

## Fund or Program Description

This budget category includes the traditional operations of the Fire Chief's office, including District Command personnel and District-wide Planning, Emergency Management, and Behavioral Health functions. The Fire Chief's Office provides direction, supervision, coordination, and general support to the District's operations.

## Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,856,806	\$ 1,837,796	\$ 2,326,919	\$ 2,907,052
Materials & Services	771,535	828,189	997,284	1,125,169
<b>Total Expenditure</b>	<b>\$ 2,628,341</b>	<b>\$ 2,665,985</b>	<b>\$ 3,324,203</b>	<b>\$ 4,032,221</b>

## Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Chief of Staff <sup>1</sup>	0.00	0.00	1.00	1.00
Business Manager <sup>1</sup>	1.00	1.00	0.00	0.00
Public Affairs Chief <sup>2</sup>	1.00	1.00	1.00	1.00
Public Affairs Manager <sup>3</sup>	0.00	1.00	1.00	0.00
Public Affairs Coordinator	0.00	0.00	0.00	1.00
Behavioral Health Specialist <sup>4</sup>	0.00	0.00	1.00	1.00
Executive Assistant	1.00	2.00	2.00	2.00
Administrative Supervisor <sup>5</sup>	1.00	0.00	0.00	0.00
Records Analyst	1.00	1.00	1.00	1.00
Program Planner <sup>6</sup>	0.00	0.00	0.00	1.00
Planning Analyst <sup>6</sup>	0.00	0.00	0.00	2.00
Planning Specialist <sup>6</sup>	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>	<b>16.00</b>

<sup>1</sup> Business Manager promoted to Chief of Staff, effective January 16, 2014.

<sup>2</sup> Partnership and Public Information Manager reclassified to Public Affairs Chief, effective January 1, 2013.

<sup>3</sup> Public Affairs Manager added, effective April 16, 2013.

<sup>4</sup> Behavioral Health Specialist moved from Cost Center 10421, effective July 1, 2014.

<sup>5</sup> Administrative Supervisor reclassified to Executive Assistant, effective November 1, 2012.

<sup>6</sup> Planning personnel moved from Cost Center 10505, effective July 1, 2014.

## Fire Chief's Office, continued

### 2014-15 Significant Changes

The increase in Personnel Services reflects the combining of Planning Department personnel into this budget.

Materials and Services were increased over the prior year revised budget, due to the combination of the Planning Department into the Fire Chief's Office. Account 5330 accounts for building furniture needs, and sit/stand desk modifications for department personnel. External training and per diem were increased for the transfer of the Planning budget, as well as increased Fire Chief travel for national organization positions. The Command and Business Operations Center building costs are included within the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, 5436; Custodial Services in account 5416 and Building Maintenance account 5361. Items included in Building Maintenance include external contracts for the heating system, UPS systems, HVAC, generator systems, window cleaning, and alarm and access entry monitoring. Account 5350 includes generator fuel expenses for the weekly running and testing of the facility's generators designed to keep the command center running 78 hours without external power. To meet regulations, the generators are cycled weekly. Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413 provide for the District's fire service lobbying contract and legislative assistance; and account 5414, Professional Services, reflects funding for public attitude research, strategic planning, land use services, and other matters on issues as directed by the Board of Directors. Account 5484, Postage, contains \$31,000 for District-wide annual mailing of "Safety Matters."

### Status of 2014-15 Service Measures

- Participate in intergovernmental initiatives with the potential to enhance service provisions, increase cooperation, and/or create efficiencies or cost savings for the District.

Goal(s)/Call(s) for Action: I/1, 2, and 3; III/1; VI/1; VII/1 and 3  
Service Type(s): Management  
Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts.  
Status or Outcome: The Fire Chief's Office continues to evaluate what intergovernmental agreements should continue for the benefit of the District and which ones should cease to exist. Particular focus is on Fleet Services Agreements and Occupational Health and Wellness Agreements.

- Direct the management of all bond projects in accordance with established schedules, laws, budget, and ensure strategic communication and community outreach.

