

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 | 2013-14 Actual | 2014-15 Actual | 2015-16 Revised Budget | 2016-17 Adopted Budget |
|--------------------------|---------------------|---------------------|------------------------------|------------------------------|
| Personnel Services | \$ 1,837,796 | \$ 2,013,031 | \$ 3,141,052 | \$ 3,553,128 |
| Materials & Services | 828,189 | 717,356 | 1,455,169 | 1,411,634 |
| Total Expenditure | \$ 2,665,985 | \$ 2,730,387 | \$ 4,596,221 | \$ 4,964,762 |

Personnel Summary

| Position | 2013-14 Actual | 2014-15 Actual | 2015-16 Budget | 2016-17 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 ¹ | 2.00 | 2.00 | 2.00 | 3.00 |
| Chief of Staff ² | 0.00 | 1.00 | 1.00 | 1.00 |
| Business Manager ² | 1.00 | 0.00 | 0.00 | 0.00 |
| Public Affairs Chief | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Affairs Manager ³ | 1.00 | 1.00 | 0.00 | 0.00 |
| Public Affairs Coordinator | 0.00 | 0.00 | 1.00 | 1.00 |
| Behavioral Health Specialist ⁴ | 0.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant ⁵ | 2.00 | 2.00 | 2.00 | 3.00 |
| Administrative Assistant ⁶ | 0.00 | 0.00 | 0.00 | 1.00 |
| Records Manager | 0.00 | 0.00 | 0.00 | 1.00 |
| Records Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Strategic Program Manager | 0.00 | 0.00 | 0.00 | 1.00 |
| Program Planner ⁷ | 0.00 | 0.00 | 1.00 | 0.00 |
| Planning Analyst ⁷ | 0.00 | 0.00 | 2.00 | 2.00 |
| Planning Specialist ⁷ | 0.00 | 0.00 | 1.00 | 1.00 |
| Total Full-Time Equivalents (FTE) | 11.00 | 12.00 | 16.00 | 20.00 |

¹ Newberg staff addition.

² Business Manager promoted to Chief of Staff, effective January 16, 2014.

³ Public Affairs Manager added, effective April 16, 2013.

⁴ Behavioral Health Specialist moved from Cost Center 10421, effective July 1, 2014.

⁵ District 2 staff addition.

⁶ Transfer from former Central Division.

⁷ Planning personnel moved from Cost Center 10505, effective July 1, 2014.

2016-17 Significant Changes

The increase in Personnel Services reflects the addition of an Assistant Chief as part of the Newberg contract and Executive Assistant as part of the District 2 contract for services. Additionally, due to the growing volume of workload in Records Management, a new Records Manager position has been requested. Lastly, as part of the reorganization from three Operating Centers to two, one administrative assistant was transferred from the former Central Division into the Fire Chief's Office budget. Salary and benefits have been increased commensurately with the changes in personnel and standard changes in the salary scale and costs of employee benefits.

Materials and Services were decreased over the prior year revised budget to \$1,411,634. Facility costs for the Command and Business Operations facility that house North Integrated Operating Division personnel in addition to Business Operations, Logistics and other functions, are included within this budget and includes offices supplies, copiers and other supplies. Other accounts in Materials and Services Account 5330 accounts for building furniture needs, and sit/stand desk modifications for department personnel. External training and per diem support the additional personnel and Fire Chief and other Chiefs 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 annual funding for public attitude research, strategic planning, land use services, and other matters on issues as directed by the Board of Directors and \$150,000 for continued consultation on the implementation of a Medicaid reimbursement program and process in the State of Oregon to allow funding for prehospital care services. Account 5417 was budgeted to allow for temporary services to assist in records transfer requirements associated with the two new service area contracts. Account 5484, Postage, contains \$46,200 for District-wide and contracted service area annual mailing of "Safety Matters."

