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September 29, 2011

To: Mayor Sam Adams

Commissioner Nick Fish Commissioner Amanda Fritz Commissioner Dan Saltzman

From: Commissioner Randy Leonard

Re: Portland Fire & Rescue (PF&R) 2012 Fall BuMP Submittal

PF&R's 2012 Fall BuMP submittal includes the Prior Year Budget/Actual reconciliation, updates on FY2010-11's Decision Packages, Performance measures and Service Improvement Plans, and Budget Amendment Request Report. The following is a brief synopsis of PF&R's BuMP.

The prior year budget/actual reconciliation includes explanation of both expenditures and revenues. PF&R finished FY2010-11 with an unspent balance of approximately \$4.5M, of which \$2.3M represented personal services savings. The unspent personal services balance is largely attributable to a much lower number of retirements in FY2010-11 than originally anticipated, and PF&R is projecting this will have a direct impact on the number of retirements taking place in the upcoming fiscal years.

The remaining \$2.2M unspent balance includes \$2.0M of general fund external materials and services and capital outlay encumbrance carryovers that need to be re-appropriated to PF&R's FY2011-11 budget. Lastly, the remaining unspent balance includes \$183,000 for an apparatus purchase order that was inadvertently cancelled at year-end. The Fall BuMP includes a request to reappropriate the funds in this fiscal year to cover our contractual obligation.

PF&R's general fund carryover requests are for the following emergency response equipment: \$1.3 million for fire apparatus, \$152K for personal protective equipment, \$100K for the Facilities Master Plan. These encumbrance carryovers, as well as a number of smaller ones make-up the approximately \$2.0M requested in PF&R's fall BuMP submission.

On the resource side, PF&R FY2010-11 program revenues ended the fiscal year below the budgeted amount, due in part to lower than projected reimbursements from FPDR for OPSRP and return-to-work expenditures and intergovernmental revenues. The under-realization of revenue was offset by PF&R's unspent general fund balance at year-end.

PF&R's Fall BuMP budget amendments request Council to:

- Approve encumbrance carryovers to ensure completion of approved contracts and purchases from FY2010-11
- Approve grant technical adjustments
- Approve funding for FY2010-11 Emergency Apparatus purchase order
- Approve an interagency adjustment with Risk Interagency
- Approve new interagency agreement with BDS for Landlord Training
- Approve \$100,000 funding for Tri-Data Study
- Approve alternative budget reduction packages; one-time vs. on-going cuts
- Approve internal budget realignment to convert limited-term positions to permanent FTE's
- Approve a Utility Worker position in Logistics funded through savings from Stericycle biohazard waste contract

PF&R continues to strive to accomplish its mission, implement its strategic plan, and remain fiscally responsible. As always, PF&R will closely monitor the FY2011-12 budget, especially personal service expenditures.

Your support of this fall BuMP will ensure this occurs.

#### **BUDGET AMENDMENT REQUEST**

Portland Fire and Rescue PERIOD Fall BuMP FISCAL YEAR FY 2011-12

#### FR\_001 - Tri-Data Funding

The FY2011-12 Adopted Budget included the following budget note:

The Office of Management & Finance, working with Portland Fire and Rescue (PF&R), shall hire an independent expert consultant to prepare a report for Council consideration comparing PF&R staffing and deployment levels to like metropolitan fire and rescue departments. Particularly, the report shall address efficient and innovative methods of recognized service delivery.

The report shall also provide data to assist Council in determining whether the new response vehicles being purchased with funds from the 2010 Fire Bond shall be staffed utilizing existing or new personnel. The report shall be prepared and presented to Council within six months of the budget adoption in a Council Work Session.

In response to this budget note, the City entered into an agreement with Tri-Data to conduct this study at a cost of \$100,000. PF&R is managing the contract and the associated costs are being charged to PF&R. Resources for this contract were not included in the Adopted Budget, and PF&R's Adopted Budget doesn't have adequate resources to cover the contract cost and is requesting \$100,000 to meet this obligation.

Dollar Amount: \$100,000 Type: New Request

Resources: General Fund Discretionary

#### FR\_002 - Risk Interagency Adjustment

As a result of PF&R's incentive plan efforts during last fiscal year, the FY2011-12 Risk Management interagency agreement charges for liability and workers compensation are being reduced by a total of \$20,211. PF&R requests these funds be reappropriated to support employee fitness and wellness.