Goal(s)/Call(s) for Action: I/1; VI/1 and 2; VII/3  
Service Type(s): Management  
Measured By: Adherence to the Capital Bond Projects calendar, and completion of identified projects on time and within budget.  
Status or Outcome: The Capital Bond Program is on track and accomplishing the projects that were planned, even with the dynamic variables that continue to be introduced.

## Status of 2014-15 Service Measures, continued

- Administration of the District's records management system as required by local, state, and federal guidelines.

Goal(s)/Call(s) for Action: VI/2  
 Service Type(s): Mandatory  
 Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.  
 Status or Outcome: The District continues to improve its records management practices. Areas designated for physical records storage continue to be developed and electronic records retention has become a focus. In response to retention needs identified by requests for public records and legal discovery, the District has purchased, and is in the process of implementing, an email retention tool that will allow for improved management of the District's email records.

- Administration of the District's risk management process.

Goal(s)/Call(s) for Action: IV/1; VI/1  
 Service Type(s): Essential  
 Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.  
 Status or Outcome: Personnel continue to submit reports which are then uploaded to the Risk Management intranet site to collect data points that are reviewed by the Safety Committee for review of trend analysis, cause and cost of accidents, injuries, and near-miss events.

- Facilitate internal District communications.

Goal(s)/Call(s) for Action: I/5; V/4  
 Service Type: Essential  
 Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.  
 Status or Outcome: District communications continue to be adequate. Multiple communication channels are being utilized with a renewed focus on in-person communications.

- Support the mental and emotional health of District personnel through a Behavioral Health Program.

Goal(s)/Call(s) for Action: IV  
 Service Type(s): Essential  
 Measured By: Utilization of the Peer Support Counselors. Coordination of defusing and debriefings that are a result of emergency response. Periodic review of the program by the Behavioral Health Specialist.  
 Status or Outcome: Support for the mental and emotional health of District employees continues. 12 Peer Counselors are active; debriefings have occurred when needed and additional steps are being taken to understand the program expansion need.

### Status of 2014-15 Change Strategies

- Diversity – Continue the support of the Goal V chartered committee to develop and implement the Goal V strategic plan to increase cultural competency and inclusion at TVF&R that builds trust in the diverse communities it serves.

Goal(s)/Call(s) for Action: V  
Budget Impact: Increase required  
Duration: Year 4 of 5  
Budget Description: Staff time, additional materials, supplies.  
Partner(s): District-wide  
Status or Outcome: Progress continues to be made towards having a culturally competent and inclusive TVF&R.

- Refine the District's risk management data collection process – The District's current data collection process consists of Word documents that are saved to SharePoint document libraries, where information is manually entered into data fields for each report. This is a time-consuming and inefficient process for the collection, retention, and analysis of this information. Staff would like to explore integrating this information into the existing OnSceneRMS incident reporting system.

Goal(s)/Call(s) for Action: IV/1 and 3; VI/1  
Budget Impact: Increase required  
Duration: Year 2 of 3  
Budget Description: Initial efforts will be focused on injury and exposure reporting. Staff will determine if the current system meets the data collection needs. If the system does not, an increase in funding will be required for enhancements to OnSceneRMS. If the system does meet the current need, upgrades can be made utilizing the existing annual maintenance costs for the system.  
Partner(s): EMS, Occupational Health and Wellness, Human Resources, Integrated Operations, Information Technology, Safety, Training  
Status or Outcome: Accomplishments associated with this change strategy have been limited this past year with initial planning occurring with the OnSceneRMS vendor.

- Rebuild the peer Critical Incident Stress Management (CISM) program.

Goal(s)/Call(s) for Action: IV  
Budget Impact: Increase required  
Duration: Year 2 of 2  
Budget Description: Funding to support 12 Peer Support counselors, to include relief for semi-annual meetings, office supplies for kits, and some local training.  
Partner(s): Integrated Operations  
Status or Outcome: This change strategy has been accomplished and should transition to a Service Measure.

