

Program Description

The District's strategic planning function, land use process and GIS program, and accreditation processes are managed by the Planning department. The department provides oversight, coordinates strategies and analyses, and disseminates information and resources pertaining to GIS, response aids, accreditation, strategic planning demographics, grants, regulatory mandates, record retention, Insurance Services Office (ISO), and Standards of Cover for Emergency Response. The department formerly reported to the Chief of Business Operations within the Business Operations Directorate, but has been reorganized and reports to the Fire Chief's Office beginning July 1, 2014, within the Command Directorate

Budget Summary

Expenditures	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget
Personnel Services	\$ 583,588	\$ 683,325	\$ 729,119	\$ 485,541
Materials and Services	71,657	168,966	304,054	90,899
Total Expenditures	\$ 655,245	\$ 852,292	\$ 1,033,173	\$ 576,440

Personnel Summary

Position	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget
Planning Division Chief	1.00	1.00	1.00	0.00
Program Planner	1.00	1.00	1.00	1.00
Data Analyst ¹	1.00	1.00	1.00	0.00
Planning Analyst ¹	1.00	1.00	1.00	2.00
GIS Specialist ¹	1.00	1.00	1.00	0.00
Response Aid Program Specialist ²	1.00	1.00	1.00	0.00
Planning Specialist ²	0.00	0.00	0.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	4.00

¹ GIS Specialist position promoted to Data Planning Analyst position during 2013-14.

² Planning Specialist position created in January 2014 from vacated Response Aid Program Specialist position.

2014-15 Significant Changes

The decrease in Personnel Services is due to the trial basis non-replacement of the Planning Chief after his retirement in 2012-13 and subsequent work-back period. Union overtime, account 5120, includes \$84,440 in support of the E-GIS³ project, in addition to \$9,680 of overtime relating to line personnel involvement in the strategic planning managers' retreat, and response aid programs.

Within Materials and Services, Other Professional Services, account 5414, includes \$15,000 for research projects as needed; and \$33,000 for data services for GIS data, aerial photos, and mapping services.

³ Enterprise Geographic Information System (E-GIS) is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.

Planning, continued

Status of 2013-14 Service Measures

- Educate and gain feedback from other divisions on key planning efforts (e.g., demographic study, pre-plans, Maverick Map, availability and use of data, public attitude surveys, grants).

Goal(s)/Call(s) for Action:	VI/3
Service Type(s):	Essential
Measured By:	Attendance/engagement at District Staff meetings, station visits, contributions to Current News
Status or Outcome:	Planning staff attended monthly Integrated Operations Management, North Division, Central Division, and South Division meetings to maintain awareness of current events, programs, and projects where Planning could provide assistance. Introduced Demographic First Due Area Community Profiles at the fall Company Officer In-Service, Integrated Operation Management meetings, and station visits. The intent of the information is to help division and station personnel better understand the community they serve and to assist with community outreach programs. The Planning Specialist (new position) assumed responsibility for attending Response Aid Committee meetings and providing support and input where needed to the committee and Integrated Operations; a Planning Analyst also participated in the committee. The Program Planner worked closely with Finance staff to improve grant tracking and compliance procedures. The Planning Director engaged with Fire Chief's Office staff on a variety of initiatives, including public attitude surveys.

- Participate with Integrated Operations in formal and informal quality improvement processes to ensure continued gains in data collection and analysis.

Goal(s)/Call(s) for Action:	I/2 and 5
Service Type(s):	Essential
Measured By:	Participation in QI efforts; improved accuracy and consistency of data.
Status or Outcome:	A Planning Analyst is a member of and attends monthly Integrated Operations Quality Improvement (Ops-QI) meetings. This fiscal year, the Planning Analyst provided support and input as it relates to fire report coding, response performance information, and data for the semiannual newsletter (e.g., arrival button performance).

- Work with the Fire Chief's Office, Finance, and the Public Affairs Officers to plan for future funding elections.

