

# MSD DIVISION WORK PLAN FY 2010-11

## MSD – BUSINESS SERVICES

**Strategy 16.5:** Explore and establish alternative funding mechanisms to eliminate replacement backlog and replace apparatus according to schedule, per Strategy 1.4.

Goal #16	Performance Measure
Secure stable and adequate funding for timely replacement and maintenance of apparatus, equipment, and PF&R facilities.	A comprehensive facility plan is developed and funding aligns with the plan for facility upgrades and maintenance needs. Also, apparatus and equipment replacement and maintenance are aligned with updated replacement schedules thereby eliminating apparatus backlog.

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: MSD – Business Services  
 Individual(s) Responsible: Jay Guo

COMPLETED

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 <sup>nd</sup> Quarter Status: Provided accurate business need and financial data analysis for the development of the Public Safety GO Bond ballot measure in November 2010. Worked with OMF to set up financial tracking and monitoring for the GO Bond spending. Worked with Financial Planning to set aside current apparatus replacement budget as a reserve for future apparatus replacement.  3 <sup>rd</sup> Quarter Status: Developed sizing of the first bond sale for the apparatus replacement.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 <sup>nd</sup> Quarter Status: The GO Bond provides stable and adequate funding for timely replacement of fire apparatus.  3 <sup>rd</sup> Quarter Status: The first bond sale, which is scheduled in May 2011, will provide \$7,121,000 funding for apparatus replacement.
Describe your future plans and timeline for completing this Strategy. 2 <sup>nd</sup> Quarter Status: Funding mechanism related to apparatus replacement is complete  3 <sup>rd</sup> Quarter Status: Strategy 16.5 is completed. The Public Safety GO Bond approved by Portland voters in November 2010 will provide adequate funding for PF&R to eliminate replacement backlog and replace apparatus according to its replacement plan over the next five years.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 17:** **PF&R with BTS should develop a disaster recovery plan that provides for recovering PF&R Bureau specific applications as needed and for providing various IT support during emergency events.**

**Background:** TriData Recommendation #107. Carry-over from 09-10 Annual Business Plan, previously BI 154. Per Jack Graham at 07/01/2010 CORE work session, Jay Guo and Leon Hart: 1) to obtain status of station data backup and 2) outline BTS disaster recovery plan regarding data recovery.

**Division Lead:** MSD – Business Services  
**Individual(s) Responsible:** Leon Hart  
**Supporting Individual:** Jay Guo

<b>10-11 Status:</b>	
Describe what was done during the reporting period towards completing the BI.	<p><b>2<sup>nd</sup> Quarter Status:</b> Defined station data backup business need and project scope, and submitted a project request to BTS. Worked with BTS to develop a plan and provided BTS station computer and other information as requested. Participated in BTS’ four-year strategic planning process. Articulated PF&amp;R’s needs for IT infrastructure and data recovery during and after emergency events, and requested it to be included in BTS’ strategic plan.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Station data backup has been rolled out to all stations and data are saved and stored in servers weekly.</p> <p><b>4<sup>th</sup> Quarter Status:</b> BTS has completed the instruction regarding how to restore backup data files. It is still working on increasing the backup frequency and the automatic notification to stations after is backedup.</p>
What results were achieved?	<p><b>2<sup>nd</sup> Quarter Status:</b> The pilot project (Station 1) for station data backup is complete.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> All stations are able to backup data weekly.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Instruction for retrieving backup data files is completed.</p>
How have results to date moved PF&R closer to completing the BI?	<p><b>2<sup>nd</sup> Quarter Status:</b> The successful pilot experience at Station 1 provides a workable solution to roll out the station data backup approach to other stations.</p> <p>IT infrastructure and data recovery during and after emergency events is a citywide issue and including it in BTS’ strategic plan will enhance the chance of its resolution.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Station data are duplicated weekly, which is a significant step toward the goal of daily data backup.</p> <p><b>4<sup>th</sup> Quarter Status:</b> With the instruction, stations should be able to retrieve backup data if needed.</p>
What are the plans and timelines for completing the BI?	<p><b>2<sup>nd</sup> Quarter Status:</b> Station data backup – May of 2011.                      BTS Strategic Plan – June of 2011.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> BI will be completed in 4<sup>th</sup> Quarter. Computer Memo and Computer Notebook materials regarding new station data backup process and procedures will be drafted for Computer Advisory Committee (CAC) review and approval.</p> <p><b>4<sup>th</sup> Quarter Status:</b> BI 17 will be completed in the 1<sup>st</sup> quarter of FY 2011-12. A Computer Memo and Computer Notebook materials regarding new station data backup process and procedures will be drafted for Computer Advisory Committee (CAC) review and approval. Once approved the Computer Memo and any Computer Notebook materials will be distributed.</p>

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- FY 10-11 Year-End Close Out:  BI 17 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 17 should be revised due to changed circumstances (see comments)
- BI 17 should be dropped (see comments)

### FY 10-11 Year-End Close Out Comments:

## MSD DIVISION WORK PLAN FY 2010-11

**BI 19:** **Finalize form 100.31 – Termination of Employment.**

Background: Carry-over from 09-10 Annual Business Plan, previously BI 199. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

Division Lead: MSD – Business Services  
 Individual(s) Responsible: Jay Guo

COMPLETED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: <ul style="list-style-type: none"> <li>Staff members from MSD Administration, Logistics, Finance, and Business Services met twice to review and revise the property return process and the termination form when employees are separated from the Bureau.</li> <li>Presented the finding and recommendations to CORE.</li> <li>Created a new GO (#57, Receipt of City Property) to formally document the property return process.</li> <li>Started implementation.</li> </ul>
What results were achieved? 2 <sup>nd</sup> Quarter Status: The new form and process are in place and being put into practice.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: Complete.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: Complete.

# MSD DIVISION WORK PLAN FY 2010-11

## MSD – LOGISTICS

**Strategy 16.2:** **Identify all critical equipment, develop an inventory, and establish a replacement and cost schedule for critical equipment (i.e., Self-Contained Breathing Apparatus, Thermal Imaging Cameras, etc.).**

Goal #16	Performance Measure
<i>Secure stable and adequate funding for timely replacement and maintenance of apparatus, equipment, and PF&amp;R facilities.</i>	<i>A comprehensive facility plan is developed and funding aligns with the plan for facility upgrades and maintenance needs. Also, apparatus and equipment replacement and maintenance are aligned with updated replacement schedules thereby eliminating apparatus backlog.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: MSD – Logistics  
 Individual(s) Responsible: Glen Eisner

10-11 Status:
Describe what Activities you completed or worked on this reporting period. 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: Lifecycle data on Draeger air monitors and TBM radiation monitors was acquired. The lifecycle spreadsheet for turnouts is complete. Self Contained Breathing Apparatus. Thermal Imaging Cameras, hose, boots, chain saws, circular saws, Holmatro hydraulic rescue tools, and fire fighting foam identified as items needing data.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: The lifecycle data will be used to establish a replacement schedule and budget. The turnout spreadsheet data will be merged with costing data to establish a turnout replacement budget.
Describe your future plans and timeline for completing this Strategy. 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: Lifecycle and cost data for turnouts, Self Contained Breathing Apparatus, fire fighting foam, hose, boots, Draeger air monitors, TBM radiation detectors, chain saws, circular saws, Holmatro hydraulic rescue tools, and Thermal Imaging Cameras will be retrieved and entered in a replacement schedule spreadsheet. This is scheduled to be completed in the next six months.

FY 10-11 Year-End Close Out:  Strategy 16.2 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan

# MSD DIVISION WORK PLAN FY 2010-11

**Strategy 16.3:** **Review and revise the current apparatus replacement and cost schedule to include air units, specialty response apparatus, fire boats, etc.**

Goal #16	Performance Measure
<i>Secure stable and adequate funding for timely replacement and maintenance of apparatus, equipment, and PF&amp;R facilities.</i>	<i>A comprehensive facility plan is developed and funding aligns with the plan for facility upgrades and maintenance needs. Also, apparatus and equipment replacement and maintenance are aligned with updated replacement schedules thereby eliminating apparatus backlog.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: MSD – Logistics  
 Individual(s) Responsible: Glen Eisner  
 Supporting Individual: Jay Guo



<b>10-11 2nd Quarter Status:</b>
Describe what Activities you completed or worked on this reporting period. 2 <sup>nd</sup> Quarter Status: <ul style="list-style-type: none"> <li>• Updated PF&amp;R's apparatus replacement plan to include air units, specialty response apparatus, and fire boats.</li> <li>• Provided accurate business need and financial data analysis for the development of the Public Safety GO Bond ballot measure in November 2010.</li> <li>• Worked with OMF to set up financial tracking and monitoring for the GO Bond spending.</li> <li>• Worked with Financial Planning to set aside current apparatus replacement budget as a reserve for future apparatus replacement.</li> <li>• Developed the FY 2011-12 apparatus replacement capital budget.</li> </ul>
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 <sup>nd</sup> Quarter Status: PF&R's apparatus replacement plan has been updated to include air units, specialty response apparatus, and fire boats. The GO Bond provides stable and adequate funding for timely replacement of fire apparatus.
Describe your future plans and timeline for completing this Strategy. 2 <sup>nd</sup> Quarter Status: Completed.