### Status of 2014-15 Change Strategies, continued

- Just Culture – Just Culture is a system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes. Implementing a formalized Just Culture system will complement the District's culture by placing less focus on events, errors, and outcomes, and more focus on risk, system design, and the management of behavioral choices. There are three manageable behaviors based on the choices of those in the system – human error, at-risk behavior, and reckless behavior. A Just Culture strongly encourages the creation of an environment of free and open reporting within process systems. This helps build a culture that continues to encourage coaching and honesty at all levels, in order to bring about the best possible outcomes.

Goal(s)/Call(s) for Action:	IV; VI/1; VII/4
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Initial efforts will be focused on training identified management personnel in order to obtain foundational understanding of a Just Culture, as well as developing a plan to implement the system throughout the District.
Partner(s):	Human Resources, Safety, (will ultimately touch all departments and divisions)
Status or Outcome:	Accomplishments associated with this change strategy have been limited this past year.

### Additional 2014-15 Accomplishments

- Successfully transitioned Executive Assistant's position.
- Transitioned the planning function to the FCO.
- Negotiated a three-year contract extension with Local 1660.



## Fire Chief's Office, continued

### 2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted <sup>1</sup>	✓	✓	✓	n/a	✓
<i>Percentage of Citizens Identifying     TVF&amp;R as Their Fire Department</i>	75%	78%	n/a	n/a	76%
<i>Percentage of Citizens Identifying     TVF&amp;R as Their EMS Provider</i>	53%	58%	n/a	n/a	64%
Ad Equivalency of News Stories Calculated	*	\$263,915	\$375,000	\$375,000	\$450,000
Community Academy Graduates	7	10	16	10	12

<sup>1</sup> Survey conducted in FY13-14 specific to Local Option Levy planning efforts.

<sup>3</sup> The District did not contract with an external vendor to track its traditional media coverage in 2011-12. See the District's Report Card (Goal 2) for a complete review of its social media, YouTube, and website performance.

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

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

- Participate in intergovernmental initiatives with the potential to enhance service provisions, increase cooperation, and/or create efficiencies or cost savings for the District.

Goal(s)/Call(s) for Action: I/1, 2, and 3; III/1; VI/1; VII/1 and 3  
Service Type(s): Management  
Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts.

- Direct the management of all bond projects in accordance with established schedules, laws, budget, and ensure strategic communication and community outreach.

Goal(s)/Call(s) for Action: I/1; VI/1 and 2; VII/3  
Service Type(s): Management  
Measured By: Adherence to the Capital Bond Projects calendar, and completion of identified projects on time and within budget.

- Administration of the District's records management system as required by local, state, and federal guidelines.

Goal(s)/Call(s) for Action: VI/2  
Service Type(s): Mandatory  
Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.

## 2015-16 Service Measures, continued

- Administration of the District's risk management process.

Goal(s)/Call(s) for Action: IV; VI/1  
 Service Type(s): Essential  
 Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.

- Facilitate internal District communications.

Goal(s)/Call(s) for Action: I/5; V/4  
 Service Type: Essential  
 Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

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

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

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

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

- Support the mental and emotional health of District personnel through a Behavioral Health Program.

Goal(s)/Call(s) for Action: IV  
 Service Type(s): Essential  
 Measured By: Utilization of the Peer Support Counselors. Coordination of defusing and debriefings that are a result of emergency response. Periodic review of the program by the Behavioral Health Specialist.

### 2015-16 Service Measures, continued

- Provide Critical Incident Stress Defusing/Debriefing services to District employees.

Goal(s)/Call(s) for Action: IV  
Service Type(s): Essential  
Measured By: Providing, where needed, formal Critical Incident Stress Management (CISM) processes post incident. Acting upon the request of District employees after the occurrence of traumatic incidents. Maintaining adequate CISM skills demonstrated by the Behavioral Health Specialist.

### 2015-16 Change Strategies

- Mental Health Wellness – Increase the support of District-wide initiatives that contribute to the mental health wellness of employees. Specifically focus on the emerging mindfulness training that is rapidly becoming the mental health training curriculum for emergency responders.