Dollar Amount: \$0

Type: Technical Adjustment
Resources: Internal Transfer

#### **BUDGET AMENDMENT REQUEST**

Portland Fire and Rescue PERIOD Fall BuMP FISCAL YEAR FY 2011-12

#### FR\_003 - Internal Budget Realignment

This request realigns existing personal services budget appropriation to convert two limited-term positions to permanent full-time positions. The limited-term positions include an Office Support Specialist III and a Senior Administrative Specialist.

The OSSIII position was originally approved by Council in November 2007, and has continued to be funded as a limited term position since that time. The position supports PF&R's payroll operations; currently PF&R has only one permanent person who is responsible for accurate, timely pay for all 750 employees.

The Senior Admin Specialist was funded in the FY2009-10 Adopted Budget to support PF&R's community outreach efforts, and has continued to be funded as a limited-term position since that time. This position is critical to meeting the bureau's community outreach needs. This position maintains PF&R's Fire Blog, Face book, Twitter and You Tube accounts, and performs webmaster duties for the Chief's Office, Training & Safety Division, and Management Services Division.

To permanently fund these positions, PF&R is eliminating a vacant Senior Community Outreach Information Representative position, and reallocating the associated salary and benefit costs to the OSSIII and Senior Administrative Specialist. The one-time resources included in the FY2011-12 Adopted Budget for these positions will be used to fund two additional firefighters positions assigned to a rescue for the balance of the fiscal year. The Adopted Budget included one-time funding for four of the six positions requested.

Dollar Amount: \$0

Type: Technical Adjustment Resources: Internal Transfer

#### FR 004 - BDS Interagency Agreement

This request establishes an interagency agreement with BDS in the amount of \$7,000 to partner, provide financial support and sponsorship for the 8 sessions of the FY 11-12 Landlord Training Program which provides public outreach to residential landlords and property managers. This is a new cooperative effort with the Police Bureau, BDS and PF&R. Existing appropriation in the Public Education budget will be used to fund the interagency agreement.

Dollar Amount: \$0

Type: Technical Adjustment Resources: Internal Transfer

#### **BUDGET AMENDMENT REQUEST**

Portland Fire and Rescue PERIOD Fall BuMP FISCAL YEAR FY 2011-12

#### FR\_005 - Pierce Manufacturing Purchase Order (PO)

This request is for \$183,409 to fund a FY2010-11 purchase order with Pierce Manufacturing for one of the trucks that have been ordered. On June 30, 2011, one of the lines on PO 22040211 in the amount of \$183,409 was incorrectly closed, and the encumbrance cancelled. Once the error was discovered, we "re-opened" this PO line and re-established the encumbrance in the current fiscal year, although it no longer shows as an encumbrance carryover from FY2010-11.

Historically, PF&R always has apparatus replacement encumbrances at fiscal year-end because the timeframe for ordering, building and receiving a piece of apparatus doesn't fit neatly within that time frame, and this year is no different.

Because this PO was closed at year-end and not corrected in time, we are requesting the \$183,409 be re-appropriated to Fire in order to meet our contractual agreement with Pierce Manufacturing.

Dollar Amount: \$183,406

Type: Encumbrance Carryover Request Resources: General Fund Discretionary

#### FR\_006 - Senior Administrative Specialist

Currently PF&R has a limited-term Senior Administrative Specialist and is requesting the position be made permanent. This position is largely responsible for meeting PF&R's mapping and data analysis needs. PF&R lost a Data Analyst position in FY2009-10 due to budget reductions, and has had a difficult time meeting all of our informational needs.

In addition, on August 12, 2011, PF&R, BTS and PSSRP began jointly working on the project to replatform PF&R's Fire Information Systems (FIS). The majority of the work will be done by the three BTS programmers assigned to the FIS applications. As a result, 75% of their time is dedicated to the project and the remaining 25% of their time for maintenance of the current system. Mapping and data analysis support from the BTS programmers is basically eliminated with the only exception being critical data reporting throughout the life of the project which is currently anticipated to be two to three years.

Establishing a permanent FTE to support PF&R's mapping and data analysis needs at this time is critical considering the level of resources available for our reporting requirements. On-going funding to convert this limited-term position comes from existing appropriation.

Dollar Amount: \$0

Type: Technical Adjustment
Resources: Internal Transfer

PERIOD Fall BuMP

FISCAL YEAR FY 2011-12

#### FR\_007 - Utility Worker Position

This request creates a permanent Utility Worker II position who would be assigned to the Logistics section providing station operation support. This position would perform Biohazard collection, storage, and disposal for the stations. As well as biohazard waste removal, this position will do supply purchasing, stocking, and delivery, small tool and engine repair, and property maintenance.

