

Transitioning to Direct Service

Operational Issues

Mike Montgomery
Klein Fire Department



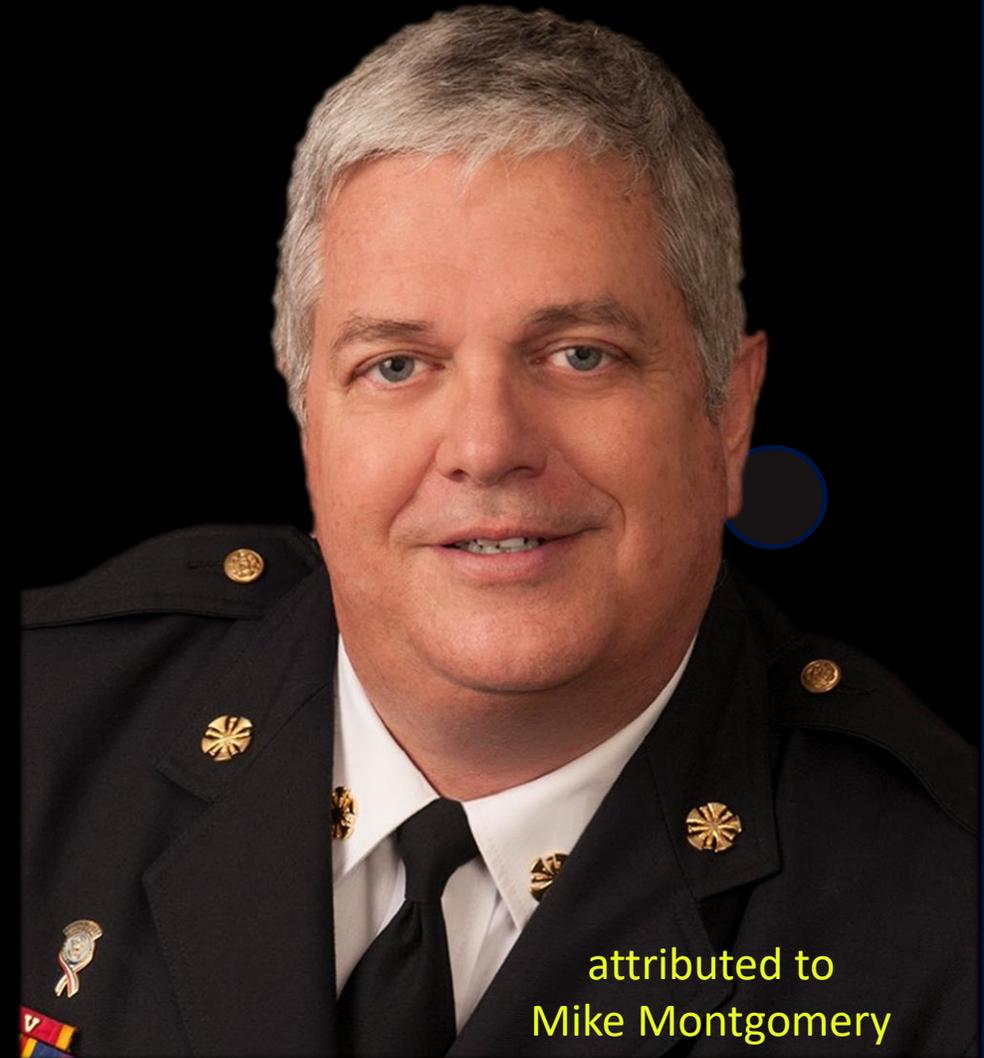
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informational and educational purposes only.**

It does not represent or replace jurisdictional policy

It is not intended as legal or financial advice.

You are strongly advised to seek legal counsel,
financial guidance and jurisdictional authorization
before taking any official action.

“The volunteer fire system was never intended to deal with the complexity and number of today’s emergency operations ...”



