



WHY ?

Consolidation of TC ESD 4 with the Austin Fire Dept.

- AFD provides response services to ALL of ESD4.
- ESD 4 assets could become City of Austin assets.
- Revenue generated by the ESD could be passed along to the COA.
- AFD would control the operation of our stations, apparatus, equipment and personnel.
- The ESD4 Board and minimal staff remains in place to administer the District and monitor the agreement.



©ProfessionalCivicServices 2018



WHY ?

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

**County
Taxpayers**

- City Council Members (10)
- City Manager's Office
- Fire Chief

**Austin
Taxpayers**

**District
Employees**

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff

**Austin Fire
Dept.**

- 1100 Firefighters / EMTs
- Local 975 Union

Motivation Theory- Why are you here?

- **Motivation** can be broadly defined as the forces acting on or within a person that cause the **arousal, direction, and persistence** of goal-directed, voluntary effort.
 - Forces..... causing effort

New Year's Resolutions for ~~2009~~ ~~2011~~ ~~2012~~ ~~2013~~ ~~2014~~ 2015

1. Lose ^{more} weight again
2. Get fit next year
3. Give up ~~alcohol~~ ^{and cigarettes} drink less
4. Stand up to boss ^{Find job}
5. Be nicer to my wife ^{Try to} ^{ex-} ^{life}

Not quite the
Motivation we
were hoping
for.

Motivation Theory- Why are you here?

1) **Motivation** can be broadly defined as the forces acting on or within a person that cause the **arousal**, **direction**, and **persistence** of goal-directed, voluntary effort.

2) **Motivation** is NOT a personality trait but rather mainly **situational**.

Classic Motivations Theories on *how to influence change*: (that your FC should know)

- Maslow's "Hierarchy of Need"
- Vroom's "Expectancy Theory"
- Herzberg' "Two-factor Theory"
 - Theory X and Theory Y

3 Broad Change Motivators for Organizations:

“We will change because.....”

- 1. The current situation is So Bad, just about anything has to be better.
- 2. The promise of a better future is So Attractive, change is worth the risk.
- 3. Someone or Something Forces Us to Change.

Pragmatic Storytelling

**A case-study of the many forms of motivation it took
to create major change.**

- 
- ESD Commissioners
 - County Commissioners Court
 - ESD Fire Chief

- City Council
- City Managers Office
- Fire Chief

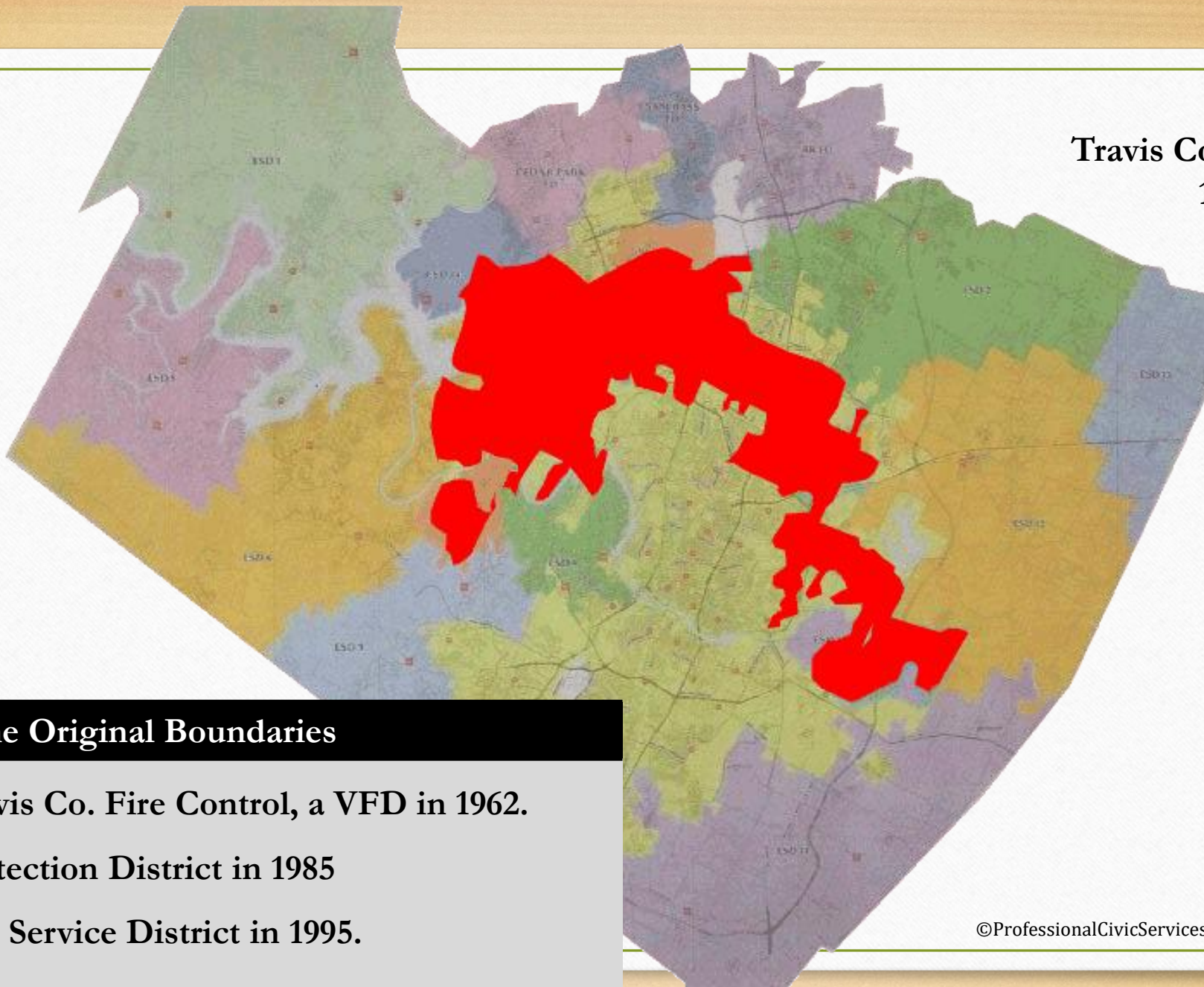
1. The current situation is no longer tenable.
2. The promise of a better future is just that attractive.
3. Someone or Something Forces Us to Change.