Goal(s)/Call(s) for Action:	VIII/6
Service Type(s):	Essential
Measured By:	Development of election timeline; identification of key tasks with specified roles and responsibilities.
Status or Outcome:	Planning staff focused their efforts in a multi-month process of conducting a comprehensive analysis of the District's response performance. Regular meetings were held with Fire Chief's Office, Integrated Operations, and Local 1660 staff to vet the information, ask questions, and conduct further analysis to more fully understand the risks and needs of the District's service area. This analysis served as the basis for a long-term deployment model that shaped the proposed replacement Local Option Levy funding request.

Status of 2013-14 Service Measures, continued

- Facilitate development and implementation of the District's local, state, and federal grant projects to include applications, related budgets, and requisite reporting.

Goal(s)/Call(s) for Action: VII; VIII/7
Service Type(s): Essential
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.
Status or Outcome: Facilitated development, application, and/or reimbursement processes for the 2011 SAFER Grant (federal) for needs analysis of the Volunteer Program, the 2012 State Homeland Security Grant for joint active threat exercises/training with law enforcement agencies, and the 2014-15 Hazardous Materials Emergency Preparedness Grant (federal/state) for specialized training for the hazardous materials response team. Participated in the Single Audit of grant accounting compliance.

- Assist other divisions in program assessment and development with a focus in the coming year on the evolution of EMS services in response to healthcare reform, and the development of an updated operational plan for the Occupational Health and Wellness programs.

Goal(s)/Call(s) for Action: I/3; IV/5
Service Type(s): Essential
Measured By: Collaborative work teams; identification and implementation of targeted strategies and work activities that carry out leadership priorities.
Status or Outcome: Provided maps, patient location data, and staff involvement in support of EMS planning processes. Supported development of the Occupational Health and Wellness operational plan, program and staffing restructuring, and work sessions on various program elements (e.g., records and protected health information management, external business contracts, action planning for pre-physicals, budget, and performance measures).