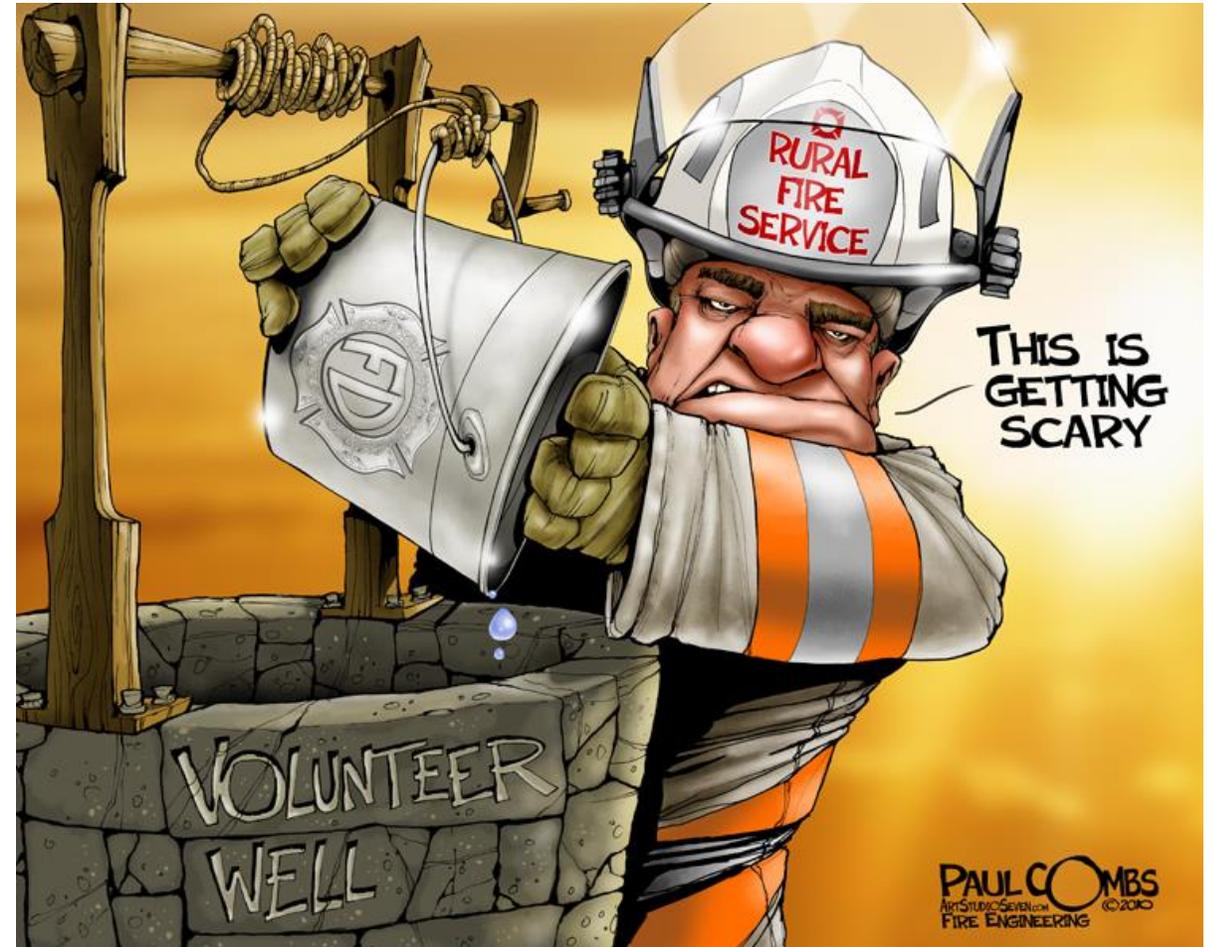
attributed to
Mike Montgomery

As an ESD Commissioner or Chief ...

**What keeps you
up at night ?**

What keeps you up at night ?

- **Growth / Development**
- **Staffing**
- **Funding**



Artwork from the Fire, Smoke, and Guts Portfolio ©by Paul Combs, <http://artstudioseven.com/>

A smooth and successful transition process

- **Requires ongoing and continuous alignment**
- **Alignment has three components**
 - careful planning
 - elimination of personal agendas
 - customer-oriented focus

Four Basic Questions

Where are we today?

Where do we need to be?

How will we get there?

How will we sustain it?

Assess

- Purpose
- Environment
- Needs
- SWOT

Define

- Vision
- Mission
- Values
- Themes

Plan

- Initiatives
- Goals
- Objectives
- Action Plans

Execute

- Capacity
- Finances
- Leadership
- Results

The transition process

- **Timing**
- **Transition checklist**
- **Stakeholder participation and communication**
 - Transition Committee
 - Recommendation by consensus
 - Ongoing communication
 - Periodic updates

OK ...
So, what's in
it for me?