Again, WHY?

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

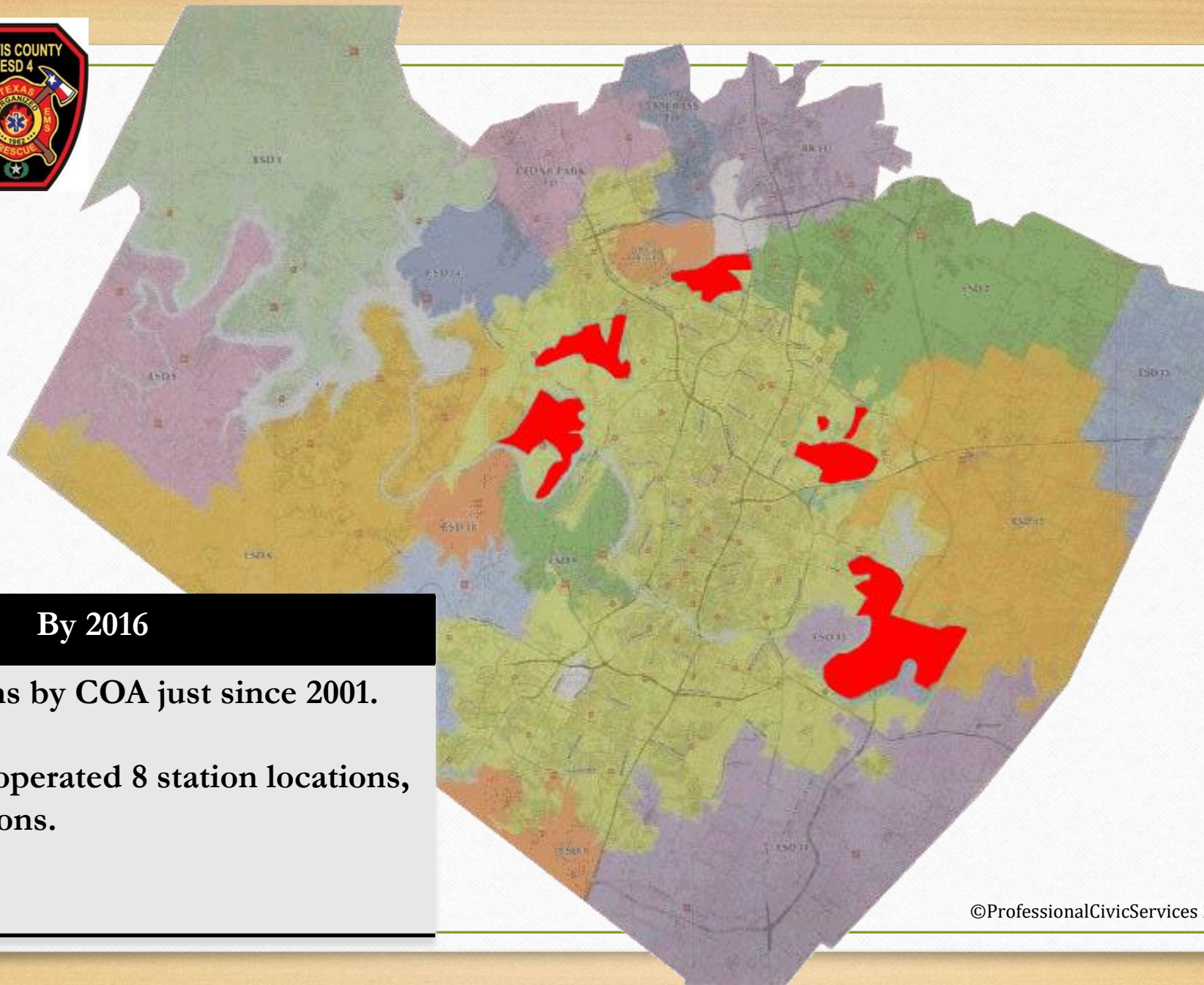
- 1100 Firefighters / EMTs
- Local 975 Union