# MSD DIVISION WORK PLAN FY 2010-11

**BI 22:** **Complete the asphalt pavement project for the Logistics parking areas.**

**Background:** Carry-over from 09-10 Annual Business Plan, previously BI 212. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

**Division Lead:** MSD – Logistics  
**Individual(s) Responsible:** Brian Alcid

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: Senior Facilities Maintenance Supervisor Brian Alcid received bid proposal for upper parking lot patch. Do not currently have funding to repave entire parking lot.</p> <p>3<sup>rd</sup> Quarter Status: No progress to report this quarter.</p> <p>4<sup>th</sup> Quarter Status: A contractor patched the upper parking lot. Planners for the Milwaukie Light Rail station made inquiries about the real property of Logistics and how it would fit in the future light rail station plans. With the patching of the upper parking lot done, the lack of funds for repaving the whole parking lot, and pending the potential impact of the Milwaukie light rail station on Logistics, this project is on hold.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: Senior Facilities Maintenance Supervisor Brian Alcid received bid proposal for upper parking lot patch.</p> <p>3<sup>rd</sup> Quarter Status: No progress to report this quarter.</p> <p>4<sup>th</sup> Quarter Status: The upper parking lot was patched.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: With this bid proposal, Senior Facilities Maintenance Supervisor Brian Alcid can move forward to plan the work to patch the upper parking lot.</p> <p>3<sup>rd</sup> Quarter Status: Paving the upper parking lot is put on hold until PF&amp;R can ascertain the impact of the Milwaukie Light Rail Project on PF&amp;R Logistics.</p> <p>4<sup>th</sup> Quarter Status: Patching the upper parking lot took care of the critical areas of deterioration.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: Currently the upper parking lot patch is scheduled for the third quarter of FY 2010-11.</p> <p>3<sup>rd</sup> Quarter Status: Paving the upper parking lot will not proceed until the impact of the Milwaukie Light Rail project can be evaluated.</p> <p>4<sup>th</sup> Quarter Status: Paving the parking lot will not proceed until the impact of the Milwaukie Light Rail project can be ascertained.</p>

- FY 10-11 Year-End Close Out:  BI 22 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 22 should be revised due to changed circumstances (see comments)
- BI 22 should be dropped (see comments)

**FY 10-11 Year-End Close Out Comments:**



## MSD DIVISION WORK PLAN FY 2010-11

**BI 23:** **Successfully replace Truck 2 with FY 2008-09 funds.**

**Background:** Carry-over from 09-10 Annual Business Plan, previously BI 216. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

**Division Lead:** MSD – Logistics  
**Individual(s) Responsible:** Glen Eisner  
**Supporting Individual:** Mike Bartell

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.  <b>2<sup>nd</sup> Quarter Status:</b> Revised specs completed and sent to Pierce.  <b>3<sup>rd</sup> Quarter Status:</b> Truck 2 is at Pierce's Engineering Department.  <b>4<sup>th</sup> Quarter Status:</b> PF&amp;R answered all Pierce's engineering questions and issues.</p>
<p>What results were achieved?  <b>2<sup>nd</sup> Quarter Status:</b> Revised specs completed and sent to Pierce.  <b>3<sup>rd</sup> Quarter Status:</b> Pierce is processing the specifications.  <b>4<sup>th</sup> Quarter Status:</b> PF&amp;R answered all Pierce's engineering questions and issues.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> Revised specs need to be entered into Pierce's format to determine changes and engineering/construction issues prior to actual construction.  <b>3<sup>rd</sup> Quarter Status:</b> Once the specifications go through Pierce's Engineering Department, Pierce will begin the actual manufacture of Truck 2.  <b>4<sup>th</sup> Quarter Status:</b> Answering Pierce's engineering questions and issues advances Truck 2 in Pierce's manufacturing queue.</p>
<p>What are the plans and timelines for completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> Final specs and change orders to be done in third quarter.  <b>3<sup>rd</sup> Quarter Status:</b> Engineering should be done and the manufacture of Truck 2 should start in the fourth quarter of FY 2010-11.  <b>4<sup>th</sup> Quarter Status:</b> The mid-build inspection is scheduled for July 20-27, 2011; the final inspection should be in September, 2011.</p>

FY 10-11 Year-End Close Out:  BI 23 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan  
 BI 23 should be revised due to changed circumstances (see comments)  
 BI 23 should be dropped (see comments)

**FY 10-11 Year-End Close Out Comments:**

## MSD DIVISION WORK PLAN FY 2010-11

**BI 25:** **Successfully provide a new rescue boat to be deployed from Station 21.**

Background: Carry-over from 09-10 Annual Business Plan, previously BI 331. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

Division Lead: MSD – Logistics  
 Individual(s) Responsible: Glen Eisner  
 Supporting Individual: Tim Von Seggern



<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: BI 25 was completed in this quarter. In this quarter, the new rescue boat was completed, delivered, and inspected; personnel were trained to operate it; and it was placed in service at Station 21.
What results were achieved? 2 <sup>nd</sup> Quarter Status: BI 25 was completed in this quarter.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI 25 was completed in this quarter.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI 25 was completed in this quarter.

# MSD DIVISION WORK PLAN FY 2010-11

**MI 2:** **Seismically upgrade fire facilities through General Obligation Bond (G.O.) Bond Funding.**

**Background:** Carry-over from 09-10 Annual Business Plan, previously MI 2. Per Jack Graham at 07/01/2010 CORE work session, outstanding G.O. Bond Projects will be completed in FY 11-12.

**Division Lead:** MSD – Logistics  
**Individual(s) Responsible:** Brian Alcid

<b>10-11 Status:</b>	
Describe what was done during the reporting period towards completing the MI.	<p><b>2<sup>nd</sup> Quarter Status:</b> Plans for seismically upgrading Station 18 went to Permitting; secured a lease for temporary quarters of Fire Station 18; and began modifying Station 18 temporary quarters to accommodate emergency response and quartering of personnel and equipment. Secured a contractor to build a new Fire Station 31; relocated Fire Station 31 personnel and equipment to Fire Station 74; and began demolition of old Fire Station 31.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Continued modifications to the temporary quarters for Station 18. Sierra Construction completed demolition of Station 31 and began construction of the new Station 31 at the same site.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Modifications to temporary quarters for Station 18 were completed, Station 18 was successfully relocated to temporary quarters, Fire Station 18 was turned over to the construction company, and the demolition phase of the seismic upgrade of station 18 is complete. The construction of Fire Station 31 has progressed to the point of doing the interior work.</p>
What results were achieved?	<p><b>2<sup>nd</sup> Quarter Status:</b> Plans for seismically upgrading Station 18 went to Permitting; secured a lease for temporary quarters of Fire Station 18; and began modifying Station 18 temporary quarters to accommodate emergency response and quartering of personnel and equipment. Secured a contractor to build a new Fire Station 31; relocated Fire Station 31 personnel and equipment to Fire Station 74; and began demolition of old Fire Station 31.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Continued modifications to the temporary quarters for Station 18. Sierra Construction completed demolition of Station 31 and began construction of the new Station 31 at the same site.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Modifications to temporary quarters for Station 18 were completed, Station 18 was successfully relocated to temporary quarters, Fire Station 18 was turned over to the construction company, and the demolition phase of the seismic upgrade of station 18 is complete. The construction of Fire Station 31 has progressed to the point of doing the interior work.</p>
How have results to date moved PF&R closer to completing the MI?	<p><b>2<sup>nd</sup> Quarter Status:</b> These steps are the next in progression to seismically upgrade Fire Station 18 and build a new seismically stable Fire Station 31.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Once the temporary quarters for Station 18 are modified, the crew can relocate there and Station 18 will be vacant so it can be seismically upgraded.</p> <p><b>4<sup>th</sup> Quarter Status:</b> The demolition phase of Station 18 is the precursor to it being seismically upgraded. A substantial amount of construction work was done on Fire Station 31. These are the last two remaining fire stations that need to be seismically addressed to close out the GO Bond.</p>
What are the plans and timelines for completing the MI?	<p><b>2<sup>nd</sup> Quarter Status:</b> Fire Station 18 will go out to bid in the third quarter of FY 2010-11 and it is anticipated that the bid process will be completed and a contractor selected in the third or fourth quarter of FY 2010-11. Construction of the new seismically stable Fire Station 31 is anticipated to start in the third quarter of FY 2010-11.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Temporary Station 18 should be occupied and the demolition phase of the Station 18 seismic upgrade should start in the fourth quarter of FY 2010-11. Construction of Station 31 should continue through the fourth quarter of FY 2010-11 and should be near completion by the end of the fourth quarter.</p>

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4<sup>th</sup> Quarter Status: Seismic upgrade construction should start in the next month at Station 18 and Station 31 is scheduled to be completed in July, 2011.

FY 10-11 Year-End Close Out:  MI 2 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan  
 MI 2 should be revised due to changed circumstances (see comments)  
 MI 2 should be dropped (see comments)

### FY 10-11 Year-End Close Out Comments:

# MSD DIVISION WORK PLAN FY 2010-11

**MI 3: Upgrade Station 18 at its current site.**

**Background:** TriData Recommendation #20. Carry-over from 09-10 Annual Business Plan, previously MI 20. Per Jack Graham at 07/01/2010 CORE work session, outstanding G.O. Bond Projects will be completed in FY 11-12.

**Division Lead:** MSD – Logistics  
**Individual(s) Responsible:** Glen Eisner  
**Supporting Individual:** Brian Alcidi

<b>10-11 Status:</b>	
Describe what was done during the reporting period towards completing the MI.	<p><b>2<sup>nd</sup> Quarter Status:</b> Plans for seismically upgrading Station 18 went to Permitting; secured a lease for temporary quarters of Fire Station 18; and began modifying Station 18 temporary quarters to accommodate emergency response and quartering of personnel and equipment.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Continued modifications to the temporary quarters for Station 18 to accommodate station personnel and ready it for emergency response.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Modifications to temporary quarters for Station 18 were completed, Station 18 was successfully relocated to temporary quarters, Fire Station 18 was turned over to the construction company, and the demolition phase of the seismic upgrade of station 18 is complete.</p>
What results were achieved?	<p><b>2<sup>nd</sup> Quarter Status:</b> Plans for seismically upgrading Station 18 went to Permitting; secured a lease for temporary quarters of Fire Station 18; and began modifying Station 18 temporary quarters to accommodate emergency response and quartering of personnel and equipment.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Continued modifications to the temporary site of Station 18 to accommodate fire personnel.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Modifications to temporary quarters for Station 18 were completed, Station 18 was successfully relocated to temporary quarters, Fire Station 18 was turned over to the construction company, and the demolition phase of the seismic upgrade of station 18 is complete.</p>
How have results to date moved PF&R closer to completing the MI?	<p><b>2<sup>nd</sup> Quarter Status:</b> These steps are the next in progression to seismically upgrade Fire Station 18.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Once the temporary site is modified, fire personnel can vacate their current fire station and it can be seismically upgraded.</p> <p><b>4<sup>th</sup> Quarter Status:</b> The demolition phase of Station 18 is the precursor to it being seismically upgraded.</p>
What are the plans and timelines for completing the MI?	<p><b>2<sup>nd</sup> Quarter Status:</b> Fire Station 18 will go out to bid in the third quarter of FY 2010-11 and it is anticipated that the bid process will be completed and a contractor selected in the third or fourth quarter of FY 2010-11.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Temporary Station 18 should be occupied and the demolition phase of the Station 18 seismic upgrade should start in the fourth quarter of FY 2010-11.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Seismic upgrade construction should start in the next month at Station 18.</p>