It's all about your members

They will define your culture



Decision to transition

- **Forced transition**
 - legal ruling, public opinion, loss of trust, or difference in philosophy
- **Planned transition**
 - natural evolution, advantageous to both service provider and District



How do you know when it's time?

Transition Model

- **Leadership first**
 - Senior Leadership Team and Command Staff
- **Capital Assets**
 - Property, buildings, apparatus, and other vehicles
 - Transfer title and ownership to ESD
- **Members**
 - It's still *our* department – just under new management

The transition checklist

- Regulatory
- Staffing
- Benefits
- Identity
- Financial
- Organization
- Post-transition plan

Admin Transition Implementation Plan

Purpose → Intent 1 paragraph

This is a summary of the administrative steps needed to be completed as part of the transition process. Each requirement has been assigned to a committee member for completion. The target completion date and current status are also shown. Additional key steps may be added as needed.

Next update 1/9/2023

Item	Description	Assigned to	Target date	Status
1	Determine reason(s) for transition	ESD 16 Board Klein FD Board	Nov 2021	complete
2	Legally agree to make transition	ESD 16 Board Klein FD Board	Dec 2021	complete
3	Identify stakeholder groups	ESD 16 Board Klein FD Board	Dec 2021	complete
4	Form Transition Committee	Wilson / Barry	Dec 2021	complete
5	Conduct transition committee meetings	Wilson	Dec 2021	ongoing
6	Communicate results of committee meetings	Wilson / Pentifallo	Jan 10	ongoing
7	Decide on "Leadership first" (top down) Transition Model	ESD Board	Jan 10	complete
8	Appoint interim District Fire Chief	ESD Board	Jan 10	complete
9	Identify potential roadblocks	Committee	Jan	complete
10	Identify regulatory requirements	Montgomery	Jan 16	complete
11	NFIRS account transferred to ESD	McCombs	Feb 16	complete
12	Review and update transitional department organization	Montgomery	Feb 28	complete
13	Agree on ESD 16 dba Klein FD identity	ESD Board	Mar 1	complete
14	File application with TCFP (fire)	Montgomery	Mar 16	complete
15	File application with DSHS (EMS)	Ray	Mar 26	complete
16	Conduct job analysis and update rank structure and pay scale for sworn personnel	Montgomery	Mar 28	complete
17	Approve new pay scale and positions contingent on availability of funding	ESD Board	Mar 29	complete
18	Establish FD branding / identification	Pentifallo	Apr 15	complete
19	Complete transfer of payroll and HR functions to new HR group	Jones	May 1	complete

Item	Description	Assigned to	Target date	Status
20	Determine District benefits package	ESD Board	May 1	complete
21	Complete operational job descriptions	Montgomery	May 1	complete
22	Post permanent positions: ESD GM, Deputy Chief, Training Chief	Wilson	May 1	complete
23	Complete TCFP SOP update	Montgomery	May 1	complete
24	Complete DSHS SOP update	Ray	May 1	complete
25	TCFP FDID # issued	Montgomery	Jun 1	complete
26	Receive approval from TCFP (fire)	Montgomery	Jun 1	complete
27	TCFP FIDO account activated	Montgomery	Jun 1	complete
28	Receive approval from DSHS (EMS)	Ray	Jun 1	complete
29	SFFMA status updated	Montgomery	Jun 1	complete
30	Establish new shift staffing model	Montgomery	Jun 1	complete
31	Complete new organization chart	Montgomery	Jun 1	complete
32	Add ESD to SFMO TXFIRS FDID #	Montgomery	Jun 1	complete
33	Input members into DSHS	Ray	Jun 1	complete
34	Begin posting new SOPs	McHenry	Jun 1	complete
35	Begin transfer and onboarding of KFD members to ESD members	All	Jun 1	complete
36	Begin input of members into TCFP FIDO	Luker	Jun 1	complete
37	Improve onboarding process as needed	RIT-HR	Jul 1	complete
38	Complete ESD Member Handbook	RIT-HR	Jul 1	complete
39	Repurpose Transition Committee into Steering Committee	Montgomery	Jul 1	complete
40	Complete title transfer of all property, buildings, vehicles, assets	Legal	Aug 1	in process
41	Resolve KFD membership classifications	Committee	Aug 1	in process
42	Complete ESD 16/ KFD Style Guide	Pentifallo	Aug 1	in process
43	Determine future status of KVFD, Inc.	Klein FD Board	Aug 1	in process
44	Complete hire of permanent positions: ESD GM; Deputy Chief; Training Chief	ESD Board	Aug 1	in process
45	Complete transfer and onboarding of KFD members to ESD members	All	Aug 31	in process
46	Transfer all financial accounts	ESD staff	Aug 31	in process
47	Transfer procurement processes	ESD staff	Aug 31	in process
48	Notify vendors	ESD staff	Aug 31	in process
49	Transfer / close out POs / credit cards	ESD staff	Aug 31	not started