Travis County ESD 4 1976



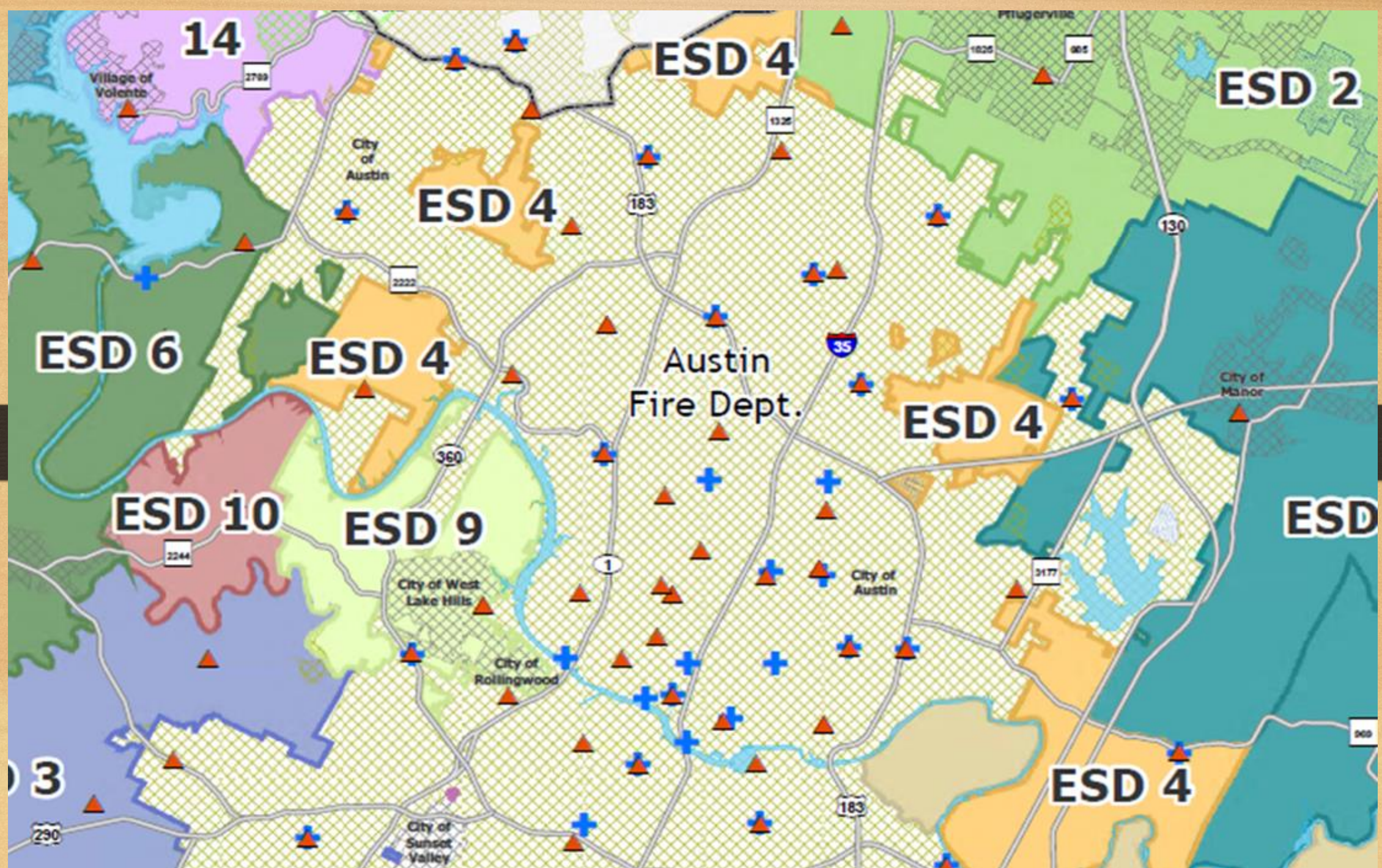
The Original Boundaries

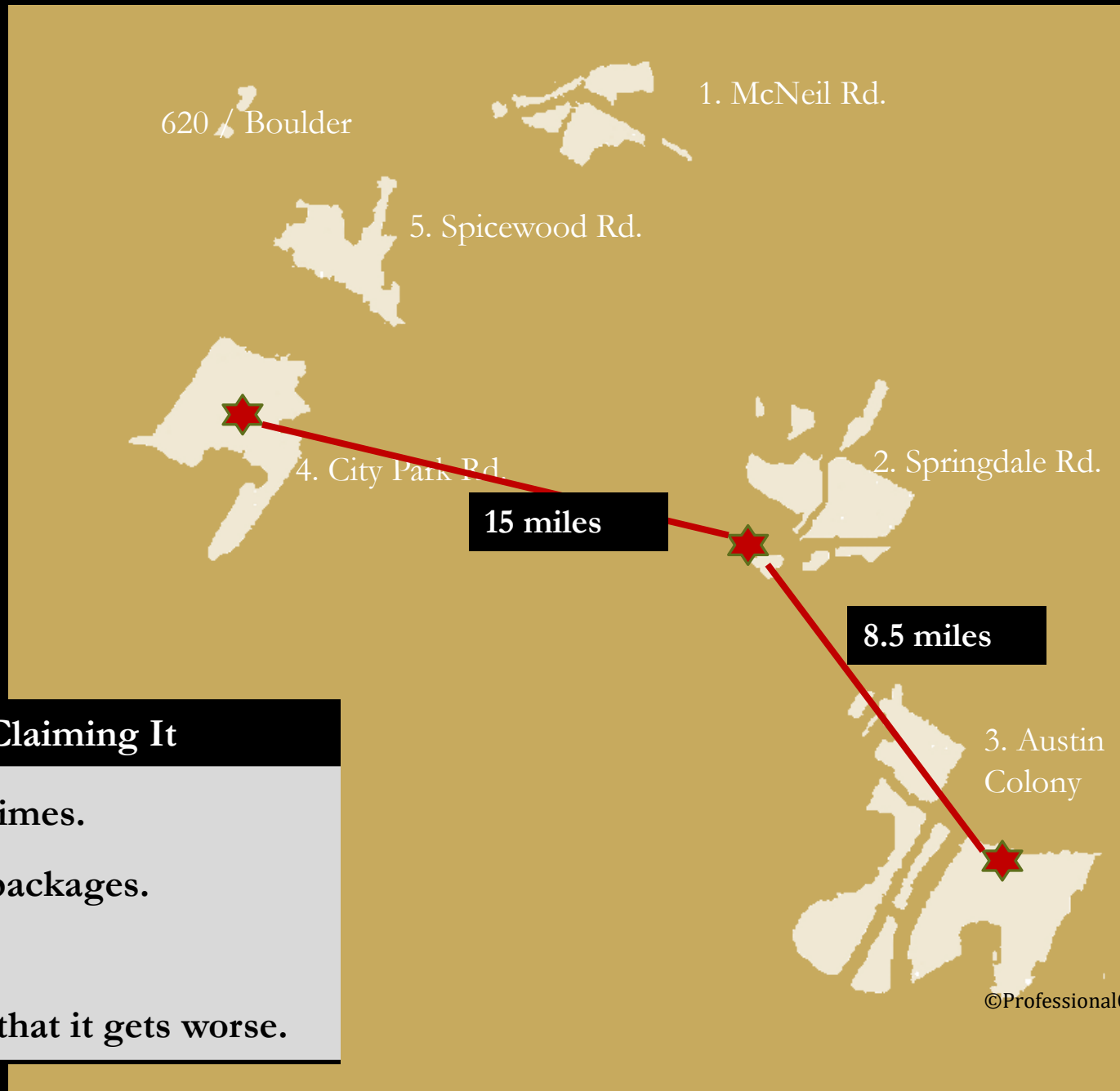
- Organized as Travis Co. Fire Control, a VFD in 1962.
- As Rural Fire Protection District in 1985
- As an Emergency Service District in 1995.



By 2016

- 52 annexations by COA just since 2001.
- Opened and operated 8 station locations, now at 3 stations.





Naming It and Claiming It

- Inadequate response times.
- Inadequate response packages.
- Inferior Service.
- The INEVITIBILITY that it gets worse.

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County
Taxpayers

*That's 2 of the 3 !!!!!
our work is done!!*

Motivators

1- Current situation is So Bad, we agree to seek change.



2- The Promise of a Better Future makes it worth it.



3- Someone or Something is Forcing Change.



Opposing any change is the Status Quo.

- **Latin for “existing state”**
- How often do your leaders challenge the status quo or ask employees to think outside the box?