FY 10-11 Year-End Close Out:  MI 3 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan  
 MI 3 should be revised due to changed circumstances (see comments)  
 MI 3 should be dropped (see comments)

# MSD DIVISION WORK PLAN FY 2010-11

**FY 10-11 Year-End Close Out Comments:**

# MSD DIVISION WORK PLAN FY 2010-11

## MSD – FINANCE

**Strategy 18.1:** **Conduct employee survey on financial/budgetary communication needs to establish baseline data in year one.**

Goal #18	Performance Measure
<i>All PF&amp;R employees have access to timely information regarding the bureau’s financial activities and financial decisions thereby increasing their knowledge and understanding of PF&amp;R’s financial and budgetary decision processes.</i>	<i>Annual employee survey reflects increased knowledge and understanding of budgetary and financial process and decisions.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: MSD – Finance

Individual(s) Responsible: Julie Prah

Supporting Individuals: Alisa Cour

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period.  <b>2<sup>nd</sup> Quarter Status:</b> No activities to report this quarter.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> An employee budget survey was prepared and sent to all PF&amp;R employees via Chief’s memo (11-02) to assess the usefulness of televising the Budget Advisory Committee (BAC) meetings. A total of 116 responses were received by the March 11 deadline, and provides a barometer to determine the effectiveness of this type of communication. . The results were recorded and will be presented to CORE at the all-day work session scheduled for July 6, 2011.</p> <p><b>4<sup>th</sup> Quarter Status:</b> A survey was given to participants of the June 22<sup>nd</sup> Financial Training to garner feedback about existing financial/budgetary communication and to identify ways additional communication methods to increase employee knowledge.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&amp;R closer to achieving the above Goal as defined by the Performance Measure.  <b>2<sup>nd</sup> Quarter Status:</b> No results to report this quarter.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> The results of this survey provide the first insight into employee’s interest in and understanding of PF&amp;R’s internal budget process, including the opportunity to provide suggestions for reductions/enhancements/efficiencies to the bureau’s service level.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Results of the survey will provide additional information about employee’s knowledge and understanding of PF&amp;R’s internal budget process and financial and accounting processes.</p>
<p>Describe your future plans and timeline for completing this Strategy.  <b>2<sup>nd</sup> Quarter Status:</b> A survey instrument will be developed to assess employee current level of understanding about finance and accounting to help identify specific needs. This will occur in late Spring.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> A survey instrument will be developed to assess employee current level of understanding about finance and accounting to help identify specific needs. This will occur in the 4<sup>th</sup> quarter. The survey will be presented to CORE at the July 6<sup>th</sup> work session, and provided to employees during the 1<sup>st</sup> quarter of FY2011-12.</p> <p><b>4<sup>th</sup> Quarter Status:</b> A survey instrument will be developed to assess employee current level of understanding about finance and accounting to help identify specific needs. The survey will be presented to CORE at the July 6<sup>th</sup> work session, and provided to employees during the 1<sup>st</sup> quarter of FY2011-12.</p>

## MSD DIVISION WORK PLAN FY 2010-11

FY 10-11 Year-End Close Out:  Strategy 18.1 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan





# MSD DIVISION WORK PLAN FY 2010-11

**Strategy 18.5: Improve budget processes using feedback from Budget Advisory Committee.**

Goal #18	Performance Measure
<i>All PF&amp;R employees have access to timely information regarding the bureau's financial activities and financial decisions thereby increasing their knowledge and understanding of PF&amp;R's financial and budgetary decision processes.</i>	<i>Annual employee survey reflects increased knowledge and understanding of budgetary and financial process and decisions.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: MSD – Finance

Individual(s) Responsible: Julie Prahl

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period.</p> <p><b>2<sup>nd</sup> Quarter Status:</b> 1) Appointments to the Budget Advisory Committee (BAC) were made for a two-year period versus one-year. 2) A half-day orientation and informational meeting was conducted November 9, 2010 with the emphasize placed on the City budget process and PF&amp;R's Strategic Plan and budget process. 3) TV Services televised all three of the BAC meetings. 4) Pertinent budget information is regularly being posted on PF&amp;R's website.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> An employee budget survey was prepared and sent to all PF&amp;R employees via Chief's memo (11-02). A total of 116 responses were received by the March 11 deadline. The results were recorded and will be presented to CORE at the all-day work session scheduled for July 6, 2011.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Materials showing the results of the employee survey were prepared to present to CORE at the July 6, 2011 work session.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&amp;R closer to achieving the above Goal as defined by the Performance Measure.</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Each of these changes listed above came out of the BAC budget debriefing conducted last fiscal year. The specific activities enhance employee access to timely information, especially televising the BAC meetings.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> The survey results will be used to improve PF&amp;R's internal budget process for FY2012-13.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Recommendations derived from the budget survey will be presented to CORE and decisions made to further enhance PF&amp;R's budget process for FY2012.13.</p>
<p>Describe your future plans and timeline for completing this Strategy.</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Future plans include conducting an employee survey in mid-February 2011 to get feedback on the effectiveness of televising the meetings.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> The survey results and employee feedback will be presented at the July 6<sup>th</sup> CORE work session and the Finance staff will present recommendations for the FY2012-13 internal budget process. Once CORE has approved the recommendations on July 6<sup>th</sup>, this strategy will be completed.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Feedback from the July 6<sup>th</sup> work session will be used to make changes to the upcoming budget process and complete this strategy.</p>

FY 10-11 Year-End Close Out:  Strategy 18.5 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan



# MSD DIVISION WORK PLAN FY 2010-11

**BI 28:** **Review PF&R's existing internal budget process and further develop employee involvement and participation.**

Background: Outcome of FY 10-11 BAC Budget Development Process

Division Lead: MSD – Finance

Individual(s) Responsible: Julie Prah

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.  <b>2<sup>nd</sup> Quarter Status:</b> Chief's memo 10-39 dated November 15, 2010 requested employee input for PF&amp;R's 2011-12 Requested Budget. Employees could provide suggestions via an electronic form or anonymously by sending a pre-addressed form to Finance. All of the suggestions were reviewed by CORE and discussed at the December 15, 2010 BAC meeting.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Chief's memo 11-02 dated February 15, 2011 requested PF&amp;R employees to respond to an employee budget survey regarding the effectiveness of televising the Budget Advisory Committee meetings throughout the bureau.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Survey results were charted and recommendations will be made based on employee feedback received at the July 6<sup>th</sup> work session.</p>
<p>What results were achieved?  <b>2<sup>nd</sup> Quarter Status:</b> We received approximately 30 suggestions from employees, which is more than has been received in prior budget processes.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> A total of 116 surveys were returned and the results tabulated.</p> <p><b>4<sup>th</sup> Quarter Status:</b> General consensus of the surveys received supported the increased employee involvement and participation.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> These results show increased involvement and participation in PF&amp;R's budget process.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> The results of the survey were very supportive of televising the BAC meetings, which is another avenue to increase the involvement and participation of PF&amp;R's employees.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Recommendations to CORE will include continuing to televise the BAC meetings during the FY2012-13 budget process.</p>
<p>What are the plans and timelines for completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> A response was not provided.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> The findings of the survey will be presented to CORE at the July 6<sup>th</sup> work session and recommendations made for the FY2012-13 budget process.</p> <p><b>4<sup>th</sup> Quarter Status:</b> BI28 will be completed upon CORE's approval of recommended changes to the FY2012-13 budget process, at the July 6<sup>th</sup> work session.</p>

FY 10-11 Year-End Close Out:  BI 28 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan  
 BI 28 should be revised due to changed circumstances (see comments)  
 BI 28 should be dropped (see comments)

**FY 10-11 Year-End Close Out Comments:**

# MSD DIVISION WORK PLAN FY 2010-11

**BI 29:** **Expand the Budget Advisory Committee role to include year-round involvement.**

Background: Outcome of FY 10-11 BAC Budget Development Process

Division Lead: MSD – Finance  
 Individual(s) Responsible: Julie Prah

**DROPPED**

<b>10-11 Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: A response was not provided.  3 <sup>rd</sup> Quarter Status: No activities to report.
What results were achieved? 2 <sup>nd</sup> Quarter Status: A response was not provided.  3 <sup>rd</sup> Quarter Status: No results to report.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: A response was not provided.  3 <sup>rd</sup> Quarter Status: No work has been done in regards to expanding the BAC role..
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: A response was not provided.  3 <sup>rd</sup> Quarter Status: This BI should be dropped. Many of the BAC members currently sit on other PF&R committees, and there are limited activities for the BAC to be involved with year-round. PF&R will continue to engage the committee where appropriate, and will call the BAC back together as needed.

# MSD DIVISION WORK PLAN FY 2010-11

## MSD – PLANNING & CUSTOMER SERVICES

**BI 18:** **Complete an inventory of all PF&R forms posted on PF&R website and forms on the PF&R Forms icon. Develop plan and process for regular updating of all PF&R forms similar to process used for continued review of PF&R’s General Orders and Operational Guidelines.**

**Background:** Carry-over from 09-10 Annual Business Plan, previously BI 198. Per Jack Graham at 07/01/2010 CORE work session, BI 19 to be rewritten as BI for FY 10-11 Annual Business Plan.

**Division Lead:** MSD – P&CS  
**Individual(s) Responsible:** Cindy Gaulke  
**Supporting Individual:** Elonda Bristol

### 10-11 Status:

Describe what was done during the reporting period towards completing the BI.