Status of 2015-16 Service Measures

- 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. |
| Status or Outcome: | The past year's report card and calls to action matrix was completed. In addition, a District wide effort was put in place to replace the District's strategic plan, which has been adopted by the Board of Directors and is now in place. |

Status of 2015-16 Service Measures, continued

- 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 District continues to work through various intergovernmental initiatives including those with WCCCA, Washington County Fire District #2, Newberg Fire Department and more recent exploration with Clackamas County Fire District #1. On the public, private front, the District continues to sub-contract services for American Medical Response for ambulance transport within Clackamas County.

- 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: All bond projects are being managed in a manner that is consistent with Board direction and within the scope as approved by the taxpayers of the District.

- 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 and electronic records retention continue to be developed. Planning is occurring for the transition out of the North Operating Center complex, which includes numerous records stored in the Noble Warrant facility. The FCO was able to receive assistance through a Limited Administrative Assigned staff member to assist with the numerous aspects of records and legal coordination that is consuming the workload of the Records Analyst.

- 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.
 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.

Fire Chief's Office, continued

Status of 2015-16 Service Measures, continued

- 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: Staff continues to facilitate internal District communications through a host of channels. Most recently, an internal electronic newsletter (The Pulse) was delivered to all staff and is intended to be a primary means of communicating District information.

- 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.
Status or Outcome: Staff have engaged with all departments to get a better understanding of the various data capabilities and needs throughout the District, while also providing the departments with an understanding of the capabilities of the analyst staff. Efforts this fiscal year vary across multiple topics (e.g., Newberg and WCFD#2 discovery, OFCA/ODF project, creation of standard District and city incident snapshots).

- 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.
Status or Outcome: Minimal grants were in place for the Fiscal Year outside of the annual Hazardous Material Grant.

Status of 2015-16 Service Measures, continued

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

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|-----------------------------|--|
| 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: | Significant progress was seen in the area of mental and emotional wellness at the District. Peer counselors were active, three Mindfulness Based Resilience Training (MBRT) opportunities were provided and two additional courageous leadership cohorts were developed and delivered. |

- 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. |
| Status or Outcome: | All defusing and debriefing services that were required were delivered throughout the year. |

Status of 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.

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|-----------------------------|--|
| 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 |
| Status or Outcome: | As stated above, three MBRT classes have been approved, funded and are well underway. This will allow up to 90 District employees to attend an eight week course to develop mindfulness practices while engaged at work or home. There is substantial research that represents these mindfulness practices increase productivity while at work and reduces the overall stress level of the employee. |

Fire Chief's Office, continued

Status of 2015-16 Change Strategies, continued

- 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
Status or Outcome: Progress was made in the area of inclusion. A diversity and inclusion specialist was brought in and made presentations to Executive Staff, Division Managers and then again at District Day.

- 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
Status or Outcome: Movement on this project has slowed due to the OnSceneRMS vendor focusing on a rebuild of a next generation OnSceneRMS, and less on enhancing the existing structure. Occupational Health and Wellness are in the process of evaluating medical software which may have a module for tracking injuries and management of injury follow-up.



Status of 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.

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|-----------------------------|---|
| 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) |
| Status or Outcome: | This strategy has failed to develop the attention that is needed for it to saturate District culture. While there are aspects in use sporadically across the District, there is not a single focus to sustain the effort. This strategy will not move forward for the third year as expected. |

- 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).

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| 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 |
| Status or Outcome: | The Unit Performance and Standards of Cover modules have been implemented. The foundation of the Pre-Plan and Sit-Stat modules are also complete and are now in beta-testing for implementation prior to the end of the fiscal year. |

Additional 2015-16 Accomplishments

- Facilitated contract negotiations with Local 1660 pertaining to Washington County Fire District #2, Newberg Fire Department, Emergency Medical Services and Mobile Integrated Healthcare.
Delivered numerous State of the District presentations to partner cities.