- Harvard Business Review put the question to more than 1,000 employees across industries nationwide. The result? 42% said never or almost never, 32% said sometimes, and 26% said fairly often or very often. Only 3% said always.

Reasons the Status Quo Wins

- A reluctance to “Name It and Claim It”.
 - the spotlight of accountability.
- The Fear of (sometimes very real) Risk.
- The organization is not ready.
- Great Managers are not always Leaders.

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County
Taxpayers



Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.	✓	1- An unwillingness to “Name It and Claim It”.	✗
2- The Promise of a Better Future makes it worth exploring?	✓	2- The Fear of (very real) Risk. ✓	✗
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready.	✓



They could be accused of:

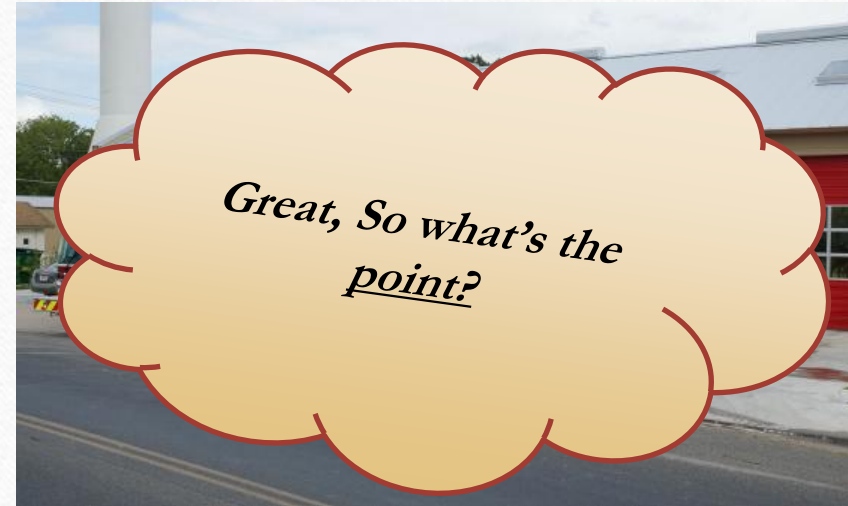
- Being naïve and over trusting of the COA.
- Of wasting taxpayer dollars.
- Of encouraging annexation.
- Of discarding a 55 year old organization.
- They will close my fire station!!!