**2<sup>nd</sup> Quarter Status:** An inventory of all PF&R forms has been completed with results compiled on a numerical list of forms spreadsheet. All Prevention Division forms are being reviewed to determine if they are on current letterhead. The “Responsible Position” within Prevention has been asked to confirm current use of the form, indicate if changes/modifications are needed, or whether the form should be archived.

**3<sup>rd</sup> Quarter Status:** All prevention forms are confirmed to be on current letterhead. Prevention forms are being updated as feedback is received. An overall project flow chart has been drafted and is under review by staff. The flow chart depicts a 3-phase project process for how all PF&R forms can be converted to Adobe writeable format.

**4<sup>th</sup> Quarter Status:** “PF&R Forms” icon on computer desktop has been cleaned-up – list of forms on icon now matches forms listed on PF&R Intranet, Forms Directory webpage. Archived forms appear on forms icon at the end of each numbered list. Project is being created for summer high school intern to update latest form review date on the forms inventory spreadsheet. Project flow chart was reviewed by MSD Division Head.

What results were achieved?

**2<sup>nd</sup> Quarter Status:** Prevention forms are being updated as necessary. Forms no longer in use are being archived.

**3<sup>rd</sup> Quarter Status:** The project flow chart breaks up the project into 3 separate steps or phases in order to achieve the overall goal of converting all PF&R forms (especially those on the website) to Adobe writeable format. The overall project becomes more manageable by breaking it up into phases.

**4<sup>th</sup> Quarter Status:** The “PF&R Forms” icon content and Forms Directory webpage content are in-sync.

How have results to date moved PF&R closer to completing the BI?

**2<sup>nd</sup> Quarter Status:** The majority of PF&R forms on the website belong to Prevention.

**3<sup>rd</sup> Quarter Status:** After review by staff, the overall project flow chart will be reviewed with the MSD Division Head.

**4<sup>th</sup> Quarter Status:** We have nearly completed all initial “housekeeping” steps. We will have an up-to-date, accurate inventory and base from which to begin future project phases.

What are the plans and timelines for completing the BI?

**2<sup>nd</sup> Quarter Status:** A similar form review process will be initiated with the other divisions.

**3<sup>rd</sup> Quarter Status:** Once the overall project flow chart is approved, Phase I can be implemented bureau-wide. Phase I consists of form update and ownership verification for all PF&R forms.

**4<sup>th</sup> Quarter Status:** BI 18 will be carried-over to FY 11-12. Completion of project – converting all PF&R forms to Adobe writeable format – is a multi-year effort to complete.

## MSD DIVISION WORK PLAN FY 2010-11

- FY 10-11 Year-End Close Out:  BI 18 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 18 should be revised due to changed circumstances (see comments)
- BI 18 should be dropped (see comments)

### FY 10-11 Year-End Close Out Comments:

## MSD DIVISION WORK PLAN FY 2010-11

**BI 21:** **Coordinate and plan MSD Management Team Retreat to take place in the Fall, 2010.**

**Background:** Carry-over from 09-10 Annual Business Plan, previously BI 204. Per Jack Graham at 07/01/2010 CORE work session, BI 204 to be rewritten for FY 10-11 Annual Business Plan.

**Division Lead:** MSD – P&CS  
**Individual(s) Responsible:** Cindy Gaulke  
**Supporting Individual:** Elonda Bristol

COMPLETED

<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Meeting facilitator was selected and contract executed, meeting location secured, food for day was arranged, meeting agenda planned in conjunction with Senior Business Operations Manager.
What results were achieved? 2 <sup>nd</sup> Quarter Status: The MSD Senior Management Staff Retreat consisted of a business meeting, team building exercises, and tour of a rescue boat and Station 18.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: The MSD Senior Management Retreat took place on September 14, 2010.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI 21 is completed.



## MSD DIVISION WORK PLAN FY 2010-11

**BI 47:** **Working with Public Information, develop a concise strategic planning communication plan for all PF&R personnel highlighting some aspect of implementation of the 10-15 Strategic Plan.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Alisa Cour



<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.  <b>2<sup>nd</sup> Quarter Status:</b> The design and implementation of the strategic plan communications plan has been assigned to Public Information.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Meeting with MSD Division Head, Public Information, and P&amp;CS was held. Reviewed preliminary results of draft 2<sup>nd</sup> Quarter Report. Identified next steps to implement from Communications Plan.</p> <p><b>4<sup>th</sup> Quarter Status:</b> A second and third meeting with MSD Division Head, Public Information, and P&amp;CS were held. The third meeting was an initial planning discussion for the first Communications Subcommittee meeting. As requested, P&amp;CS has provided material to Public Information for use by the Communications Subcommittee.</p>
<p>What results were achieved?  <b>2<sup>nd</sup> Quarter Status:</b> Public Information has drafted a strategic plan communications plan has been that is currently being reviewed.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Assignments for Public Information and P&amp;CS were identified in order to implement initial pieces of Communications Plan.</p> <p><b>4<sup>th</sup> Quarter Status:</b> P&amp;CS has completed its assignments as needed by Public Information for the initial Communications Subcommittee meeting.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> When finalized, the communications plan will assist both Public Information and P&amp;CS identify strategic plan content important to PF&amp;R personnel. This content can then be highlighted to demonstrate impact to front-line operations.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Implementing first pieces of Communications Plan will help Public Information evaluate the plan's effectiveness, test assumptions, etc. Through trial and error, modifications to Communication Plan will take place.</p> <p><b>4<sup>th</sup> Quarter Status:</b> A process has been established for identifying completed strategic plan content that may be considered by the Communications Subcommittee. Over time and with experience, modifications to the process may occur.</p>
<p>What are the plans and timelines for completing the BI?  <b>2<sup>nd</sup> Quarter Status:</b> Meeting will be scheduled with MSD Division Head, Public Information, and P&amp;CS to discuss and finalize next steps in the process.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> A second meeting with MSD Division Head, Public Information, and P&amp;CS will be scheduled once review of draft 2<sup>nd</sup> Quarter Report is completed. The first meeting of the Strategic Plan Communications Subcommittee will be held in May.</p> <p><b>4<sup>th</sup> Quarter Status:</b> BI 47 is completed. Process will be ongoing throughout remaining years of the 10-15 Strategic Plan.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 48:** **Continue to plan and coordinate the continued biennial review of PF&R's General Orders (GOs) and Operational Guidelines (OGs). Approximately 28 GOs and 33 OGs will be sent through the review process.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Elonda Bristol

COMPLETED

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: From the start of the FY (7/1) to the end of the 2<sup>nd</sup> Quarter (12/31) 12 General Orders and 25 Operational Guidelines have been updated.</p> <p>3<sup>rd</sup> Quarter Status: Between 1/1/11 through 4/14/11, an additional 10 General Orders and 9 Operational Guidelines were updated. As of 4/14/11, an additional 15 General Orders and 16 Operational Guidelines were in the review process.</p> <p>4<sup>th</sup> Quarter Status: An additional 4 GOs and 1 OG were updated in the 4<sup>th</sup> quarter. The target of updating approximately 28 GOs and 33 OGs this fiscal year was achieved.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: The biennial review of GOs and OGs continues to be sent through the review process.</p> <p>3<sup>rd</sup> Quarter Status: The biennial review of GOs and OGs is being achieved.</p> <p>4<sup>th</sup> Quarter Status: The biennial review of GOs and OGs was achieved for FY 10-11.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: At the mid-point in the FY, P&amp;CS has updated half of the GOs and OGs identified for the FY.</p> <p>3<sup>rd</sup> Quarter Status: At the end of the 3<sup>rd</sup> Quarter, a total of 22 GOs had been updated, 79% of the target, and 34 OGs were updated, a completion rate 3% above the target.</p> <p>4<sup>th</sup> Quarter Status: As of June 1<sup>st</sup>, a total of 23 GOs had been updated, 82% of the target and 38 OGs were updated, a completion rate 15% above the target.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: GOs and OGs will continue to be sent through the review process as determined by the biennial schedule.</p> <p>3<sup>rd</sup> Quarter Status: In the 4<sup>th</sup> Quarter, GOs and OGs will continue to be sent through the review process as determined by the biennial schedule.</p> <p>4<sup>th</sup> Quarter Status: BI 48 was achieved.</p>



## MSD DIVISION WORK PLAN FY 2010-11

- FY 10-11 Year-End Close Out:  BI 49 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 49 should be revised due to changed circumstances (see comments)
- BI 49 should be dropped (see comments)

### FY 10-11 Year-End Close Out Comments:

# MSD DIVISION WORK PLAN FY 2010-11

**BI 50:** **Complete all charts, graphs, and maps needed for the FY 09-10 Annual Performance Report (APR) and assist Public Information in the development of APR content and design.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Chai Saechao



<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: All charts, graphs, and maps that appeared in the FY 08-09 APR have been recreated for the FY 09-10 APR. Based on meetings with the Chief and Division Heads, some charts, graphs, and maps are being altered or new data is being developed to better reflect the work of the respective division.</p> <p>3<sup>rd</sup> Quarter Status: Several charts and graphs were changed, based on either feedback from Division Heads or after reviewing a draft of the FY 09-10 APR. All requested changes have been completed.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: In completing the FY 08-09 APR, many individuals assisted new P&amp;CS personnel by providing data for the charts and graphs. For the FY 09-10 APR, P&amp;CS knew where to get the data. As a result, several existing charts and graphs were modified (renamed or relabeled) to better describe the data being presented. Working with the respective Division Head, a couple charts/graphs were combined or deleted.</p> <p>3<sup>rd</sup> Quarter Status: All charts, graphs, and maps needed for the FY 09-10 APR have been completed.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: Completed charts, graphs, and maps have been turned over to Public Information to develop report content and design.</p> <p>3<sup>rd</sup> Quarter Status: All charts, graphs, and maps needed for the FY 09-10 APR have been completed and given to Public Information to incorporate in the final draft APR.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: P&amp;CS will assist Public Information in whatever modifications or assistance is needed. P&amp;CS will continue working with Division Heads to make data modifications as requested. Control of project timeline has been transferred to Public Information.</p> <p>3<sup>rd</sup> Quarter Status: Completed. P&amp;CS has completed its assignment related to the APR. Control for remainder of project and project timeline rests with Public Information.</p>

# MSD DIVISION WORK PLAN FY 2010-11

**BI 51:** **Provide a quarterly accomplishment summary on the annual business plan and quarterly accomplishment summary on the five annual divisional work plans to PF&R staff.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Chai Saechao

**COMPLETED**

**10-11 Status:**

Describe what was done during the reporting period towards completing the BI.