Fire Chief's Office, continued

2016 – 17 Activities Summary

| Service Measure | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Projected | 2016-17 Estimated |
|--|-------------------|-------------------|-------------------|----------------------|----------------------|
| Strategic Plan Update | ✓ | ✓ | ✓ | ✓ | ✓ |
| Long-Range Financial Forecast Update | ✓ | ✓ | ✓ | ✓ | ✓ |
| Public Attitude Survey Conducted ¹ | ✓ | ✓ | ✓ | ✓ | ✓ |
| <i>Percentage of Citizens Identifying TVF&R as Their Fire Department</i> | 78% | n/a | 73% | n/a | 74% |
| <i>Percentage of Citizens Identifying TVF&R as Their EMS Provider</i> | 58% | n/a | 52% | n/a | 55% |
| Ad Equivalency of News Stories Calculated | \$263,915 | \$313,000 | \$279,000 | \$350,000 | \$375,000 |
| Community Academy Graduates | 10 | 16 | 5 | 14 | 16 |

¹ Survey conducted in FY13-14 specific to Local Option Levy planning efforts.

³ 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.

⁴The 2015 Public Attitude Survey included a broader pool of diverse respondents than all previous surveys to better reflect community served by TVF&R. Latino and Asian citizens have a disproportionately lower awareness of TVF&R as a fire suppression, fire prevention and EMS provider, 64% for Latinos and 64% for Asians compared to 78% for Caucasians (white).

⁵ Ad equivalency values reflect only radio and TV. TVF&R does a considerable amount of digital, social and online news stories.

2016-17 Tactics

- Fill the vacant Assistant Chief of Operations position and utilize incoming Newberg senior staff to balance the work of the Fire Chief's Office.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.3

Timeframe: 24 months

Partner(s): All District divisions/departments

Budget Impact: Increase required

Measured By: More balanced workload within the Fire Chief's Office, availability and better responsiveness of Executive Staff to staff District wide.

- Increase staffing allocated to the records function and obtain contract services for District-wide records organization, transfer and storage.

Goal/Strategy: Goal 1 – Strategy 1.3

Timeframe: 12 months

Partner(s): All District divisions/departments

Budget Impact: Increase required

Measured By: Timeliness of records processing and the organization, transfer and storage of all records from Noble Warrant.

2016-17 Tactics

- Provide for a public awareness campaign and enhanced public attitude surveys within permanent and contract service areas.

Goal/Strategy: Goal 2 – Strategy 2.8; Goal 3 – Strategy 3.3, 3.4, 3.9
 Timeframe: 24 months
 Partner(s): Board of Directors
 Budget Impact: Increase required
 Measured By: Campaign metrics and survey completion for the District, Washington County District #2 and the Newberg Fire Department service area.

- Support legislative strategies and implementation of all aspects of Ground Emergency Medical Transport cost sharing programs.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.6 – Tactic 3.6.3
 Timeframe: 12 months
 Partner(s): Board of Directors
 Budget Impact: Increase required
 Measured By: Active participation by Executive Staff in the Oregon Health Authority's state plan amendment process.

- Conduct an initial gap assessment to inform a comprehensive internal communications framework, inclusive of electronic communications media.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.4, 1.5
 Timeframe: 6 months
 Partner(s): All divisions/departments
 Budget Impact: None
 Measured By: Completion and delivery of the findings and recommendations to Executive Staff.

- Conduct an initial gap assessment to inform a comprehensive organizational data strategy, inclusive of analysis of national standards and strategies adopted by comparable agencies.

Goal/Strategy: Goal 2 – Strategy 2.4
 Timeframe: 12 months
 Partner(s): All divisions/departments
 Budget Impact: None
 Measured By: Completion and delivery of the findings and recommendations to Executive Staff.

- Seek efficiencies and expand the reach of District programs through increased community partnerships and corporate sponsorships.

Goal/Strategy: Goal 3 – Strategy 3.9
 Timeframe: 12 months
 Partner(s): To be determined
 Budget Impact: None
 Measured By: Community partnerships and/or corporate sponsorships in place; financial and operational benefits tracked.