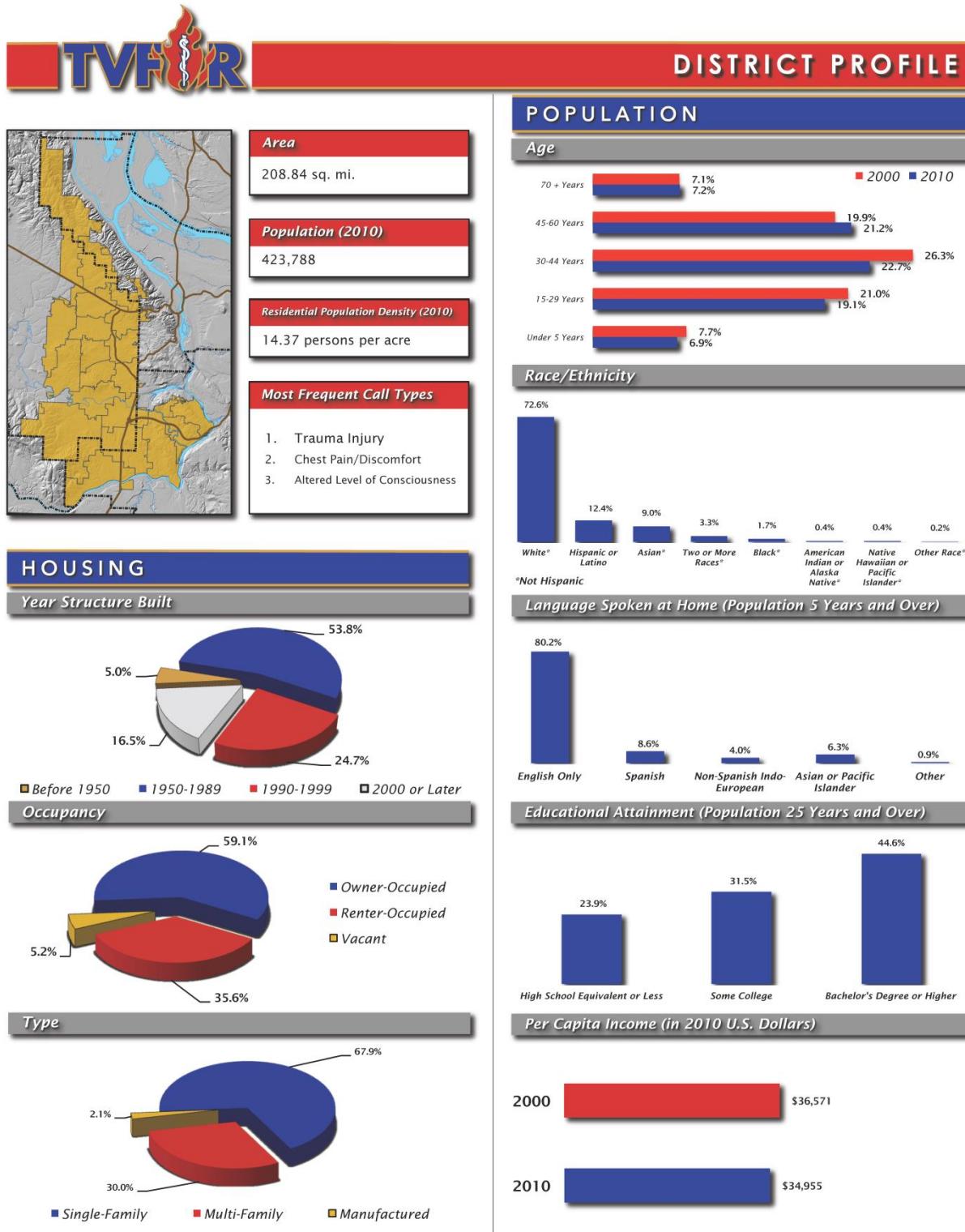
Planning, continued

Status of 2013-14 Change Strategies

- Enterprise Geographic Information System (E-GIS) - There is a need to integrate all aspects of the District's data utilizing one common characteristic — the spatial element. While this information has traditionally been used for deployment, it can have significant impacts in other areas of the District, including financial planning, risk assessment, and logistics. The Planning Division is currently the focal point for all GIS analysis. The move to an enterprise model will make it possible for other District personnel to access and utilize GIS tools. Four deliverables have been defined for this effort: governance (identifying procedures and different levels of access and permission), infrastructure plan (self-hosted or contracted with a private firm), data model (establishing a common operational platform) and GIS applications (early priorities include performance metric, incident analysis, and real-time situation status).

Goal(s)/Call(s) for Action:	All
Budget Impact:	Increase required
Duration:	Year 2 of 4
Budget Description:	Increase in funding required for consulting and integration services.
Partner(s):	All departments
Status or Outcome:	<p>The first step in this multi-year process was completed in December 2013, with the adoption of an E-GIS strategic plan to guide the expansion of GIS capabilities organization wide. The initial work product focused efforts on providing unit level performance information in a geospatial format for Integrated Operations personnel. This will allow Company Officers and Chief Officers the ability to review response performance from a District, station, and individual unit level. The goal is to bring this information to personnel in real time to allow them the opportunity to more fully understand their individual impact on response performance, assist in identifying performance issues, and make recommendations for improvement. Beta testing of this workflow occurred in winter 2014, with expected deployment to personnel in spring. A Standards of Cover module is also being developed that will allow management the ability to monitor baseline performance objectives in a more readily available and geospatial format. The Planning Specialist (new position) assumed responsibility for coordinating and supporting all aspects of the project team, workplan, consulting contracts, and budget toward achievement of the deliverables described above.</p>

Planning, continued



Source: 2010 U.S. Census and 2006-2010 American Community Survey (ACS)*. Census block group data apportioned based on number of residential units and aggregated to approximate TVFIR First-Due Areas by Portland State University, Population Research Center.

*Data collected from ACS is subject to survey limitations and sampling error; re-aggregation of data to a customized area may widen the margin of error.

Planning, continued

Status of 2013-14 Change Strategies

- Complete an update to the District's demographic study; incorporate analysis of leading indicators (e.g., changes in age distributions, areas of anticipated growth) and socio-cultural trends (e.g., language and ethnic diversity).