**2<sup>nd</sup> Quarter Status:** A 1<sup>st</sup> Quarter Report on the FY 10-11 Annual Business Plan was drafted and reviewed by CORE at their December, 2010 Work Session. The 1<sup>st</sup> Quarter Report will be a unique quarterly report, in that it was a transition period where the 2005-2010 Strategic Plan was closed and the 2010-2015 Strategic Plan was edited, published, and adopted by the City Council (11/17/2010).

**3<sup>rd</sup> Quarter Status:** During the reporting period, Public Information created a new design template for the quarterly reports. The 1<sup>st</sup> Quarter Report content was transferred to the design template. The 1<sup>st</sup> Quarter Report has been attached to the 10-15 Strategic Planning website. Public Information is preparing a Chief’s Memo announcing posting of 1<sup>st</sup> Quarter report along with two other reporting documents. The 2<sup>nd</sup> Quarter Report was also drafted using the new design template and is currently under review.

**4<sup>th</sup> Quarter Status:** Both the 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Reports have been completed and published to the 10-15 Strategic Planning website. Status updates for the 4<sup>th</sup> Quarter Report will be received at the 7/6/11 CORE Work Session, and the 4<sup>th</sup> Quarter Report will be completed shortly thereafter. The five annual division work plans have been updated each quarter and are also posted on the 10-15 Strategic Planning website. PF&R staff have been notified of quarterly report completion by Public Information.

What results were achieved?

**2<sup>nd</sup> Quarter Status:** The 1<sup>st</sup> Quarter Report on the FY 10-11 Annual Business Plan was approved by CORE. The draft report has been turned over to Public Information for publication.

**3<sup>rd</sup> Quarter Status:** The 1<sup>st</sup> Quarter Report was completed; 2<sup>nd</sup> Quarter Report has been drafted and is currently under review.

**4<sup>th</sup> Quarter Status:** Both the 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Reports were completed using the new design template crafted jointly by Public Information and P&CS.

How have results to date moved PF&R closer to completing the BI?

**2<sup>nd</sup> Quarter Status:** The 1<sup>st</sup> Quarter Report on the FY 10-11 Annual Business Plan will be completed when published.

**3<sup>rd</sup> Quarter Status:** 1<sup>st</sup> Quarter Report is completed.

**4<sup>th</sup> Quarter Status:** 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Reports are completed. 4<sup>th</sup> Quarter Report will be completed on schedule.

What are the plans and timelines for completing the BI?

**2<sup>nd</sup> Quarter Status:** The 1<sup>st</sup> Quarter Report on the FY 10-11 Annual Business Plan will be completed during the next reporting period. The 2<sup>nd</sup> Quarter Report on the FY 10-11 Annual Business Plan will be drafted and published during the next reporting period.

**3<sup>rd</sup> Quarter Status:** 2<sup>nd</sup> Quarter Report will be modified as required after review. When finalized, will be posted to website and will work with Public Information on communications plan highlighting results. 3<sup>rd</sup> Quarter Report will be drafted using same style/format as completed 2<sup>nd</sup> Quarter Report..

**4<sup>th</sup> Quarter Status:** BI 51 is completed. The 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Quarter Reports are completed and published. The 4<sup>th</sup> Quarter ends, 6/30/11. 4<sup>th</sup> Quarter status updates will be received at the 7/6/11 CORE Work Session and the 4<sup>th</sup> Quarter Report will be completed thereafter.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 52:** **Develop and create a front office desk reference manual for use by Planning & Customer Services staff documenting front office instructions, policies, and procedures.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Lynnae Town

COMPLETED

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: A Planning &amp; Customer Services Procedures and Reference Guide binder was assembled. The binder contains materials related to: phone procedures, mail and deliveries, conference room scheduling, greeting visitors and employees, parking, records requests, patch requests, community room reservations, etc.</p> <p>3<sup>rd</sup> Quarter Status: The binder was finalized, copied, and distributed to all members of the P&amp;CS team. The binder moves to ongoing maintenance mode as new policies are added and existing policies and procedures are updated.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: A review of all P&amp;CS policy documents was made. Many of the policies were updated to reflect the move back to Ash Street. Policies were also consolidated based on topic. For example, several documents referenced procedures for greeting visitors – those references were removed and all procedures for greeting visitors are now contained in one document. The binder was also used as a training tool for a new intern that started in October, 2010. The binder proved a useful tool and reference.</p> <p>3<sup>rd</sup> Quarter Status: Each member of the P&amp;CS team now has their own copy of the operational policies and procedures for their section for easy reference.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: The Procedures and Reference Guide binder is complete and should now move into an ongoing maintenance mode as new polices are added and existing policies and procedures are updated.</p> <p>3<sup>rd</sup> Quarter Status: BI 52 is completed.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: BI 52 will be completed next quarter when four additional copies of the binder are made so that each member of the P&amp;CS staff has their own binder.</p> <p>3<sup>rd</sup> Quarter Status: BI 52 is completed and ongoing.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 53:** **Complete and publish (electronically) a new, updated Personnel system user's guide. Completed FIS system user guides are updated as needed to reflect programming, policy, or procedural changes.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Lynnae Town



<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: A new user guide for the Personnel system has been written and reviewed by the Programmers, BHQ, Business Services staff, and a test Fire Station. A test version of the Personnel user guide was attached to the Personnel Help menu, and several more Fire Stations were asked for input on the draft Personnel user guide.</p> <p>3<sup>rd</sup> Quarter Status: The Personnel User Guide was finalized in January 2011 and has been published in the Personnel system under the Help Menu.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: Modifications to the draft Personnel user guide have been made based on feedback received. The draft guide has been finalized.</p> <p>3<sup>rd</sup> Quarter Status: The Personnel User Guide was finalized.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: The Personnel user guide is complete. A lesson plan to accompany the computer memo announcement is being developed.</p> <p>3<sup>rd</sup> Quarter Status: The Computer Memo announcement and lesson plan were distributed on 2/23/11. The Personnel User Guide will now be maintained and updated as changes occur to the Personnel system.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: A computer memo with lesson plan will be sent to all PF&amp;R staff announcing the completion of the Personnel user guide. The computer memo should go out in February, 2011.</p> <p>3<sup>rd</sup> Quarter Status: BI 53 is completed.</p>



## MSD DIVISION WORK PLAN FY 2010-11

**BI 54:** **Complete and publish (electronically) new user guides for the new Versaterm CAD system and MDT reference guides when requested by CAD project management staff.**

Background: Newly created by Planning & Customer Services for FY 10-11.

Division Lead: MSD – P&CS  
 Individual(s) Responsible: Cindy Gaulke  
 Supporting Individual: Lynnae Town

COMPLETED

### 10-11 Status:

Describe what was done during the reporting period towards completing the BI.

2<sup>nd</sup> Quarter Status: At this time, PF&R's CAD project management staff are requesting MDTquick reference guides only.

3<sup>rd</sup> Quarter Status: 100 binders were prepared containing a main user guide and seven quick references. All will be distributed April 2, with electronic versions posted on the Computer Notebook webpage. Drafts for Remote CAD and Fire Browser are being prepared for distribution in April. All materials have been posted in a protected shared drive for easy access and revisions by PF&R's CAD project management staff.

4<sup>th</sup> Quarter Status: 100 MDT binders containing a main user guide and seven quick references were completed ahead of schedule and distributed in advance of the CAD go-live date of April 17<sup>th</sup>. Remote CAD and Fire Browser guides were also completed on time. All materials will undergo revision by PF&R's CAD project management staff sometime in the next 3 months, as updates are made to CAD and bureau becomes more familiar with CAD operations.

What results were achieved?

2<sup>nd</sup> Quarter Status: MDT quick reference guides are being drafted for PF&R's CAD project management staff to review.

3<sup>rd</sup> Quarter Status: Binders containing drafts of the MDT user guide and seven quick reference guides were distributed in time for MDT system testing on all apparatus scheduled for April 3<sup>rd</sup>.

4<sup>th</sup> Quarter Status: All materials requested by PF&R's CAD project management staff were either completed ahead of schedule or on time.

How have results to date moved PF&R closer to completing the BI?

2<sup>nd</sup> Quarter Status: Completing MDT quick reference guides would complete half of BI 54.

3<sup>rd</sup> Quarter Status: All materials requested by PF&R's CAD project management staff have been completed on schedule. CAD project management staff requests all materials retain draft status for several months after "go-live" of new CAD & MDT systems. It is anticipated documents will be revised several times as the organization becomes more familiar with new systems.

4<sup>th</sup> Quarter Status: BI 54 is completed and ongoing. PF&R's CAD project management staff will indicate when they are ready to revise any existing materials or create new materials.

What are the plans and timelines for completing the BI?

2<sup>nd</sup> Quarter Status: P&CS will complete whatever user guide and/or training material is needed for the new Versaterm CAD and MDT as identified by the PF&R's CAD project management staff.

3<sup>rd</sup> Quarter Status: CAD project management staff will review and possibly finalize all materials in June 2011. Materials will be modified and distributed according to instruction. When designated by CAD project management staff, Computer Memo will be issued advising station personnel material is finalized.

4<sup>th</sup> Quarter Status: BI 54 is complete and ongoing.

# MSD DIVISION WORK PLAN FY 2010-11

## MSD – PUBLIC INFORMATION

**BI 16:** **Evaluate, and implement where feasible, the draft Communication & Marketing Plan.**

**Background:** Carry-over from 05-10 Strategic Plan, previously Strategy 8.7. Per Jack Graham at 07/01/2010 CORE work session, Strategy 8.7 to be rewritten as BI for FY 10-11 Annual Business Plan. After review, BI did not need to be rewritten for FY 10-11.