Fire Chief's Office, continued

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Revised Budget | 2016-17 Proposed Budget | 2016-17 Approved Budget | 2016-17 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------------|-------------------------------|-------------------------------|------------------------------|
| 10150 General Fund | | | | | | |
| 5002 Salaries & Wages Nonunion | \$ 1,158,995 | \$ 1,210,990 | \$ 1,746,433 | \$ 1,956,711 | \$1,956,711 | \$1,956,711 |
| 5004 Vacation Taken Nonunion | 49,713 | 59,494 | 124,822 | 136,509 | 136,509 | 136,509 |
| 5006 Sick Taken Nonunion | 26,798 | 16,805 | 24,972 | 36,270 | 36,270 | 36,270 |
| 5008 Personal Leave Taken Nonunion | 4,364 | 6,374 | 10,706 | 19,208 | 19,208 | 19,208 |
| 5010 Comp Taken Nonunion | 615 | 1,677 | | | | |
| 5015 Vacation Sold | 31,349 | 60,558 | 101,836 | 116,510 | 116,510 | 116,510 |
| 5016 Vacation Sold at Retirement | 10,436 | 1,241 | 105,000 | | | |
| 5019 Comp Time Sold Nonunion | | 523 | | | | |
| 5021 Deferred Comp Match Nonunion | 53,636 | 109,435 | 148,297 | 171,361 | 171,361 | 171,361 |
| 5121 Overtime Nonunion | 314 | 1,101 | 3,000 | 3,500 | 3,500 | 3,500 |
| 5201 PERS Taxes | 216,093 | 257,545 | 388,278 | 425,676 | 425,676 | 425,676 |
| 5203 FICA/MEDI | 81,884 | 84,578 | 152,071 | 175,257 | 175,257 | 175,257 |
| 5206 Worker's Comp | 17,500 | 20,797 | 37,506 | 31,392 | 31,392 | 31,392 |
| 5207 TriMet/Wilsonville Tax | 9,217 | 9,788 | 15,088 | 20,295 | 20,295 | 20,295 |
| 5208 OR Worker's Benefit Fund Tax | 315 | 323 | 604 | 700 | 700 | 700 |
| 5211 Medical Ins Nonunion | 122,663 | 120,112 | 180,579 | 346,053 | 346,053 | 346,053 |
| 5221 Post Retire Ins Nonunion | 7,950 | 9,825 | 14,175 | 18,000 | 18,000 | 18,000 |
| 5230 Dental Ins Nonunion | 14,285 | 12,237 | 24,616 | 27,744 | 27,744 | 27,744 |
| 5240 Life/Disability Insurance | 7,576 | 9,936 | 22,319 | 27,262 | 27,262 | 27,262 |
| 5270 Uniform Allowance | 1,964 | 1,939 | 2,500 | 3,000 | 3,000 | 3,000 |
| 5290 Employee Tuition Reimburse | | | 11,610 | 16,200 | 16,200 | 16,200 |
| 5295 Vehicle/Cell Allowance | 22,130 | 17,753 | 26,640 | 21,480 | 21,480 | 21,480 |
| Total Personnel Services | 1,837,796 | 2,013,031 | 3,141,052 | 3,553,128 | 3,553,128 | 3,553,128 |
| 5300 Office Supplies | 4,541 | 5,575 | 7,600 | 7,600 | 7,600 | 7,600 |
| 5301 Special Department Supplies | 8,635 | 9,162 | 11,760 | 16,350 | 16,350 | 16,350 |
| 5302 Training Supplies | | 475 | 1,000 | 2,500 | 2,500 | 2,500 |
| 5320 EMS Supplies | | 1,244 | | 500 | 500 | 500 |
| 5321 Fire Fighting Supplies | | 247 | 100 | 250 | 250 | 250 |
| 5325 Protective Clothing | 3,685 | 6 | 100 | 100 | 100 | 100 |
| 5330 Noncapital Furniture & Equip | 3,778 | 5,026 | 20,000 | 12,500 | 12,500 | 12,500 |
| 5350 Apparatus Fuel/Lubricants | 12,759 | 4,965 | 12,000 | 12,000 | 12,000 | 12,000 |
| 5361 M&R Bldg/Bldg Equip & Improv | 74,388 | 77,497 | 96,523 | 120,828 | 120,828 | 120,828 |
| 5367 M&R Office Equip | 9,278 | 9,364 | 37,864 | 39,120 | 39,120 | 39,120 |
| 5400 Insurance Premium | 1,784 | 2,429 | 5,000 | 8,000 | 8,000 | 8,000 |
| 5410 General Legal | 319,486 | 208,175 | 325,000 | 375,000 | 375,000 | 375,000 |
| 5413 Consultant Fees | 48,500 | 50,500 | 54,000 | 54,000 | 54,000 | 54,000 |
| 5414 Other Professional Services | 61,212 | 48,988 | 429,480 | 279,860 | 279,860 | 279,860 |
| 5415 Printing | 26,494 | 14,510 | 22,700 | 23,950 | 23,950 | 23,950 |
| 5416 Custodial & Bldg Services | 50,735 | 53,290 | 56,110 | 53,395 | 53,395 | 53,395 |
| 5417 Temporary Services | | | | 33,280 | 33,280 | 33,280 |
| 5432 Natural Gas | 693 | 1,093 | 1,200 | 1,200 | 1,200 | 1,200 |
| 5433 Electricity | 78,494 | 77,656 | 84,000 | 82,000 | 82,000 | 82,000 |
| 5434 Water/Sewer | 13,185 | 14,189 | 18,000 | 18,000 | 18,000 | 18,000 |