Until recently PF&R had an agreement with an outside vendor to provide biohazard waste removal, but over the last year their fees have increased substantially and it was costing over \$65,000 annually. In addition PF&R uses a courier service to distribute paychecks bi-weekly to the stations. Funding for this new position is available by eliminating the biohazard outside vendor and the courier service.

Dollar Amount: \$0

Type: New Request Resources: Internal Transfer

#### FR\_008 - FY2011-12 Reduction Package Alternative

This request includes an alternative reduction package in response to the one-time reductions proposed in PF&R's Requested Budget being included as on-going in the FY2011-12 Adopted Budget. In lieu of some of the original one-time reductions, PF&R is eliminating a vacant Assistant Public Education Officer position. PF&R has combined the efforts of Public Communications, Public Information, and Public Education to enhance the bureau's public outreach and communication. Eliminating this position has the least impact on emergency operations, and allows some of the external material and services reductions to be restored.

Dollar Amount: \$0

Type: Mid-Year Reductions
Resources: General Fund Discretionary

#### FR\_009 - USAI Grant Carryover

Dollar Amount: \$759,317

Type: Carryover Request

Resources: Grants

#### FR\_010 - FY2010-11 Encumbrance Carryovers

PF&R had encumbrance balances at the end of FY2010-11 that need to be carried over into the current fiscal year to ensure completion of approved contracts and purchases. The carryover request totals \$2.0 million, and supports fire apparatus, firefighter personal protective equipment, the Facilities Master Plan as well as a number of smaller requests.

Dollar Amount: \$1,914,472

Type: Encumbrance Carryover Request Resources: General Fund Discretionary

### PORTLAND FIRE & RESCUE FY2011-12 FALL BMP DECISION PACKAGE UPDATE

Reduced Apparatus Replacement Budget (\$1,089,113) – This reduction delayed the replacement of two fire engines, and increased the replacement backlog to six engines and one truck.

<u>COLA Reductions from FY2009-10 – (\$373,334)</u> – This reduction was restored to PF&R's budget in the FY2010-11 Fall BMP. PF&R didn't require any of the \$1.12M received in the FY2009-10 Spring BMP from the compensation setaside, and they became part of the general fund ending balance.

<u>Eliminate One Rescue – (\$562,771)</u> – The rescue located at Station 19, 7301 E Burnside St, went out of service July 1, 2010 and remained out of service throughout FY2010-11.