Regulatory Requirements

- **TCFP**

- Certification and documentation
- TCFP FDID # for TCFP and FIDO account
- Continuing role of SFFMA

- **DSHS**

- File application to establish a First Responder Organization
- Cannot transfer from contractor to ESD

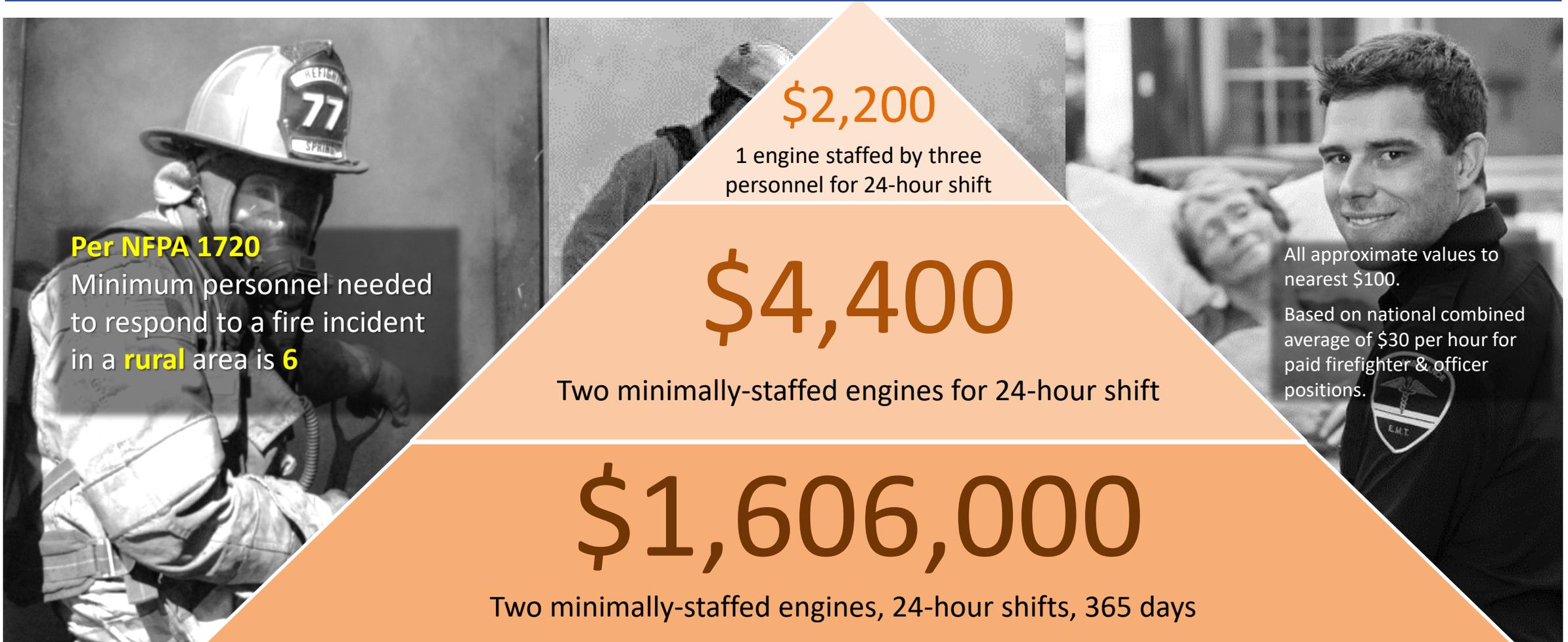


ESD Staffing Models



- **Fire protection personnel**
 - Averages 40 hours a week or more during a work cycle
- **Part-time fire protection employee**
 - Receives compensation but does not meet definition of full-time
- **Volunteer fire fighter or other auxiliary fire fighter**
 - May receive compensation up to \$15,080 = 2,080 hours at min. wage

