

### 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, and Behavioral Health functions. The Fire Chief's Office provides direction, supervision, coordination, and general support to the District's operations.

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,908,443	\$ 3,142,366	\$ 3,785,367	\$ 3,709,885
Materials and Services	1,147,861	1,109,906	1,965,456	1,577,467
<b>Total Expenditures</b>	<b>\$ 4,056,304</b>	<b>\$ 4,252,271</b>	<b>\$ 5,750,823</b>	<b>\$ 5,287,352</b>

### Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	0.00	0.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief <sup>1</sup>	2.00	3.00	3.00	3.00
Chief of Staff	1.00	1.00	1.00	1.00
Public Affairs Chief	1.00	1.00	1.00	1.00
Public Affairs Coordinator	1.00	1.00	1.00	1.00
Behavioral Health Specialist	1.00	1.00	1.00	1.00
Executive Assistant <sup>2</sup>	2.00	3.00	3.00	3.00
Administrative Assistant <sup>3</sup>	1.00	1.00	1.00	0.00
Records Manager	0.00	0.00	1.00	1.00
Records Analyst	1.00	1.00	1.00	1.00
Strategic Program Manager	1.00	1.00	1.00	1.00
Operations Analyst <sup>4</sup>	2.00	2.00	2.00	2.00
GIS Program Coordinator <sup>5</sup>	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>	<b>18.00</b>

<sup>1</sup> Newberg staff addition.

<sup>2</sup> District 2 staff addition.

<sup>3</sup> Transferred to North Division Admin

<sup>4</sup> Job title change - previously Planning Analyst

<sup>5</sup> Job title change - previously Planning Specialist

### 2018-19 Significant Changes

The slight increase in Personnel Services reflects expected salaries and wages of all employees offset in part by the decrease in position counts. PERS Taxes, account 5201, reflects the actual published rates for employees; and medical insurance reflects the insurance premiums for existing employees.

Materials and Services were increased over the prior year revised budget to \$1,615,456. 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 include offices supplies, copiers and other supplies. Other accounts in Materials and Services account 5330 account for building furniture needs for department personnel. External training and per diem supports the 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 \$250,000 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 which is expected to be reimbursed. Account 5417 was budgeted to allow for temporary services to assist in records transfer requirements. Account 5484, Postage, contains \$58,720 for District-wide and contracted service area annual mailing of "Safety Matters." Account 5572 reflects \$60,000 budgeted for safety messaging and awareness throughout the District.



Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted <sup>1</sup>	✓	✓	n/a	✓ <sup>1</sup>	n/a
<i>Percentage of Residents Identifying     TVF&amp;R as Their Fire Department</i>	73%	73%	n/a	69% <sup>2</sup>	n/a
<i>Percentage of Residents Identifying     TVF&amp;R as Their EMS Provider<sup>2</sup></i>	52%	52%	n/a	48%	n/a
Ad Equivalency of News Stories Calculated <sup>3</sup>	\$279,000	\$405,641	\$525,000	\$496,491 <sup>3</sup>	\$500,000
Community Academy Graduates	5	14	18	17	18

<sup>1</sup> District-wide Public Attitude Survey conducted in FY17-18. An additional survey and focus groups were conducted in Newberg to gauge awareness and level of support for permanent partnership with TVF&R.

<sup>2</sup> In 2018 awareness of agency providing fire response, 70% White (Caucasians), 73% Asians, and 51% Latinos. Awareness of agency providing medical response, 52% White (Caucasians), 35% Asians, and 36% Latinos.

<sup>3</sup> The District contracts with an external vendor to measure news coverage, related impressions, and advertising publicity value. Ad equivalency values reflect only radio and TV. In addition to earned media and advertising, TVF&R does a considerable amount of digital, social and web media.

Status of 2017-18 Tactics

- 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.  
 Status: Select Status  
 Status Report: The Fire Chief, other staff, and the AP Triton contractor participated on the Oregon Health Authority’s (OHA’s) EMS stakeholder work group informing the development of GEMT programs in Oregon, as directed by the enabling legislation. During this reporting period, they helped review and inform the proposed amendment to the Oregon State Medicaid Plan, submitted in September 2017 for federal authorization for basic elements of a GEMT program. Additional assistance was given to OHA in January 2018 to inform and review responses for additional information requested by the federal Medicaid program in support of this effort. Similar involvement will continue as the process to obtain federal authorization proceeds. Staff also maintained the Oregon GEMT Coalition’s website and communicated with fire service colleagues on the progress of the initiative.