**Division Lead:** MSD – Public Information  
**Individual(s) Responsible:** Alisa Cour  
**Supporting Individual:** Jen Clodius

### 10-11 Status:

Describe what was done during the reporting period towards completing the BI.  
**2<sup>nd</sup> Quarter Status:** Staff has collaborated with other jurisdictions and solicited samples of their Communications Plans. Additionally, staff has worked to identify a preliminary list of items that should be contained in the Communications Plan. Discussions have taken place among team members and management about the best approach to writing the Plan and timeline for completing it.

**3<sup>rd</sup> Quarter Status:** Further development of the Communications Plan per conversation with Jack Graham pending Chief Klum’s review of three options for merging Public Information and Public Education. A decision is expected by July 1, 2011.

**4<sup>th</sup> Quarter Status:** Outline for the Communications & Marketing Plan is complete. Work is ongoing to develop the outline into a 3-5 page Communications Plan that will guide communications and marketing efforts for a 1-2 year period. Completion of the Communications Plan is expected in September 2011 depending on timeframe of direction from CORE as to next steps and whether organizational change will take place within the section.

What results were achieved?

**2<sup>nd</sup> Quarter Status:** A draft outline of the Communications Plan has been developed.

**3<sup>rd</sup> Quarter Status:** See above.

**4<sup>th</sup> Quarter Status:** Draft outline of the Communications Plan is complete. Work is ongoing to develop the outline into a plan.

How have results to date moved PF&R closer to completing the BI?

**2<sup>nd</sup> Quarter Status:** PF&R has established a timeframe for next steps in moving the plan from its current outline form into visioning and drafting the actual pieces of the Plan.

**3<sup>rd</sup> Quarter Status:** See above.

**4<sup>th</sup> Quarter Status:** See above.

What are the plans and timelines for completing the BI?

**2<sup>nd</sup> Quarter Status:** The Plan will remain in outline form until Spring or Summer 2011. At that time, Public Information will have direction from CORE as to next steps in developing the content of the Plan given the fact that some organizational changes may be taking place.

**3<sup>rd</sup> Quarter Status:** See above.

**4<sup>th</sup> Quarter Status:** See above. Carry over.

## MSD DIVISION WORK PLAN FY 2010-11

- FY 10-11 Year-End Close Out:  BI 16 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 16 should be revised due to changed circumstances (see comments)
- BI 16 should be dropped (see comments)

**FY 10-11 Year-End Close Out Comments:**

# MSD DIVISION WORK PLAN FY 2010-11

**BI 20:** **Data Analyst will develop a monthly “data” report for Core that will highlight important or key data. The report will be short, easy to read, and informative. Core will review draft versions of the report and provide feedback prior to finalization of format.**

Background: Carry-over from 09-10 Annual Business Plan, previously BI 203. Per Jack Graham at 07/01/2010 CORE work session, BI 203 to be rewritten for FY 10-11 Annual Business Plan. Dropped 1<sup>st</sup> Qtr FY 10-11.

Division Lead: MSD – Public Information  
Individual(s) Responsible: Alisa Cour

**DROPPED**

### 10-11 2nd Quarter Status:

Describe what was done during the reporting period towards completing the BI.  
2<sup>nd</sup> Quarter Status: BI 20 has been dropped. The intent of BI 20 to provide regular data reports to CORE will be achieved via alternate means. The Public Information and Planning & Customer Services sections heads will meet annually with CORE members to review the Annual Performance Report. Those reviews will include updating CORE data needs on a monthly, quarterly, and/or annual basis as requested.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 24:** **Continue to work with BTS and PF&R Website Refresh Committee on the Website Refresh Project to successfully develop and migrate PF&R's internal and external websites to the new POL template in alignment.**

**Background:** FY 09-10 Service Area for Improvement 2.B. Carry-over from 09-10 Annual Business Plan, previously BI 223. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11. BI rewritten for FY 10-11.

**Division Lead:** MSD – Public Information  
**Individual(s) Responsible:** Alisa Cour  
**Supporting Individual:** Lindsay Wochnick / Jen Clodius

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Communications Team continues to attend regularly scheduled BTS PortlandOnline refresh meetings. PF&amp;R's website is in pilot test mode and continues to be used as an example at city-wide migration meetings for other bureaus to follow.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> PF&amp;R has received no timeline from BTS on when migration will occur. Decision was made in February 2011 and implemented in March 2011 to begin retrofitting PF&amp;R's existing website using the template for the new website. Once migration to the new website takes place, this information will be easily transferrable. PF&amp;R will be able to meet business needs pending a decision on when the new site will go live by retrofitting the existing site.</p> <p><b>4<sup>th</sup> Quarter Status:</b> At recent Pilot Bureau meeting with BTS, PF&amp;R received communication from BTS that community testing of the pilot bureau sites will commence in approximately July 2011. BTS is currently determining what the testing schedule will be. Community testing is the next step in determining when cutover to the new template will take place.</p>
<p>What results were achieved?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Pilot test site is set up and is continually enhanced by the Communications Team as BTS updates the new PortlandOnline template and directs us to continue updating the our test site. On 1/13/11, BTS asked PF&amp;R to add additional information to the test site based on modifications they have made to the template, and begin to test them.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Existing website retrofit was implemented in March 2011 per the work of the Website Refresh subcommittee to restructure the home page to meet current business needs and improve usability.</p> <p><b>4<sup>th</sup> Quarter Status:</b> See above.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> PF&amp;R's site is one of the furthest ahead sites city-wide. We remain dependent on BTS to provide us with a go-live date for when the test site can become active.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Existing website retrofit was implemented in March 2011 per the work of the Website Refresh subcommittee to restructure the home page to meet current business needs and improve usability.</p> <p><b>4<sup>th</sup> Quarter Status:</b> See above.</p>
<p>What are the plans and timelines for completing the BI?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Go-live date is dependent on BTS. PF&amp;R is waiting for this information.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Work on the Refresh with BTS will continue in conjunction with BTS' timeline. At this time, no "go live" date for the refresh has been provided by BTS.</p> <p><b>4<sup>th</sup> Quarter Status:</b> See above. Carry over.</p>

## MSD DIVISION WORK PLAN FY 2010-11

- FY 10-11 Year-End Close Out:  BI 24 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
- BI 24 should be revised due to changed circumstances (see comments)
- BI 24 should be dropped (see comments)

### FY 10-11 Year-End Close Out Comments:

## MSD DIVISION WORK PLAN FY 2010-11

**BI 26:** **Coordinate Campbell Memorial and Station 1 Open House special events that promote PF&R's presence in the community.**

Background: Carry-over from 09-10 Annual Business Plan, previously BI 336. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour

**COMPLETED**

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: Station 1 Open House was held on September 28, 2010. Campbell Memorial 100<sup>th</sup> Anniversary celebration will be held on June 26, 2011.</p> <p>3<sup>rd</sup> Quarter Status: No change.</p> <p>4<sup>th</sup> Quarter Status: Work is ongoing to provide communications and planning for the June 26, 2011 Campbell Memorial Ceremony and Parade. Both events are anticipated to be complete as of June 26, 2011.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: Station 1 Open House has been held.</p> <p>3<sup>rd</sup> Quarter Status: No change.</p> <p>4<sup>th</sup> Quarter Status: See above.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: BI is 50% complete.</p> <p>3<sup>rd</sup> Quarter Status: The Campbell Memorial Association will meet on March 31, 2011 to discuss planning activities for the Campbell 100<sup>th</sup> Anniversary celebration to be held June 26, 2011.</p> <p>4<sup>th</sup> Quarter Status: See above.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: Campbell Memorial 100<sup>th</sup> Anniversary celebration planning committee will be formed in early 2011. Planning will take place through June and the ceremony held on June 26, 2011 with the goal of educating the public about the sacrifice made by our fallen firefighters and the role that firefighters have played in the community in the past, present and future.</p> <p>3<sup>rd</sup> Quarter Status: Timelines will be developed after March 31, 2011 meeting of Campbell Memorial Association for upcoming June 26, 2011 event.</p> <p>4<sup>th</sup> Quarter Status: See above. Will be complete June 26, 2011.</p>

# MSD DIVISION WORK PLAN FY 2010-11

**BI 27:** **Develop a guide for Prevention Inspection staff to give to customers when code violations are cited to promote communication and enhance understanding of next steps for resolving violations.**

Background: Carry-over from 09-10 Annual Business Plan, previously BI 339. Per Jack Graham at 07/01/2010 CORE work session, BI should be completed during 1<sup>st</sup> Quarter of FY 10-11.

Division Lead: MSD – Public Information  
Individual(s) Responsible: Alisa Cour

**COMPLETED**

### 10-11 2nd Quarter Status:

Describe what was done during the reporting period towards completing the BI.

2<sup>nd</sup> Quarter Status: Guide was developed and presented to Prevention in September 2010. This item is complete.

What results were achieved?

How have results to date moved PF&R closer to completing the BI?

What are the plans and timelines for completing the BI?