Fire Chief's Office, continued

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Revised Budget | 2016-17 Proposed Budget | 2016-17 Approved Budget | 2016-17 Adopted Budget |
|---------------------------------------|---------------------|---------------------|------------------------------|-------------------------------|-------------------------------|------------------------------|
| 5436 Garbage | 3,046 | 3,069 | 3,180 | 3,240 | 3,240 | 3,240 |
| 5445 Rent/Lease of Building | | 2,370 | 2,376 | 2,376 | 2,376 | 2,376 |
| 5461 External Training | 7,003 | 12,379 | 80,040 | 45,810 | 45,810 | 45,810 |
| 5462 Travel and Per Diem | 18,566 | 12,704 | 53,400 | 58,950 | 58,950 | 58,950 |
| 5471 Citizen Awards | 456 | 996 | 1,000 | 1,000 | 1,000 | 1,000 |
| 5472 Employee Recog & Awards | 293 | (60) | 3,000 | 3,000 | 3,000 | 3,000 |
| 5480 Community/Open House/Outreach | 1,854 | 6,521 | 3,000 | 8,000 | 8,000 | 8,000 |
| 5484 Postage UPS & Shipping | 35,581 | 34,713 | 35,720 | 50,970 | 50,970 | 50,970 |
| 5500 Dues & Subscriptions | 17,643 | 20,128 | 29,853 | 33,445 | 33,445 | 33,445 |
| 5502 Certifications & Licensing | 535 | 300 | 563 | 260 | 260 | 260 |
| 5570 Misc Business Exp | 2,064 | 3,263 | 3,350 | 5,200 | 5,200 | 5,200 |
| 5571 Planning Retreat Expense | 764 | 3,489 | 7,250 | 8,950 | 8,950 | 8,950 |
| 5572 Advertis/Public Notice | 22,736 | 33,079 | 50,000 | 50,000 | 50,000 | 50,000 |
| 5575 Laundry/Repair Expense | | | 12 | | | |
| Total Materials & Services | 828,189 | 717,356 | 1,455,169 | 1,411,634 | 1,411,634 | 1,411,634 |
| Total General Fund | \$ 2,665,985 | \$ 2,730,387 | \$ 4,596,221 | \$ 4,964,762 | \$ 4,964,762 | \$ 4,964,762 |



Program Description

The Planning Department has been reorganized and consolidated with the Fire Chief's Office beginning July 1, 2015, within the Command Directorate.