Goal(s)/Call(s) for Action:	I/3 and 4; V; VIII/4
Budget Impact:	Increase required
Duration:	Year 2 of 2
Budget Description:	Reflected in the Planning budget
Partner(s):	FCO, Integrated Operations, Human Resources, Finance
Status or Outcome:	Created demographic First Due Area Community Profiles (see sample on previous page) to help crews and staff better understand the specific communities they serve and to assist with community outreach programs. Created Geographical Information System (GIS) shape files to support development of city profiles. Other departments, including Human Resources, Integrated Operations, and the Fire Chief's Office, used this information in their planning functions.

Additional 2013-14 Accomplishments

- Successfully transitioned staff to assume the duties of the Data Analyst, who retired; accomplished this through internal professional development, training, and promotion of the Planning Analysts.
- Created and filled the Planning Specialist position (replacing and expanding on the vacant Response Aids Specialist position) to support both technical and project coordination functions, including but not limited to routine GIS and mapping tasks, the E-GIS development project, updates and development of building pre-plans, and the reaccreditation process.
- Coordinated the annual Managers Retreat.

2014-15 Service Measures

	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Estimated	FY 14-15 Projected
Facilitate reaccreditation by Commission on Fire Accreditation International (CFAI)	✓	N/A	N/A	N/A	✓*
Complete annual accreditation compliance report	✓	✓	✓	✓	N/A
Facilitate Strategic Plan/Report Cards update	✓	✓	✓	✓	✓
Support update to Standards of Coverage	✓	✓	✓	✓	✓
Manage grant compliance	✓	✓	✓	✓	✓

* Self-assessment and site visit phases.

2014-15 Service Measures, continued

- Facilitate strategic level planning for the District; manage updates to the Strategic Plan, including annual revisions to the organizational Report Cards and the Calls for Action Matrix.

Goal(s)/Call(s) for Action: All
Service Type(s): Essential
Measured By: Meeting the relative deadlines outlined in the Budget Calendar and ensuring divisional Service Measures and Change Strategies are reflective of the Strategic Plan.

2014-15 Service Measures, continued

- Assist with data management and analysis in all formats to support the departments, programs, and functions of the District (e.g., deployment management, incident analysis, business analytics, community education, prevention and risk reduction, etc.). Efforts will focus on improved decision-making by managers through more accessible and understandable data and information.

Goal(s)/Call(s) for Action: I/1-5; II/4; IV/3; VI/1
Service Type(s): Essential
Measured By: Engagement with all departments, programs, and functions where analysis of data collected by the District is needed to understand problems, make decisions, create solutions, and review performance. Establishing basic through advanced understanding of all District data that is collected to reduce redundancy and ensure efficiency.

- Manage development, implementation, and compliance of local, state, and federal grant projects to include applications, related budgets, and requisite reporting.

Goal(s)/Call(s) for Action: VI/B and 1
Service Type(s): Essential
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.

- Assist other divisions/departments with program development and assessment with a focus in the coming year on managing Phase 2 of Enterprise Geographic Information System (E-GIS) program development, and continuing support to the Occupational Health and Wellness program for operational planning to strengthen program stability and succession planning for key retiring staff to ensure business continuity.

Goal(s)/Call(s) for Action: I/3; IV/5
Service Type(s): Essential
Measured By: Facilitation of collaborative work teams; development and implementation of targeted strategies and work activities that support program development and assessment.

- Manage the CFAI reaccreditation process with focus in the coming year on conducting a self-assessment to the CFAI competencies, preparing required written documentation, and hosting a peer review site visit.

Goal(s)/Call(s) for Action: All
Service Type(s): Essential
Measured By: Meeting the CFAI deadlines for submittal of self-assessment documents and successful completion of a site visit in time to be reaccredited at the commission hearing in August 2015.

Planning, continued

2014-15 Change Strategies

- Enterprise Geographic Information System (E-GIS) - There is a need to integrate all aspects of the District's data utilizing one common characteristic — the spatial element. While this information has traditionally been used for deployment, it can have significant impacts in other areas of the District, including financial planning, risk assessment, and logistics. The Planning Division is currently the focal point for all GIS analysis. The move to an enterprise model will make it possible for other District personnel to access and utilize GIS tools. Four deliverables have been defined for this effort: governance (identifying procedures and different levels of access and permission), infrastructure plan (self-hosted or contracted with a private firm), data model (establishing a common operational platform), and GIS applications (early priorities include performance metric, incident analysis, and real-time situation status).