## MSD DIVISION WORK PLAN FY 2010-11

**BI 30:** **Develop training, acquire needed resources, develop schedule and coverage, and develop and implement protocols for releasing information for the Assistant Public Information Officers.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Paul Corah

**COMPLETED**

10-11 Status:
<p>Describe what was done during the reporting period towards completing the BI.</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Public Information Team members are attending Advanced PIO training through the National Fire Academy from December 2010 – September 2011 on a rolling attendance schedule. Coverage needs are being addressed to develop a schedule that has paired teams of two to cover each weekend that the PIO is off and other absences. Protocols for releasing information are being reviewed by the team and the Public Information Officer handbook is scheduled to be further updated in early 2011. Resources needed such as video equipment, cameras, a laptop, Blackberries, RSA tokens, etc. have been acquired and are in use by the team.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> Public Information Team members are attending Advanced PIO training through the National Fire Academy through September 2011 on a rolling attendance schedule. A new schedule for Assistant PIO coverage was developed and distributed to Assistant PIOs effective March 23, 2011 through November 14, 2011. The team worked with Chief Fisher to develop an Instant Technology Policy which was distributed to the bureau on March 24, 2011 outlining the protocols for using social media and who is authorized to post photographs and video on the bureau’s behalf. PIO Operations Handbook was updated in March 2011.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Complete. Advanced PIO training completed by all participating members. Coverage schedule complete and ongoing. Protocols for releasing information have been developed and all members trained on implementation. Necessary resources acquired for all team members.</p>
<p>What results were achieved?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> The Public Information Team’s schedule and operations are more efficient and effective with the newly acquired resources. Ongoing training is helping less-senior members acquire the skills and knowledge they need to be effective public information officers.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> See above.</p> <p><b>4<sup>th</sup> Quarter Status:</b> See above.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> BI is approximately 50% complete.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> BI is approximately 60% complete.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Complete.</p>
<p>What are the plans and timelines for completing the BI?</p> <p><b>2<sup>nd</sup> Quarter Status:</b> Revisions to the PIO Operations Handbook will take place in spring 2011. Training is expected to be ongoing through September 2011. BI is expected to be complete in summer 2011.</p> <p><b>3<sup>rd</sup> Quarter Status:</b> BI is expected to be complete in summer 2011.</p> <p><b>4<sup>th</sup> Quarter Status:</b> Complete.</p>

## MSD DIVISION WORK PLAN FY 2010-11

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**BI 31:** **Develop a process for posting video to Flash News that can be accessed and used by the media and in internal communications.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Paul Corah



<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Equipment was purchased and Assistant PIOs have worked with the PIO and Communications staff to develop various videos that can be uploaded through You Tube and posted through Flash News. This process was tested on a boat fire that happened on January 8, 2011. The process has also been tested with a space heater safety video. The video will be released to media via Flash Alert with the next space heater-caused fire.
What results were achieved? 2 <sup>nd</sup> Quarter Status: The process has been tested and determined to work effectively.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 32:** **Distribute weekly summary of PF&R exposure in the media to PIO team and Core to keep members informed of how PF&R is portrayed in the news.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Paul Corah  
 Supporting Individual: Jen Clodius



<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Jen Clodius is responsible for PF&R’s media monitoring. Jen uses Google Alerts and other methods to determine when press is received by PF&R. She then compiles a weekly list of all PF&R exposure in the media and distributes this list to the Public Information Team, Core and other subscribers. Additionally, PF&R used Moba Media to gauge media exposure during the December 7, 2010 rescue boat dedication. This service enabled Core and the Public Information Team to see the public relations value received based on the large quantity of media exposure garnered by this event.
What results were achieved? 2 <sup>nd</sup> Quarter Status: This reporting method has enabled the Public Information Team to determine where and what information is being distributed about PF&R and its activities. Doing so enables the Public Information Team to determine how messaging can be improved, what agencies relationships are being developed with and respond according, as well as to gauge the types of formats (i.e. print, social media, etc.) that are being leveraged to distribute information.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.

# MSD DIVISION WORK PLAN FY 2010-11

**BI 33:** **Participate in three Fix It Fairs (November 2010, January 2011 and February 2011) to provide fire education to the public, distribute smoke alarms, and build community relationships.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
Individual(s) Responsible: Alisa Cour, Paul Corah

**DROPPED**

## 10-11 2nd Quarter Status:

Describe what was done during the reporting period towards completing the BI.

2<sup>nd</sup> Quarter Status: This item was dropped because it was initially created to distribute smoke alarms to the community as part of the Smoke Alarm Giveaway campaign. Because the campaign was so successful at the station level, all the smoke alarms were distributed prior to the November 2010 fair. Therefore, PF&R cancelled attendance at the 2010 and 2011 fairs and will regroup on a new safety message to participating in the 2011 and 2012 fairs.

What results were achieved?

2<sup>nd</sup> Quarter Status: BI should be dropped.

How have results to date moved PF&R closer to completing the BI?

2<sup>nd</sup> Quarter Status: BI should be dropped.

What are the plans and timelines for completing the BI?

2<sup>nd</sup> Quarter Status: BI should be dropped.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 34:** **Work with Arson Investigations to build outreach and external awareness of PF&R's arson canine.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour, Paul Corah



<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: PF&amp;R Communications staff worked with Lt. Fabian Jackson to develop an outreach strategy to promote awareness about our arson canine, Lila. A comprehensive list of ideas and strategies for how to do this has been developed. Work on the items on the list is partially complete.</p> <p>3<sup>rd</sup> Quarter Status: Public Information worked with Lieutenant Jackson to develop a website for Lila the arson canine. Website was approved and went live in December 2011. Website has been updated with photos, information about cases Lila is working, awards, etc. Awareness of the website was promoted via the PF&amp;R E-Newsletter and Fire Blog. A video was not possible because the Burn to Learns were cancelled, so Public Information worked with Lt. Jackson to document through photographs a training exercise to demonstrate how Lila performs an investigation which was posted on her website.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: A web site dedicated to Lila the Arson Dog was developed and activated in December 2010. This web site describes how Lila was obtained, the work she does to protect the community, highlights cases she is working on with her handler, etc.</p> <p>3<sup>rd</sup> Quarter Status: See above</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: To date the BI is 50% complete. The web site will continue to be enhanced with new photos, cases that the arson dog responds to, etc.</p> <p>3<sup>rd</sup> Quarter Status: See above</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: Other items that remain to be completed are developing a video of Lila doing an arson investigation to put on her web site. This is dependent on being able to stage the video at a future Burn to Learn house burn with Lt. Fabian Jackson and the Training staff. Another item is to assist Lt. Jackson set up site visits to the Emanuel Burn Center or Doernbecher's Children's Hospital to begin promoting Lila's presence in the community. PIO Paul Corah is working with Lt. Jackson on this.</p> <p>3<sup>rd</sup> Quarter Status: BI 34 is complete.</p>

# MSD DIVISION WORK PLAN FY 2010-11

**BI 35:** **Work with Prevention to coordinate PF&R’s annual involvement in the State of Oregon’s Small Business Fair to raise awareness amongst small business customers about fire safety and codes.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour

10-11 Status:
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: This event will be held in September 2011. Planning for this outreach event will begin in Summer 2011.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: No progress this quarter. Planning will begin as soon as notification of event date/time/location is received.
What results were achieved? 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: No progress this quarter.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: No progress this quarter.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: No progress to report this quarter.  3 <sup>rd</sup> Quarter Status: No progress to report this quarter.  4 <sup>th</sup> Quarter Status: No progress this quarter. Carry over.

FY 10-11 Year-End Close Out:  BI 35 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan  
 BI 35 should be revised due to changed circumstances (see comments)  
 BI 35 should be dropped (see comments)

**FY 10-11 Year-End Close Out Comments:**

## MSD DIVISION WORK PLAN FY 2010-11

**BI 36:** **Develop outreach campaign with Oregon Smokefree Partnership to heighten awareness of fire safety related to landlords providing smoke-free rental housing.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Paul Corah

COMPLETED

10-11 Status:
<p>Describe what was done during the reporting period towards completing the BI.            2<sup>nd</sup> Quarter Status: PIO Paul Corah continues to have meetings with the program’s organizer, Diane Laughter, about PF&amp;R’s partnership in the campaign. A comprehensive stakeholder meeting of the Oregon Smokefree Partnership will be held on February 3, 2011.</p> <p>3<sup>rd</sup> Quarter Status: PIO co-chaired the February Smokefree Partnership meeting with Diane Laughter. Activities to promote smokefree rental housing were selected by the committee and will be implemented. Committee will continue to meet bi-monthly.</p>
<p>What results were achieved?            2<sup>nd</sup> Quarter Status: Continued participation in meetings is further developing this working relationship with the Partnership.</p> <p>3<sup>rd</sup> Quarter Status: Complete.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?            2<sup>nd</sup> Quarter Status: Continued participation in meetings is further developing this working relationship with the Partnership.</p> <p>3<sup>rd</sup> Quarter Status: Complete.</p>
<p>What are the plans and timelines for completing the BI?            2<sup>nd</sup> Quarter Status: Next steps will be determined at the February 3, 2011 stakeholder meeting.</p> <p>3<sup>rd</sup> Quarter Status: BI 36 is complete and ongoing.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 37:** **Develop outline for “A Day in the Life of a Portland Firefighter” video series to raise awareness for the public and for recruitment about the job of a firefighter.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Paul Corah

COMPLETED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Project has been discussed with Assistant PIOs. An outline was developed for the project. Discussions have taken place with Chief Klum, Chief Nohr, and Chief Fisher. Approval for the project to move forward has been obtained.
What results were achieved? 2 <sup>nd</sup> Quarter Status: An outline was developed and approval obtained to begin the project. There are several other video projects the team is working on ahead of this project before implementation can take place.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> quarter Status: BI is complete.



## MSD DIVISION WORK PLAN FY 2010-11

**BI 38:** **Work with Prevention/Don Porth to develop outline for Childrens' Art Contest to raise fire safety awareness and prevention.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour, Jen Clodius

COMPLETED

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: This project is currently on hold per Chief Janssens.                       3<sup>rd</sup> Quarter Status: No progress to report.                       4<sup>th</sup> Quarter Status: Complete. Public Information has been notified that their participation in this BI is complete. Any further work on the BI will be completed by Public Education.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: Initial meeting held with Prevention to discuss feasibility of the Art Contest project. Don Porth will be the project lead.                       3<sup>rd</sup> Quarter Status: No progress to report.                       4<sup>th</sup> Quarter Status: Complete.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: Project on hold.                       3<sup>rd</sup> Quarter Status: No progress to report.                       4<sup>th</sup> Quarter Status: Complete.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: The Public Information Team is currently waiting to hear from Chief Janssens if this project will be moving forward for 2011.                       3<sup>rd</sup> Quarter Status: No progress to report.                       4<sup>th</sup> Quarter Status: Complete.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 39:** **Research feasibility of using Facebook ads to advertise PF&R's website and upcoming recruiting events.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Lindsay Wochnick