Real Liabilities:

What happens if this falls apart in 3 years and you have given everything away?

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief
- HOAs
- Business

County Taxpayers



Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.	✓	1- An unwillingness to “Name It and Claim It”.	✗
2- The Promise of a Better Future makes it worth the risk.	✓	2- The Fear of (very real) Risk.	✗
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready.	✓



- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County Taxpayers

- City Council
- City Managers Office
- Fire Chief

Austin Taxpayers

District Employees

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

Austin Fire Dept.

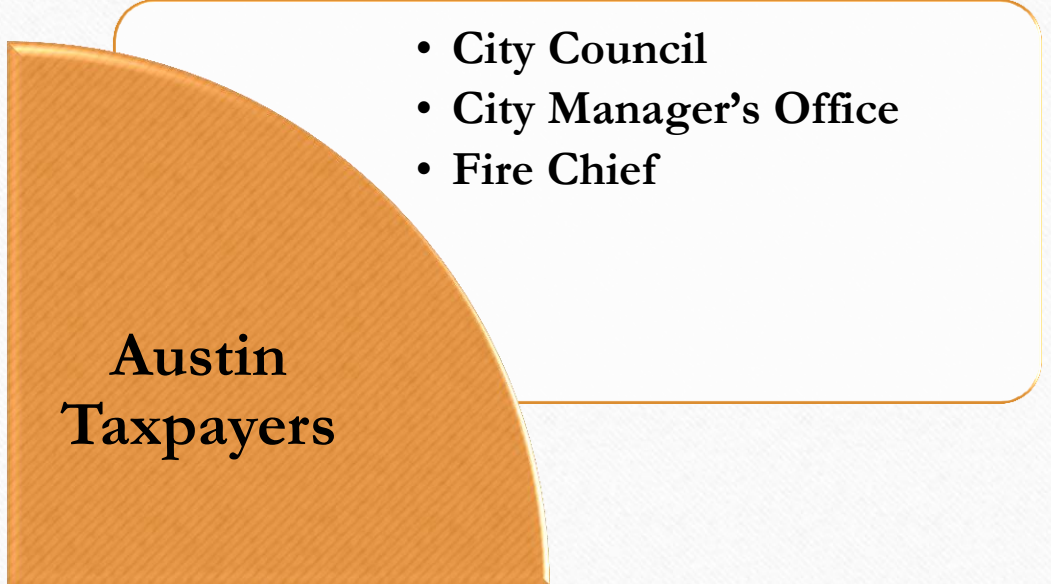
- 1100 Firefighters / EMTs
- Local 975 Union

Growth

- Austin's population grew by 38 percent in the past 15 years and its not slowing down!
- At least 5 fire stations behind.
- The cost per station between \$6 to \$8 million.

Last fire station the COA built was 2009.

- Response time goals are starting to feel the strain; starting to climb.
- Annexation Bills in the Legislature.



Austin Taxpayers

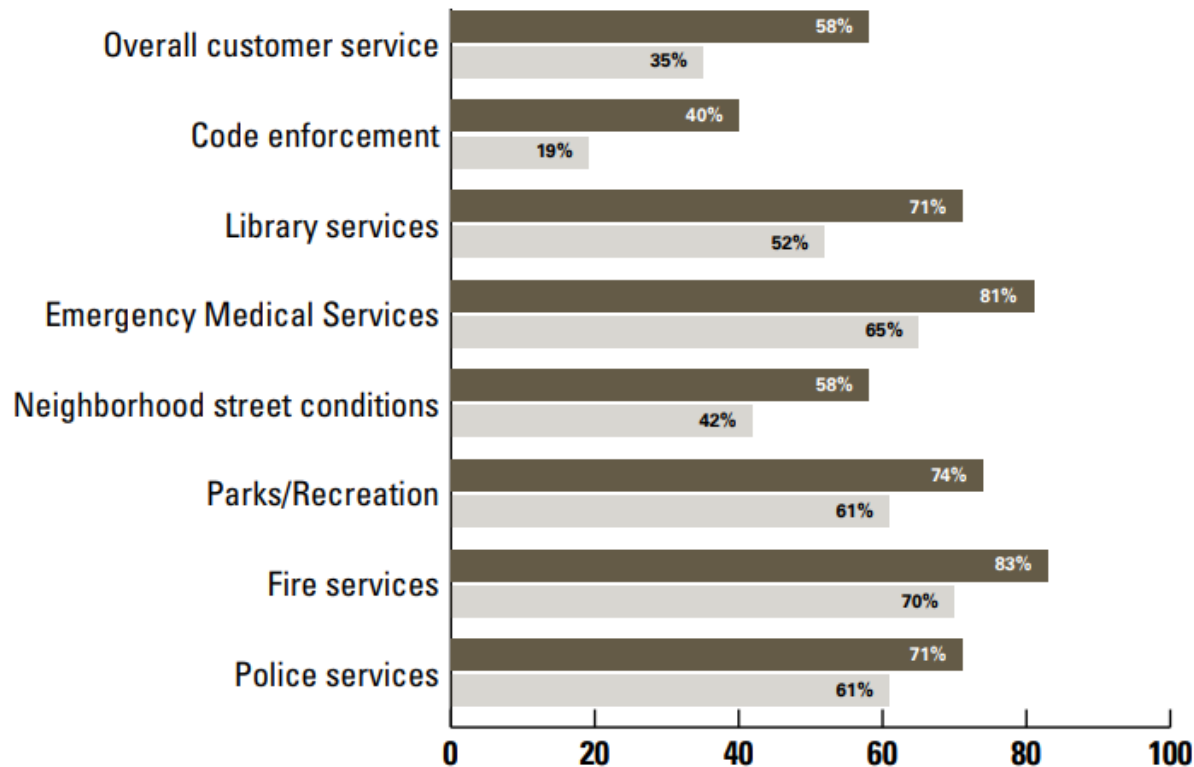
- City Council
- City Manager's Office
- Fire Chief