Goal(s)/Call(s) for Action:	All
Budget Impact:	Increase required
Duration:	Year 3 of 4
Budget Description:	Increase in funding required for consulting and integration services to conduct the Phase 2 scope of work (pre-plan integration, EMS metrics, and community risk metrics), and to expand Planning staff technical skill development/training to support the program.
Partner(s):	All departments

Planning, continued

		Actual Prior FY 2012	Actual Prior FY 2013	Budget Prior FY 2014	Budget Proposed FY 2015	Budget Approved FY 2015	Budget Adopted FY 2015
10505	General Fund						
5002	Salaries & Wages Nonunion	\$ 342,290	\$ 329,185	\$ 373,537	\$ 259,178	\$ 259,178	\$ 259,178
5004	Vacation Taken Nonunion	26,865	26,722	28,736	19,154	19,154	19,154
5006	Sick Taken Nonunion	2,023	8,165	5,749	3,832	3,832	3,832
5008	Personal Leave Taken Nonunion	2,789	3,176	2,465	1,644	1,644	1,644
5010	Comp Taken Nonunion	13	23				
5015	Vacation Sold	5,189	17,155	13,815	9,551	9,551	9,551
5016	Vacation Sold at Retirement		1,629				
5017	PEHP Vac Sold at Retirement		76,851				
5021	Deferred Comp Match Nonunion	12,193	12,784	17,528	13,682	13,682	13,682
5120	Overtime Union		4,638	37,717	13,520	13,520	13,520
5121	Overtime Nonunion	939	959	4,836	2,150	2,150	2,150
5201	PERS Taxes	79,588	90,427	105,208	64,416	64,416	64,416
5203	FICA/MEDI	27,719	27,951	37,507	24,689	24,689	24,689
5206	Worker's Comp	9,343	6,083	8,824	5,809	5,809	5,809
5207	TriMet/Wilsonville Tax	2,657	2,715	3,502	2,369	2,369	2,369
5208	OR Worker's Benefit Fund Tax	129	123	262	192	192	192
5211	Medical Ins Nonunion	50,554	55,039	65,237	51,972	51,972	51,972
5221	Post Retire Ins Nonunion	4,500	3,825	4,500	3,600	3,600	3,600
5230	Dental Ins Nonunion	6,289	6,103	7,038	5,404	5,404	5,404
5240	Life/Disability Insurance	3,547	2,914	5,698	4,379	4,379	4,379
5295	Vehicle/Cell Allowance	6,960	6,860	6,960			
	Total Personnel Services	583,588	683,325	729,119	485,541	485,541	485,541
5300	Office Supplies	1,213	306	1,100	600	600	600
5301	Special Department Supplies	373	215	150	225	225	225
5330	Noncapital Furniture & Equip				1,400	1,400	1,400
5350	Apparatus Fuel/Lubricants	126	85	150	200	200	200
5367	M&R Office Equip	2,095	1,921	1,847	4,079	4,079	4,079
5400	Insurance Premium	250	250	250			
5414	Other Professional Services	58,138	149,550	278,004	48,000	48,000	48,000
5415	Printing	710	5,876	8,150	750	750	750
5461	External Training	3,845	4,054	3,762	12,130	12,130	12,130
5462	Travel and Per Diem	4,198	5,454	6,512	18,970	18,970	18,970
5484	Postage UPS & Shipping	7	7	25	75	75	75
5500	Dues & Subscriptions	115	246	1,954	1,770	1,770	1,770
5570	Misc Business Exp	86	1,003	400	1,600	1,600	1,600
5571	Planning Retreat Expense	500		1,750	1,100	1,100	1,100
	Total Materials & Services	71,657	168,966	304,054	90,899	90,899	90,899
	Total General Fund	\$ 655,245	\$ 852,292	\$ 1,033,173	\$ 576,440	\$ 576,440	\$ 576,440