Goal(s)/Call(s) for Action: IV  
Budget Impact: Increase required  
Duration: Year 1 of 3  
Budget Description: Course registration/tuition, staff time, and additional materials and supplies.  
Partner(s): District-wide

- Diversity – Continue the support of the Goal V chartered committee to develop and implement the Goal V strategic plan to increase cultural competency and inclusion at TVF&R that builds trust in the diverse communities it serves.

Goal(s)/Call(s) for Action: V  
Budget Impact: Increase required  
Duration: Year 5 of 5  
Budget Description: Staff time, additional materials, supplies.  
Partner(s): District-wide

- Refine the District's risk management data collection process – The District's current data collection process consists of Word documents that are saved to SharePoint document libraries, where information is manually entered into data fields for each report. This is a time-consuming and inefficient process for the collection, retention, and analysis of this information. Staff would like to explore integrating this information into the existing OnSceneRMS incident reporting system.

Goal(s)/Call(s) for Action: IV/3; VI/1  
Budget Impact: Increase required  
Duration: Year 3 of 3  
Budget Description: Upgrade OnSceneRMS based upon the assessment conducted of the reporting needs and reporting potential of the system.  
Partner(s): EMS, Occupational Health and Wellness, Human Resources, Integrated Operations, Information Technology, Safety, Training



## 2015-16 Change Strategies, continued

- **Just Culture** – Just Culture is a system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes. Implementing a formalized Just Culture system will complement the District's culture by placing less focus on events, errors, and outcomes, and more focus on risk, system design, and the management of behavioral choices. There are three manageable behaviors based on the choices of those in the system – human error, at-risk behavior, and reckless behavior. A Just Culture strongly encourages the creation of an environment of free and open reporting within process systems. This helps build a culture that continues to encourage coaching and honesty at all levels, in order to bring about the best possible outcomes.

Goal(s)/Call(s) for Action: IV/1, A and C; VI/1; VII/4  
 Budget Impact: Increase required  
 Duration: Year 2 of 3  
 Budget Description: Initial efforts will be focused on training identified management personnel in order to obtain foundational understanding of a Just Culture, as well as developing a plan to implement the system throughout the District.  
 Partner(s): Human Resources, Safety, (will ultimately touch all departments and divisions)

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

Goal(s)/Call(s) for Action: All  
 Budget Impact: Increase required  
 Duration: Year 4 of 4  
 Budget Description: Funding required for consulting and integration services to continue with the expansion of the system and focus on the Pre-Plan, Standards of Cover, Unit Performance and Sit-Stat modules.  
 Partner(s): All departments