Workforce

- Under a Federal Consent Decree regarding hiring a Diverse workforce.
- Chronically understaffed.
Runaway Added-Time cost.

HOW AUSTINITES SEE AUSTIN

Austin vs. cities of more than 500,000



*** Percentages in both charts reflect those answering 4 or 5 (satisfied/very satisfied) on a scale of 1 to 5.

Austin Taxpayers

- City Council
- City Manager's Office
- Fire Chief

Customer surveys.
Statewide reputation / benchmarks.

Despite the traffic and cost-of-living,
ATX gains thousands of residents
every year.



Austin Taxpayers

- City Council
- City Manager's Office
- Fire Chief

Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.	✗	1- An unwillingness to “Name It and Claim It ”.	✗
2- The Promise of a Better Future makes it worthwhile.		2- The Fear of (very real) Risk.	✓
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready. ✓	✗

©ProfessionalCivicServices 2018

City services into the county!



They could be accused of:

- Giving away City services to the County.
Actual Station costs including Added Time.
- Favoring the West Side over the East Side.
- Not supporting Diversity.

- City Council
- City Managers Office
- Fire Chief

Austin
Taxpayers

Real Liabilities:

**30 bodies &
Two Fire Stations....
Forever.**



Why would
Austin
Taxpayers
Say Yes?

- City Council
- City Manager's Office
- Fire Chief

Motivators		Status Quo Resisters	
1- Current situation is So BAD, anything is better.	✗	1- An unwillingness to “Name It and Claim It”.	✗
2- The Promise of a Better Future makes it worthwhile.	✓	2- The Fear of (very real) Risk.	✓
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready.	✗