Budget Summary

| Expenditures | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted Budget | 2016-17 Adopted Budget |
|--------------------------|-------------------|-------------------|------------------------------|------------------------------|
| Personnel Services | \$ 520,703 | \$ 432,723 | | |
| Materials & Services | 241,384 | 39,392 | | |
| Total Expenditure | \$ 762,087 | \$ 472,115 | | |

Personnel Summary

| Position | 2013-14 Actual | 2014-15 Actual | 2015-16 Budget | 2016-17 Budget |
|--|-------------------|-------------------|-------------------|-------------------|
| Planning Division Chief | 1.00 | 0.00 | 0.00 | 0.00 |
| Program Planner | 1.00 | 1.00 | 0.00 | 0.00 |
| Data Analyst | 1.00 | 0.00 | 0.00 | 0.00 |
| Planning Analyst | 1.00 | 2.00 | 0.00 | 0.00 |
| GIS Specialist | 1.00 | 0.00 | 0.00 | 0.00 |
| Response Aid Program Specialist | 1.00 | 0.00 | 0.00 | 0.00 |
| Planning Specialist | 0.00 | 1.00 | 0.00 | 0.00 |
| Total Full-Time Equivalents (FTE) | 5.00 | 4.00 | 0.00 | 0.00 |

Planning, continued

| | | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted Budget | 2016-17 Proposed Budget | 2016-17 Approved Budget | 2016-17 Adopted Budget |
|--------------|---------------------------------------|-------------------|-------------------|------------------------------|-------------------------------|-------------------------------|------------------------------|
| 10505 | General Fund | | | | | | |
| 5002 | Salaries & Wages Nonunion | \$ 338,582 | \$ 247,591 | | | | |
| 5004 | Vacation Taken Nonunion | 11,164 | 18,437 | | | | |
| 5006 | Sick Taken Nonunion | 2,836 | 5,469 | | | | |
| 5008 | Personal Leave Taken Nonunion | 1,619 | 3,195 | | | | |
| 5010 | Comp Taken Nonunion | 432 | 807 | | | | |
| 5015 | Vacation Sold | 3,649 | 2,543 | | | | |
| 5021 | Deferred Comp Match Nonunion | 8,507 | 13,655 | | | | |
| 5120 | Overtime Union | 6,115 | 560 | | | | |
| 5121 | Overtime Nonunion | 2,853 | 1,405 | | | | |
| 5201 | PERS Taxes | 37,876 | 45,363 | | | | |
| 5203 | FICA/MEDI | 27,061 | 20,620 | | | | |
| 5206 | Worker's Comp | 5,967 | 4,118 | | | | |
| 5207 | TriMet/Wilsonville Tax | 2,589 | 1,951 | | | | |
| 5208 | OR Worker's Benefit Fund Tax | 140 | 118 | | | | |
| 5211 | Medical Ins Nonunion | 54,538 | 54,545 | | | | |
| 5221 | Post Retire Ins Nonunion | 2,850 | 3,600 | | | | |
| 5230 | Dental Ins Nonunion | 6,371 | 6,123 | | | | |
| 5240 | Life/Disability Insurance | 2,015 | 2,623 | | | | |
| 5295 | Vehicle/Cell Allowance | 5,540 | | | | | |
| | Total Personnel Services | 520,703 | 432,723 | | | | |
| 5300 | Office Supplies | 110 | 771 | | | | |
| 5301 | Special Department Supplies | 53 | 164 | | | | |
| 5330 | Noncapital Furniture & Equip | | 988 | | | | |
| 5350 | Apparatus Fuel/Lubricants | 95 | | | | | |
| 5367 | M&R Office Equip | 1,821 | 3,485 | | | | |
| 5414 | Other Professional Services | 221,289 | 17,000 | | | | |
| 5415 | Printing | 563 | 802 | | | | |
| 5461 | External Training | 6,903 | 8,997 | | | | |
| 5462 | Travel and Per Diem | 7,423 | 5,402 | | | | |
| 5484 | Postage UPS & Shipping | | | | | | |
| 5500 | Dues & Subscriptions | 1,825 | 1,770 | | | | |
| 5570 | Misc Business Exp | 369 | 15 | | | | |
| 5571 | Planning Retreat Expense | 933 | | | | | |
| | Total Materials & Services | 241,384 | 39,392 | | | | |
| | Total General Fund | \$ 762,087 | \$ 472,115 | | | | |