Value of the Volunteer



Employee Benefits

- **Worker's Comp**
- **Medical -- Health, Dental, Vision, Supplemental Health/Gap**
- **Supplemental Insurance – Life, AD&D, Disability**
- **Pension / Retirement / Deferred compensation**
 - Social Security
 - TCDRS – Participation, % contribution, Vesting, Retirement, Match
 - 401k roll-over into 457B
 - LOSAP
 - Time buyback for employees

Identity and Branding

The ESD Advantage



Identity and Branding

- **Legal**

- Harris County ESD 16

HARRIS ★ COUNTY
EMERGENCY SERVICES DISTRICT



- **Recognizable**

- *dba* Klein Fire Department

- **What about the 501c corporation?**



Financial

- **Budget codes**
 - Revenue
 - Expenses – Payroll, Operations, Administration
 - Capital Expenditures
- **Bank Accounts**
- **Purchasing/Procurement processes**
 - Credit Cards/Debit Cards
 - Vendor Accounts
 - New tax-exempt documents

Organizational Documents

- **Organizational Chart**
 - Operations – Admin -- Support Services
- **Job Descriptions**
 - For every position
- **Member Handbook**
 - Policies / Standard Operating Processes (Guidelines / Procedures)
- **Organizational Plan**
- **Periodic updates and reports**

Communicate

- Philosophy
- Strategic Priorities
- Desired Outcomes



2023 Strategic Operations Plan Moving Forward ... Setting the Standard for Excellence



Mission Vision Values Expectations	To protect and serve our community by minimizing the loss of life or property from fire, medical, or other emergencies.	Our Strategic Priorities		
	We will make a difference in our community by providing the best possible public services.	Organizational Excellence	Member Engagement	Financial Integrity
	To provide the highest degree of customer service through our words, acts, and deeds. Honor • Integrity • Courage • Duty • Sacrifice	Provide a professional work environment that encourages members to excel as ethical and successful leaders in all aspects of their service, career or volunteer.	Provide members with meaningful and lasting opportunities for work empowerment and involvement in all aspects of their service, career or volunteer.	Provide strong financial expectations, structure, and processes which increase transparency and accountability in all financial matters.
	To meet / exceed the needs and expectations of our community and our response partners. Every day. Every way. Everyone.			

Our Strategic Objectives and Desired Outcomes **2022-23**

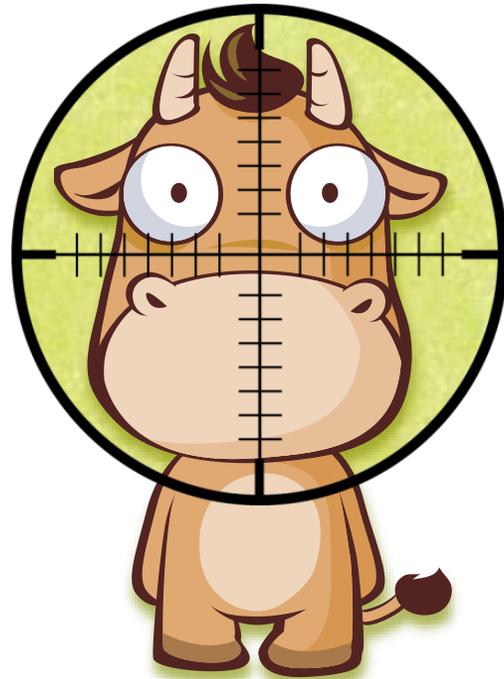
Our community	Provide competent, timely response	Provide 24/7 staffing at all stations	Reduce Community Risk	Improve community interaction
Our people	Recruit and retain the best available	Build expectations of excellence	Provide competitive pay	Provide professional development
Our work processes	Emphasize safety	Ensure regulatory compliance	Build leadership at all levels	Empower our members
Financial stewardship	Optimize Resource Alignment	Optimize procurement processes	Control and monitor inventory	Improve financial transparency
Sustainable future	Adopt balanced budgets	Create strategic and succession plans	Create a positive work culture	Sustain emergency reserve balance

Key elements of a Successful Transition

- Engage stakeholders early
- Use the past as a foundation
- Follow a checklist
- Anticipate and address concerns
- Share the plan – communicate, communicate, communicate



QUESTIONS ?



For more information:



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