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County
Taxpayers

- City Council
- City Manager's Office
- Fire Chief

Austin
Taxpayers

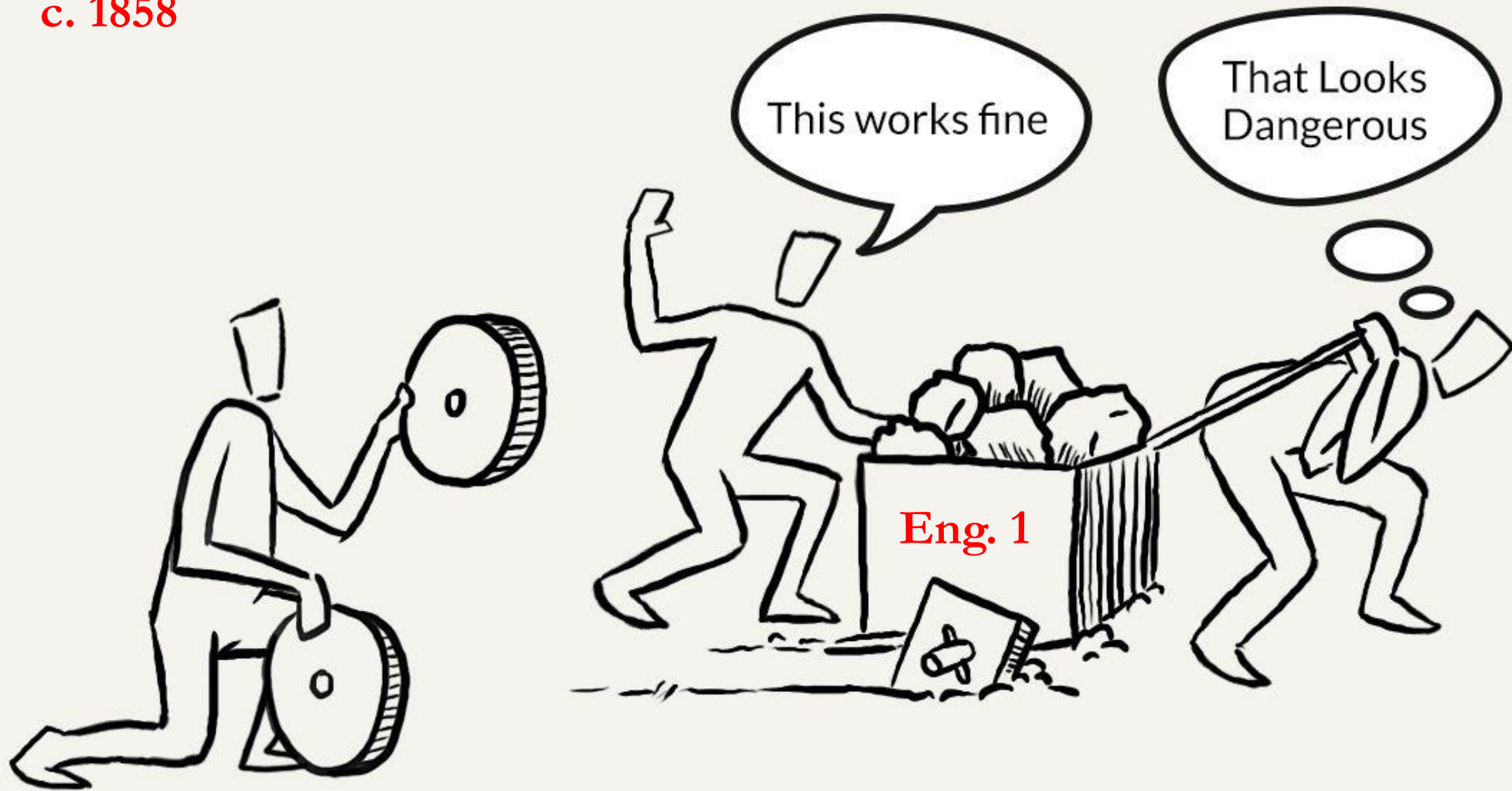
District
Employees

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

Austin Fire
Dept.

- 1100 Firefighters / EMTs
- Local 975 Union

c. 1858



- Large Municipal Department.
- Civil Service Protections.
- Collective Bargaining Rights.
- 27 yr average length of service.
- <1% annual forced attrition.
- Perennial top salaries in the state.
- Arguably one of the finest pensions in the country.
- And their citizens usually like them.



**Austin Fire
Dept.**

**1100 Firefighters /
EMTs**

- **Local 975 Union**

And there is **ONLY** one way in.



Austin Fire
Dept.

- 1100 Firefighters / EMTs
- Local 975 Union

Civil Service Hiring “Protections”

Or

Processes Agreed to in the *Labor Contract*.

Who is Eligible? **Age, Education, Background.**

Testing Procedures? **CPAT, Run, Agility course**
NO WRITTEN EXAM?!

Initial Training Standards? **Modified Academy**

What Rank? **Firefighter**

Does Seniority transfer? **2 years**

Merger Pensions? **No**

Are they eligible to work Added-Time?



Austin
Fire
Dept.

- 1100 Firefighters / EMTs
- Local 975 Union



Reward

--Vs--

Risk

- 1) Hiring Un-Qualified co-workers.
- 2) Losing Control of a Bargaining Chip.

Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.	✗	1- An unwillingness to “Name It and Claim It”.	✗
2- The Promise of a Better Future makes it worth it.		2- The Fear of (very real) Risk. ✓	✗
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready.	✗



Reward

Risk

--Vs--

- 1) Hiring Un-Qualified co-workers.
- 2) Losing Control of a Bargaining Chip.

2- The Fear of ~~(very real)~~ Risk.

3- The Organization is not ready.



**Austin
Fire
Dept.**

1100 Firefighters /
EMTs

- Local 975 Union

Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.	✗	1- An unwillingness to “Name It and Claim It”.	✗
2- The Promise of a Better Future makes it worth it. (promotions)	✓	2- The Fear of (very real) Risk. (Labor contract protections) ✓	✗
3- Someone or Something is Forcing Change.	✗	3- The Organization is not ready.	✗

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County
Taxpayers

- City Council
- City Managers Office
- Fire Chief

Austin
Taxpayers

District
Employees

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

Austin Fire
Dept.

- 1100 Firefighters / EMTs
- Local 975 Union



Demographics

- Average age- 27 year old.
- Average length of service with ESD4 – 7 years.
- Most senior paid staff was at 16 years.
- Most senior office staff was at 20 years.

Benefits

- Salary was average for TC ESDs.
- PTO, Medical, etc... were in line.
- Pension was only 2.5 years old.
- Organized Local 4848 in 2012.
- No Civil Service
- No Collective Bargaining.