<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: Researched the benefits, types, advertising costs, and different ways to utilize Facebook ads to promote recruitment, enrollment, and possibly solicit yearly feedback from citizens. Ads also could be used to push out prevention messages and upcoming events.</p> <p>3<sup>rd</sup> Quarter Status: Information presented to Terry Foster for use in upcoming recruitment.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: PF&amp;R would most likely benefit from utilizing Cost Per Click (CPC) ads at a cost of \$0.01 per click. PF&amp;R could push out important recruiting/enrollment information to a targeted audience on Facebook by placing ads that are showcased on the right-hand column of targeted Facebook pages and allow users to click through to a designated website address (such as PF&amp;R's official website).</p> <p>3<sup>rd</sup> Quarter Status: Complete.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: Information has been collected and will be presented for further action.</p> <p>3<sup>rd</sup> Quarter Status: Complete.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: Information will be presented to Public Information Manager and Recruiting Officer in February 2011 for direction.</p> <p>3<sup>rd</sup> Quarter Status: BI 39 is complete.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 40:** **Establish a LinkedIn account to use as an online marketing/outreach resource for PF&R. Integrate targeted keywords within our profile and participate in the LinkedIn answers section for further exposure.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Lindsay Wochnick

COMPLETED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: A LinkedIn account has been established for “PF&R Public Info” and includes brief statements, messages, and links back to PF&R’s official website, job information, and the Fire Blog. A LinkedIn Company Page where we could post targeted jobs, recruitment videos, and other promotional material for recruitment was requested for PF&R; however, the City of Portland has already established a Company LinkedIn account and the site has denied our request. We have sent a request to LinkedIn customer service requesting an exemption.
What results were achieved? 2 <sup>nd</sup> Quarter Status: Research was conducted. A Company LinkedIn account would enable potential applicants to learn more about PF&R as well as post targeted jobs, recruitment videos, and other promotional material for recruitment.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: A LinkedIn account under “PF&R Public Info” has been established and is in use; working towards establishing a Company LinkedIn account.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI 40 is complete but is ongoing.

# MSD DIVISION WORK PLAN FY 2010-11

**BI 41:** **Research feasibility of sending instant messaging to cell phones of citizens to be notified of PF&R press releases.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Lindsay Wochnick



**10-11 Status:**

Describe what was done during the reporting period towards completing the BI.  
 2<sup>nd</sup> Quarter Status: The City of Portland is piloting a program called “Public Alerts” that is designed to enhance its emergency public communication system and streamline the delivery of important public information. This system will have the capability of sending notifications to residents and businesses within Multnomah County impacted by, or in danger of being impacted by, an emergency or significant event.

Currently, the program reports on emergency notifications regarding weather, school, roads, transit, utilities, public health, and other. With my supervisor’s approval, I would like to look further into working alongside Public Alerts to have PF&R’s press releases released as well on their website under the Latest Alerts section. The next step would be to encourage Fire Blog, Facebook, and Twitter members following PF&R to sign up for Public Alert notifications.

3<sup>rd</sup> Quarter Status: Meeting will be held with POEM on April 6, 2011 on feasibility of linking FlashAlert to Public Alerts to automatically feed updates to cell phone users through Twitter linking these two information sources. Results will be reported out after the meeting.

4<sup>th</sup> Quarter Status: Complete. Twitter feed has been established to post urgent press releases to PublicAlerts.org, which sends instant messages to all cell phone users, email users, and landline phone users who have signed up for the service.

What results were achieved?

2<sup>nd</sup> Quarter Status: Research was conducted and information was compiled in order to make defined next steps.

3<sup>rd</sup> Quarter Status: Meeting to occur on April 6, 2011 to determine next steps.

4<sup>th</sup> Quarter Status: Complete.

How have results to date moved PF&R closer to completing the BI?

2<sup>nd</sup> Quarter Status: The information learned will help direct us in determining if partnering with “Public Alerts” will enable citizens to quickly have access to PF&R emergency activity within their local area.

3<sup>rd</sup> Quarter Status: Meeting to occur on April 6, 2011 to determine next steps.

4<sup>th</sup> Quarter Status: Complete.

What are the plans and timelines for completing the BI?

2<sup>nd</sup> Quarter Status: Information will be presented to Public Information Manager for further direction and to develop next steps.

3<sup>rd</sup> Quarter Status: Meeting to occur on April 6, 2011 to determine next steps.

4<sup>th</sup> Quarter Status: Complete.



## MSD DIVISION WORK PLAN FY 2010-11

**BI 43:** **Develop content, design, and publish the 2009-2010 Annual Performance Report.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Jen Clodius

COMPLETED

**10-11 Status:**

Describe what was done during the reporting period towards completing the BI.  
 2<sup>nd</sup> Quarter Status: Maps for the report were created by Customer Service and placed in shared folders. Narrative text is being developed for the report's content. Meetings were held with each Division Head to solicit feedback on their division's content to determine if they had changes or enhancements to the outline or content.

3<sup>rd</sup> Quarter Status: Report is in final edit stage. Print order is being developed and will be sent to P&D in the 4<sup>th</sup> Quarter.

4<sup>th</sup> Quarter Status: Complete. Report was published and distributed in June 2011.

What results were achieved?

2<sup>nd</sup> Quarter Status: The report is in production and is currently 50% complete. A deadline of February 2011 for completing a draft of the report for Core's review and approval has been established.

3<sup>rd</sup> Quarter Status: Complete

4<sup>th</sup> Quarter Status: Complete

How have results to date moved PF&R closer to completing the BI?

2<sup>nd</sup> Quarter Status: Report is now 50% complete.

3<sup>rd</sup> Quarter Status: Complete

4<sup>th</sup> Quarter Status: Complete

What are the plans and timelines for completing the BI?

2<sup>nd</sup> Quarter Status: Work on the report will continue through February 2011 and the anticipated publish date for the 2009-2010 report is March 2011.

3<sup>rd</sup> Quarter Status: BI 43 will be completed in the 4<sup>th</sup> Quarter.

4<sup>th</sup> Quarter Status: Complete

## MSD DIVISION WORK PLAN FY 2010-11

**BI 44:** **Develop content of Fire Information Systems (FIS) Joint Report with PSSRP.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour

COMPLETED

<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Various drafts of the joint PSSRP and PF&R report were reviewed, edited and collaborative meetings held. A final draft of the report was submitted to the PSSRP Executive Staff in December 2010. Site visits to determine the feasibility of replacing F2K with Accella will be conducted in January 2011 and additional recommendations may be made.
What results were achieved? 2 <sup>nd</sup> Quarter Status: Report completed and submitted to PSSRP in December 2010.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete.

## MSD DIVISION WORK PLAN FY 2010-11

**BI 45:** **Coordinate and develop GO Bond oversight Committee Report.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
Individual(s) Responsible: Alisa Cour

**COMPLETED**

### 10-11 2nd Quarter Status:

Describe what was done during the reporting period towards completing the BI.

2<sup>nd</sup> Quarter Status: Report developed with information obtained by Aaron Beck from OMF and submitted to Glenn Eisner to finalize and submit to the GO Bond Oversight Committee in October 2010.

What results were achieved?

2<sup>nd</sup> Quarter Status: Report draft was completed and submitted in October 2010

How have results to date moved PF&R closer to completing the BI?

2<sup>nd</sup> Quarter Status: BI is complete

What are the plans and timelines for completing the BI?

2<sup>nd</sup> Quarter Status: BI is complete



## MSD DIVISION WORK PLAN FY 2010-11

**BI 46:** **Coordinate recruitment and hiring process for PF&R's summer and year-long interns.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Alisa Cour

COMPLETED

<b>10-11 Status:</b>
<p>Describe what was done during the reporting period towards completing the BI.                      2<sup>nd</sup> Quarter Status: Two interns were hired in November 2010 – one for MSD and one for EMS.</p> <p>3<sup>rd</sup> Quarter Status: Core meeting held and determination made that we will offer two high school and two college level internships this summer. Currently gathering information from division heads on need for interns. Will craft announcements and distribute end of April. Hiring process will take place by end of May. Internships will run June through September 2011.</p> <p>4<sup>th</sup> Quarter Status: Complete. Two college-level and two high-school level interns were hired for the 2011 Summer Intern Program.</p>
<p>What results were achieved?                      2<sup>nd</sup> Quarter Status: Two new interns were hired and are now completing assignments that need to be done to ensure coverage at the front desk and complete key assignments for both divisions.</p> <p>3<sup>rd</sup> Quarter Status: Core made decision on upcoming recruitment needs for two high school and two college level interns.</p> <p>4<sup>th</sup> Quarter Status: Complete. See above.</p>
<p>How have results to date moved PF&amp;R closer to completing the BI?                      2<sup>nd</sup> Quarter Status: BI is 50% complete. Summer intern program hiring will take place in late Spring 2011.</p> <p>3<sup>rd</sup> Quarter Status: 50% complete.</p> <p>4<sup>th</sup> Quarter Status: Complete.</p>
<p>What are the plans and timelines for completing the BI?                      2<sup>nd</sup> Quarter Status: Complete hiring of summer interns in late Spring 2011.</p> <p>3<sup>rd</sup> Quarter Status: Complete hiring of interns in May 2011.</p> <p>4<sup>th</sup> Quarter Status: Complete.</p>

## MSD DIVISION WORK PLAN FY 2010-11

**BI 55:** **Work with Prevention Division to develop and implement outreach plan for opening the Belmont Learning Center during the weekdays.**

Background: Newly created by Public Information for FY 10-11.

Division Lead: MSD – Public Information  
 Individual(s) Responsible: Jen Clodius

COMPLETED

<b>10-11 2nd Quarter Status:</b>
Describe what was done during the reporting period towards completing the BI. 2 <sup>nd</sup> Quarter Status: Jen Clodius relocated to the Belmont Learning Center for two months from late October 2010 – early January 2011. During this time, Jen completed research and developed a report of her findings on how PF&R could maximize opportunities for outreach and strengthen connections between Public Information and Public Education. The research report findings were delivered to Jack Graham in January 2011 for consideration.
What results were achieved? 2 <sup>nd</sup> Quarter Status: Research report delivered outlining opportunities for maximizing outreach opportunities. Public Information Team received direction that this project is now considered complete and next steps will be evaluated by CORE.
How have results to date moved PF&R closer to completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete and ongoing
What are the plans and timelines for completing the BI? 2 <sup>nd</sup> Quarter Status: BI is complete and ongoing