### **Portland Fire & Rescue**

### **Performance Measures**

| Performance Measure  | Туре       | FY 2009-10<br>Year-End<br>Actuals | FY 2010-11<br>Year-End<br>Actuals | FY 2010-11<br>Revised<br>Budget | FY 2011-12<br>Revised<br>Budget | FY 2012-13<br>Performance<br>With Dec Pkg |
|--|------------|-----------------------------------|-----------------------------------|---------------------------------|---------------------------------|---|
| FR_0002 - Percent of residents rating service good or very good  | EFFECTIVE  | 87%                               | 87%                               | 90%                             | 90%                             | 0%  |
| FR_0003 - Total number of incidents  | WORKLOAD   | 65,912                            | 67,212                            | 68,000                          | 70,000                          | 0   |
| FR_0013 - Percent of strategies completed in Strategic Plan out of number targeted for fiscal year                       | EFFECTIVE  | 88%                               | 61%                               | 80%                             | 80%                             | 0%  |
| FR_0015 - Response time (turnout & travel) at 90th percentile (Goal: 5:20 or 5.33 minutes)                               | EFFICIENCY | 7.17                              | 7.22                              | 7.17                            | 7.17                            | 0.00                                      |
| FR_0016 - Number of inspectable occupancies  | WORKLOAD   | 38,898                            | 39,202                            | 38,960                          | 39,500                          | 0   |
| FR_0017 - Number of structural fires in inspectable occupancies  | WORKLOAD   | 246                               | 208                               | 220                             | 220                             | 0   |
| FR_0018 - Number of structural fires in non-inspectable occupancies  | WORKLOAD   | 429                               | 391                               | 420                             | 420                             | 0   |
| FR_0019 - Number of structural fires in inspectable occupancies per 1,000 inspectable occupancies                        | EFFECTIVE  | 6.32                              | 5.31                              | 5.65                            | 5.57                            | 0.00                                      |
| FR_0020 - Percent of recruits successfully completing training curriculum and station-based training after leaving Stn 2 | EFFECTIVE  | 100%                              | 100%                              | 100%                            | 100%                            | 0%  |
| FR_0021 - Average on-duty emergency staffing   | WORKLOAD   | 169                               | 169                               | 167                             | 169                             | 0   |
| FR_0022 - Number of fire incidents   | WORKLOAD   | 1,858                             | 1,673                             | 2,000                           | 2,000                           | 0   |
| FR_0023 - Number of medical incidents  | WORKLOAD   | 45,552                            | 47,958                            | 46,800                          | 47,500                          | 0   |
| FR_0024 - Number of other incidents  | WORKLOAD   | 18,502                            | 17,581                            | 20,000                          | 20,500                          | 0   |
| FR_0025 - Incidents per average on-duty emergency staff  | EFFICIENCY | 390                               | 398                               | 407                             | 414                             | 0   |
| FR_0026 - Total number of structural fires   | WORKLOAD   | 675                               | 600                               | 670                             | 670                             | 0   |
| FR_0027 - Structural fires per 1,000 residents   | WORKLOAD   | 1.16                              | 1.03                              | 1.14                            | 1.14                            | 0.00                                      |
| FR_0028 - Total fires per 1,000 residents  | WORKLOAD   | 3.16                              | 2.88                              | 3.40                            | 3.40                            | 0.00                                      |
| FR_0029 - Medical incidents per 1,000 residents  | WORKLOAD   | 78.25                             | 82.48                             | 79.52                           | 80.71                           | 0.00                                      |
| FR_0030 - Lives lost per 100,000 residents   | EFFECTIVE  | 0.86                              | 0.52                              | 0.93                            | 0.92                            | 0.00                                      |
| FR_0031 - Property loss as a percent of value of property  | EFFECTIVE  | 0.49%                             | 0.43%                             | 0.66%                           | 0.66%                           | 0.00%                                     |
| FR_0034 - Number of frontline emergency vehicles   | WORKLOAD   | 80                                | 81                                | 81                              | 81                              | 0   |
| FR_0035 - Average age of frontline engines   | EFFICIENCY | 7.50                              | 8.50                              | 8.30                            | 6.70                            | 0.00                                      |
| FR_0036 - Average age of frontline trucks  | EFFICIENCY | 12.60                             | 11.40                             | 11.30                           | 10.30                           | 0.00                                      |
| FR_0037 - Average miles on frontline engines   | EFFICIENCY | 72,109                            | 81,228                            | 77,200                          | 71,600                          | 0   |
| FR_0038 - Average miles on frontline trucks  | EFFICIENCY | 80,682                            | 76,973                            | 74,100                          | 68,000                          | 0   |
| FR_0039 - Code enforcement inspections   | WORKLOAD   | 15,632                            | 15,693                            | 15,700                          | 15,700                          | 0   |
| FR_0040 - Code enforcement re-inspections  | WORKLOAD   | 6,210                             | 4,635                             | 6,000                           | 6,300                           | 0   |
| FR_0041 - Percent of inspectable occupancies inspected within 27 months  | EFFICIENCY | 83%                               | 83%                               | 83%                             | 83%                             | 0%  |
| FR_0042 - Total code violations found  | WORKLOAD   | 15,774                            | 14,412                            | 16,400                          | 16,400                          | 0   |
| FR_0043 - Average violations per inspection  | WORKLOAD   | 1.01                              | 0.92                              | 1.04                            | 1.04                            | 0.00                                      |
| FR_0044 - Percent of violations abated within 90 days of detection   | EFFICIENCY | 60%                               | 57%                               | 60%                             | 60%                             | 0%  |
| FR_0045 - Percent of structural fires where flamespread was confined to room of origin                                   | EFFECTIVE  | 83%                               | 81%                               | 83%                             | 83%                             | 0%  |
| FR_0046 - Response time (turnout & travel) at 90th percentile-EMS  | EFFICIENCY | 7.07                              | 7.08                              | 7.07                            | 7.07                            | 0.00                                      |
| FR_0047 - Response time (turnout & travel) at 90th percentile-Fire   | EFFICIENCY | 7.00                              | 7.03                              | 7.00                            | 7.00                            | 0.00                                      |
| FR_0048 - With patient time at 90th percentile (interval between dispatch and with patient in minutes)                   | EFFICIENCY | 9.33                              | 9.32                              | 9.33                            | 9.33                            | 0.00                                      |
| FR_0049 - Response reliability (overall-GO dates excluded)   | EFFICIENCY | 92%                               | 91%                               | 92%                             | 92%                             | 0%  |
| FR_0050 - Total number of requests for service in the city of Portland, regardless of the fire agency responding         | WORKLOAD   | 68,453                            | 68,610                            | 71,700                          | 71,500                          | 0   |
| FR_0051 - Total arson incidents per 10,000 population  | EFFECTIVE  | 5                                 | 5                                 | 5                               | 5                               | 0   |

