strategies to the attention of the Executive Committee as appropriate, and for preparing alternative approaches for their consideration.



# Program Development and Implementation

## *Project Development Process*

Developing and initiating new work efforts is a two-way process. Input for projects, programs, and initiatives, and associated funding, can come from Committee members, from agency staff and from other sources outside of the Committee. Those ideas are input into a process, guided by the Executive Committee, which provides broad policy, focus and timely guidance to shape the goals and objectives of the individual working groups and task forces. When a new idea fits with the Committee’s strategic vision, the idea can be advanced to the appropriate working group to assess viability, to confirm sufficient funding can be secured, and ultimately, to conduct the projects. The project development process may vary, depending on funding source.

The Executive Committee will develop and disseminate a process for evaluating opportunities. This process will be used as the foundation for project development and selection. For the purposes of these guidelines the term “project” applies to the many types of initiatives, projects, and programs serving the Committee’s needs.

Annually, the Executive Committee will review current and suggested projects, programs, and initiatives and prioritize the selected activities for the coming year. The Committee’s priorities will be documented in an annual plan.

Table 2. Annual Planning Calendar summarizes the Executive Committee’s general calendar of project planning activities.

Calendar Period	Current Year Primary Program Planning Activities
May	Executive Committee sets Committee priorities for next 12 months
January-February	Working groups and task forces review goals and objectives, updating as appropriate; develop ideas for new initiatives with simple scopes and prioritize; assess status of on-going and new projects; identify implementation processes
March	Working groups and task forces submit implementation plans for Executive Committee review and approval
April	Implementation plans/recommendations are compiled and submitted to the Executive Committee for review
May	Executive Committee adopts an implementation plan for the next year and develops direction for the next annual cycle

*Table 2. Annual Planning Calendar*

## Pursuing Grants with Different Schedule Requirements

When the Committee pursues outside grants, consistent with the Executive Committee’s priorities and guidelines, but requiring an alternate schedule, the Chair will work with the Animator to facilitate an alternate planning cycle. The alternate planning cycle will provide for Executive Committee review while meeting the submittal requirements of the grant program.

### *Dissemination of Committee Reports and Other Work Products*

The Committee intends to provide a robust resource to first responders, transportation professionals, elected officials, industry, and the general public. Final work products developed by the Committee will, at a minimum, be provided through a web-based source. The Committee will also share its knowledge base through the same web-based source. In general, a limited number of hard copies of documents will be available.