# Fire Chief's Office, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
<b>10150 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 1,034,850	\$ 1,158,995	\$ 1,323,303	\$ 1,646,433	\$1,646,433	\$1,646,433
5004 Vacation Taken Nonunion	62,843	49,713	96,204	124,822	124,822	124,822
5006 Sick Taken Nonunion	9,003	26,798	19,246	24,972	24,972	24,972
5008 Personal Leave Taken Nonunion	11,130	4,364	8,251	10,706	10,706	10,706
5010 Comp Taken Nonunion	906	615				
5015 Vacation Sold	59,452	31,349	83,439	101,836	101,836	101,836
5016 Vacation Sold at Retirement	2,644	10,436				
5017 PEHP Vac Sold at Retirement	95,412					
5021 Deferred Comp Match Nonunion	51,492	53,636	79,766	148,297	148,297	148,297
5121 Overtime Nonunion	551	314	1,000	3,000	3,000	3,000
5123 Comp Time Sold Nonunion	310					
5201 PERS Taxes	251,528	216,093	325,363	363,278	363,278	363,278
5203 FICA/MEDI	76,270	81,884	124,708	148,071	148,071	148,071
5206 Worker's Comp	18,464	17,500	29,341	37,506	37,506	37,506
5207 TriMet/Wilsonville Tax	8,382	9,217	11,968	15,088	15,088	15,088
5208 OR Worker's Benefit Fund Tax	257	315	448	604	604	604
5211 Medical Ins Nonunion	113,069	122,663	163,800	180,579	180,579	180,579
5221 Post Retire Ins Nonunion	8,250	7,950	10,800	14,175	14,175	14,175
5230 Dental Ins Nonunion	14,196	14,285	13,818	24,616	24,616	24,616
5240 Life/Disability Insurance	8,279	7,576	13,964	22,319	22,319	22,319
5270 Uniform Allowance	1,287	1,964	2,660	2,500	2,500	2,500
5290 Employee Tuition Reimburse				11,610	11,610	11,610
5295 Vehicle/Cell Allowance	28,230	22,130	18,840	26,640	26,640	26,640
<b>Total Personnel Services</b>	<b>1,856,806</b>	<b>1,837,796</b>	<b>2,326,919</b>	<b>2,907,052</b>	<b>2,907,052</b>	<b>2,907,052</b>
5300 Office Supplies	5,059	4,541	6,800	7,600	7,600	7,600
5301 Special Department Supplies	10,244	8,635	10,760	11,760	11,760	11,760
5302 Training Supplies			500	1,000	1,000	1,000
5305 Fire Extinguisher						
5321 Fire Fighting Supplies	83		100	100	100	100
5325 Protective Clothing	59	3,685	100	100	100	100
5330 Noncapital Furniture & Equip	5,627	3,778	9,730	20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	3,962	12,759	12,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	116,168	74,388	97,522	96,523	96,523	96,523
5367 M&R Office Equip	10,443	9,278	11,820	37,864	37,864	37,864
5400 Insurance Premium	2,281	1,784	3,500	5,000	5,000	5,000
5410 General Legal	243,418	319,486	350,000	325,000	325,000	325,000
5413 Consultant Fees	45,400	48,500	48,000	54,000	54,000	54,000
5414 Other Professional Services	68,275	61,212	83,560	99,480	99,480	99,480
5415 Printing	12,502	26,494	13,650	22,700	22,700	22,700
5416 Custodial & Bldg Services	46,547	50,735	53,110	56,110	56,110	56,110
5432 Natural Gas	1,074	693	1,500	1,200	1,200	1,200
5433 Electricity	72,695	78,494	80,400	84,000	84,000	84,000

Fire Chief's Office, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5432 Natural Gas	1,074	693	1,500	1,200	1,200	1,200
5433 Electricity	72,695	78,494	80,400	84,000	84,000	84,000
5434 Water/Sewer	12,520	13,185	18,000	18,000	18,000	18,000
5436 Garbage	2,721	3,046	3,180	3,180	3,180	3,180
5445 Rent/Lease of Building			2,370	2,376	2,376	2,376
5450 Rental of Equip	660					
5461 External Training	6,839	7,003	28,810	80,040	80,040	80,040
5462 Travel and Per Diem	17,726	18,566	42,000	53,400	53,400	53,400
5471 Citizen Awards	2,014	456	2,000	1,000	1,000	1,000
5472 Employee Recog & Awards	570	293	5,000	3,000	3,000	3,000
5480 Community/Open House/Outreach	2,477	1,854	3,000	3,000	3,000	3,000
5484 Postage UPS & Shipping	33,906	35,581	35,400	35,720	35,720	35,720
5500 Dues & Subscriptions	16,208	17,643	24,909	29,853	29,853	29,853
5502 Certifications & Licensing		535	563	563	563	563
5570 Misc Business Exp	2,903	2,064	3,450	3,350	3,350	3,350
5571 Planning Retreat Expense	3,141	764	5,550	7,250	7,250	7,250
5572 Advertis/Public Notice	26,013	22,736	40,000	50,000	50,000	50,000
<b>Total Materials &amp; Services</b>	<b>771,535</b>	<b>828,189</b>	<b>997,284</b>	<b>1,125,169</b>	<b>1,125,169</b>	<b>1,125,169</b>
<b>Total General Fund</b>	<b>\$ 2,628,341</b>	<b>\$ 2,665,985</b>	<b>\$ 3,324,203</b>	<b>\$ 4,032,221</b>	<b>\$ 4,032,221</b>	<b>\$ 4,032,221</b>