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## PORTLAND FIRE & RESCUE FY2011-12 FALL BMP

#### FY2010-11 SERVICE IMPROVEMENT PLAN UPDATE

# Improve PF&R's outreach and communication with underrepresented groups to compete in the Firefighter entrance exam.

PF&R's Recruiter, in conjunction with the City of Portland's Human Relations Recruiter, will coordinate outreach opportunities with and deliver presentations to the following organizations with the goal of informing and raising awareness of career opportunities with PF&R among underrepresented groups. These presentations will provide key information about the testing and recruitment process to apply and compete for these opportunities.

- Pauling Academy -- Marshall High School
- Urban League of Portland
- Benson High School
- NAYA (Native American Youth Association)
- SEI (Self Enhancement Inc.)
- El Hispanic News
- Asian Reporter
- Skanner News Groups
- IRCO (Immigrant & Refugee Community Organization)
- Africa House
- Asian Family Center
- No Wasted Steps (Jefferson High School)
- The Diversity Institute
- Cinco De Mayo Festival at Waterfront Park
- NW Youth Career Expo
- Women in Trades
- "I Have a Dream" Foundation -- Portland Multnomah Youth Corps
- Hispanic Chamber of Commerce
- ETAP (Evening Trades Apprenticeship Preparation)
- Coalition of Black Men

**UPDATE:** PF&R's recruiter with the assistance of the Human Relations recruiter developed relationships with all of the above groups. Over 500 hours of teaching time was invested with these groups to prepare them to participate in the Fire Fighter entrance exam.

# Improve PF&R's promotional testing and evaluation process for entry-level supervisors.

PF&R will develop and implement a testing process with an outside vendor to accurately and effectively assess a candidate's skills and abilities to supervise and manage people. Utilizing a written based video exam and a skills-based assessment center, the testing process will be implemented and a civil service list for Lieutenant established by July 2010.

**UPDATE:** PF&R developed a job description for the Lieutenant position and created a written test that was used during the most recent Lieutenant recruitment. The testing process indentified qualified supervisors and scored them in a ranked civil service exam. PF&R had a successful recruitment for the Lieutenant position and had an established promotional list before the deadline.

Meet community safety needs and reduce losses due to preventable fires, injuries, and related events through a grant-funded smoke detector program.

PF&R will participate in a Smoke Detector program through a grant funded by the Washington State Fire Marshal's Office and administered through Vancouver Fire Department. PF&R will assign a Program Coordinator to oversee and work with four fire stations to develop strategies and techniques to meet community safety needs and reduce losses due to preventable fires, injuries, and response related events.

Through the program, PF&R will:

- Develop strategies to address preventable fires, injuries, and response related events.
- Mentor personnel in community relation skills and strategies.
- Distribute smoke alarms to citizens in need.
- Develop productivity measures to understand outputs and outcomes.
- Reduce the opportunity for injury to fire personnel.
- Document results of effort at beginning, midterm, and conclusion.
- Develop necessary forms/tools for station personnel to accomplish their mission.
- Support the grant program and coordinate with other grant communities.
- Install 2,000 smoke alarms in the community with participating stations.

**UPDATE:** PF&R's Prevention Division used a two phased approach to distribute 4,500 smoke alarms to over 1,200 households. The first phase involved four fire stations. These stations installed smoke alarms during the normal course of their daily routine. If they where called to a home in which the emergency threshold was very low, falls, illness, smoke scare; the responding crew would take the time to check the home for smoke alarms. New units would be installed if the smoke alarms on site were found to be over ten years old and they installed additional units if the home was not properly protected.

Phase two involved all of the City's fire stations. The campaign consisted of media outreach and neighborhood canvassing by emergency operations crews. The message was threefold: smoke alarm saves lives, smoke alarms over ten years old should be replaced, and smoke alarms should be installed inside each sleeping room, just outside the sleeping room, and one on each inhabited level of the home.