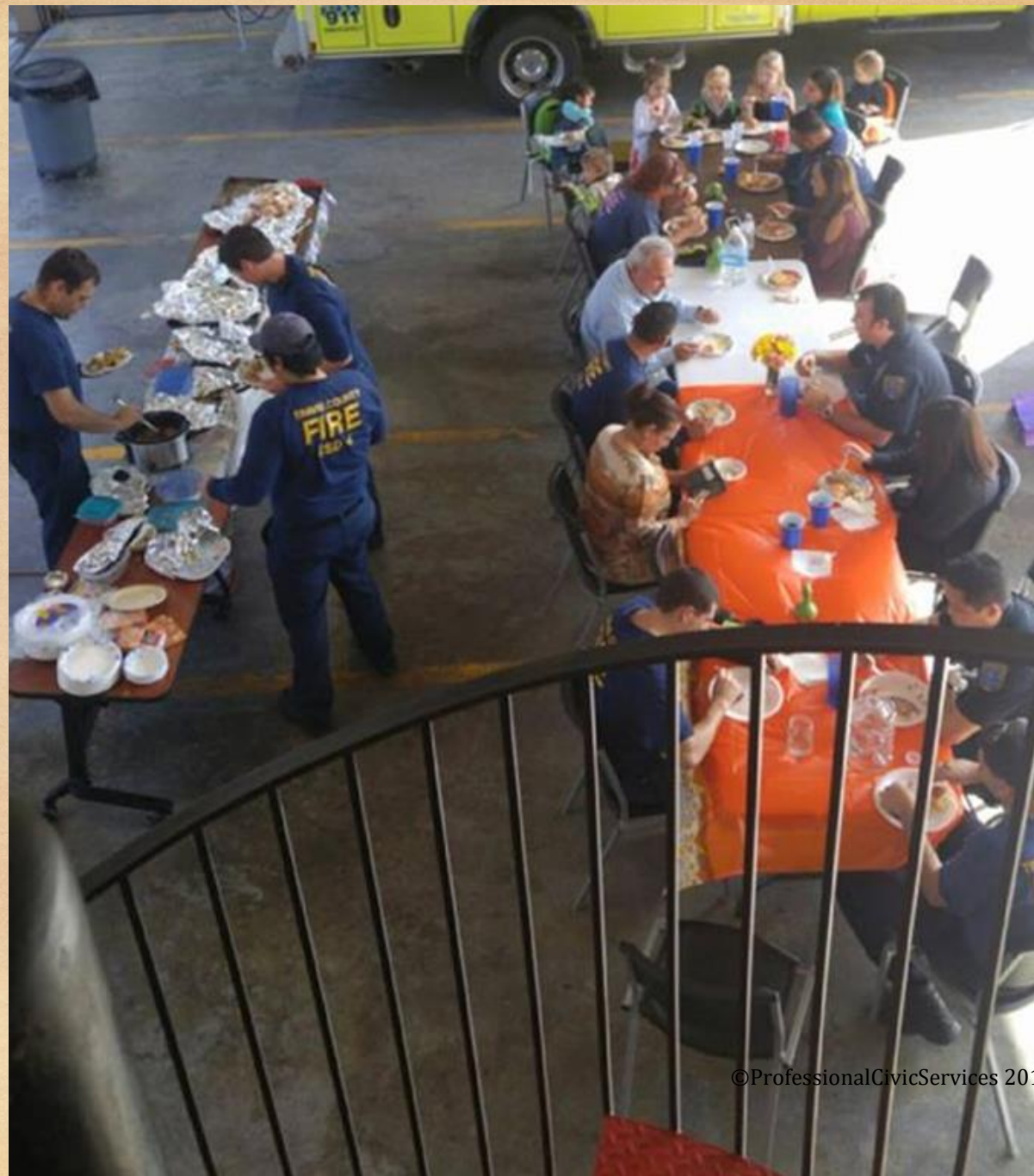
©ProfessionalCivicServices 2018

District Employees

- 30 Firefighters/ EMTS
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

Thanksgiving,
2016

During the
heaviest part of
the negotiations.










PROs

- “Brass Ring” opportunity.
- Could *bypass* a major obstacle.
- Everyone was eligible.

CONs

- Can’t or Don’t means you have no job.
- There were very few *guarantees*.

Why would the Workforce say Yes ?

Motivators		Status Quo Resistors	
1- Current situation is So BAD, anything is better.		1- An unwillingness to “Name It and Claim It”.	
2- The Promise of a Better Future makes it worth it.	 	2- The Fear of (very real) Risk.	
3- Someone or Something is Forcing Change.		3- The Organization is not ready.	

- ESD Commissioners
- County Commissioners Court
- ESD Fire Chief

County
Taxpayers

- City Council
- City Managers Office
- Fire Chief

Austin
Taxpayers

District
Employees

- 30 Firefighters/ EMTs
- Local 4848 Union
- Admin & Support Staff
- Neighborhood groups.

Austin Fire
Dept.

- 1100 Firefighters / EMTs
- Local 975 Union

June 14th, 2017

The importance of *Publicly* Saying Yes



Yes, If-

The service is improved and the cost remains the same.

Yes, If-

The additional stations and personnel do not hurt us and it is cost neutral.

Yes, If-

The hiring standards are maintained and we get more opportunities.

Yes, If-

There is no other way and we get a fair chance to transfer.

Theory Application

- **Motivation** can be broadly defined as the forces acting on or within a person that cause the **arousal, direction, and persistence** of goal-directed, voluntary effort.
- Motivation is not a *personality* trait- It is mainly **situational**.
- These forces must be **clarified** and **itemized**, never assumed.
- **THEN USE THAT KNOWLEDGE TO LEAD CHANGE**

The Rest of the Story

- The official process took 18 months.
- Austin took over operations Oct. 29, 2017.
- The same 5 commissioners were in place for the whole 18 months.
- Of the 28 eligible full-time employees, 14 are working full time for COA.
- Once a year, in April, we re-assess the contract and make adjustments as part of the Budget Process.

Travis County ESD 4

14312 Hunter Bend Road

Austin, Texas

1 512 836-7566

www.esd4.org

Peter Torgrimson, President

Charles Alexander, Secretary

David Bailey, District Administrator

pcsdbailey@gmail.com

procivicservices.com

What about using “it’s the right thing to do” as the motivator?

We should take care of our employees- it’s the right thing to do.

We should close down a fire station- it’s the right thing to do.

We should let County residents have access to City services- it’s
the right thing to do..

What about “it’s the right thing to do” ?

Reluctantly used as a change motivator, because-

- 1) Unless you have explored and itemized both sides- it just sounds like an accusation.**
- 2) The answers are not short bullet points.**
- 3) In most instances is this was utilized as a tie-breaker.**