Status of 2017-18 Tactics, continued

- 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.  
Status: → Ongoing  
Status Report: During the fiscal year staff attended regional and national forums, conferences, and committees to glean best practices as well as inform stakeholders of data gaps that could be filled through a larger, coordinated approach (i.e., National Fire Protection Agency). Staff are also working closely with the Western Fire Chiefs Association on the implementation of a regional Data Comparability Center (DCC) utilizing the EGIS platform which will provide a central location to house multiple agency response data with the ability to view the performance of “like” agencies (e.g., based on department size, topography, demographics). Work will continue in the coming fiscal year.

- 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: 12 months  
Partner(s): All divisions/departments  
Budget Impact: None  
Measured By: Completion and delivery of the findings and recommendations to Executive Staff.  
Status: Select Status  
Status Report: The gap assessment was delayed due to other high priority emergent issues that required staff time during the budget year. Use of electronic communications tools, which include expansion of The Pulse and the internal e-newsletter continued. Short video vignettes on current topics that were instituted the prior fiscal year continue to be a successful communication resource. Routine “face to face” meetings with crews were scheduled by Chief Officers and the Fire Chief. Efforts in this area will continue to move forward as a priority in the organization.

## Status of 2017-18 Tactics, continued

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

Goal/Strategy: Goal 3 – Strategy 3.9  
 Timeframe: 24 months  
 Partner(s): To be determined  
 Budget Impact: None  
 Measured By: Community partnerships and/or corporate sponsorships in place; financial and operational benefits tracked.  
 Status: Select Status  
 Status Report: Several partnerships furthered education and outreach goals by amplifying messages through multiple social media platforms, collaborating on community events, and leveraging advertising investments. Major partners include Washington County Sheriff's Office/municipal law enforcement agencies, Washington County Consolidated Communications Agency, area chambers of commerce, PulsePoint, the Oregon Office of State Fire Marshal, KGW Television, KOIN Television, Community Newspapers, and National Cinema Media. Topics in FY 2017-18 include cardiac arrest awareness, distracted driving prevention, home fire escape planning, text to 9-1-1, disaster preparedness and voter awareness.

In an effort to reach more diverse audiences, the recruitment and distracted driving commercials aired for four months on English and Spanish networks, and at a substantially discounted rate due to corporate partnerships. A total of 474 commercials generated 5,421,238 impressions. "Over the Top" commercial streaming reached viewers of 100 premium networks viewed on traditional television, desktops, mobile phones, and tablets.

## Additional 2017-18 Accomplishments

- Successful completion of election and land-use process associated with City of Newberg, and Newberg Rural Fire Protection District territory.
- Successful completion of public outreach and campaigns for three measures in Newberg and the rural area. The election outcome was 69.32 percent voter support in the city and 62.99 percent voter approval in the rural area.
- Successful completion of a TVF&R election to approve the annexation of Newberg and the rural area. Results in the three counties ranged from 85.81% to 93.89% (unofficial results at time of reporting).
- Community academy in September 2017 with nine participants, many of whom were Yamhill County influencers.
- Completion of public attitude Survey in January 2018 which included new service area in central Washington County.

## 2018-19 Tactics

- Research effective communication methods used by large organizations in the region to streamline personnel communication and feedback; recommend and pilot-test feasible method(s) for TVF&R implementation.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 3  
Timeframe: 12 months  
Partner(s): Media Services, large regional external organizations  
Budget Impact: None  
Measured By: New communication method(s) selected and tested with personnel. Personnel feedback on effectiveness of methods collected and reviewed. Effective methods implemented District-wide.

- Restructure the flow and content of official District communications to increase clarity on current affairs, strategic priorities, policy and practice, and organizational structure; ensure pathways for personnel feedback.

Goal/Strategy: Goal 1 – Strategy 1A  
Timeframe: 12 months  
Partner(s): District-wide  
Budget Impact: None  
Measured By: Necessary communications improvements identified and enacted. Methods to gather personnel feedback on the noted elements identified and enacted; resulting input reviewed.

- Outline a timeline and focus for future bond and levy measures; consider operational and capital plans, personnel cost projections, incident data analysis, staff reports, and local and regional development and growth forecasts.

Goal/Strategy: Goal 1 – Strategy 1F; Goal 2;  
Timeframe: 24 months  
Partner(s): All managers, Board of Directors  
Budget Impact: None  
Measured By: Timeline and focus for future bond and levy measures established.

- Manage grant projects and related reporting in compliance with timelines and requirements.

Goal/Strategy: Goal 1; Goal 3  
Timeframe: 12 months  
Partner(s): Finance, managers of work groups involved in specific grant-funded projects  
Budget Impact: None  
Measured By: Grant project completion and closeout reporting submitted within deadlines. Closeout documentation received from granting agency indicating compliance.

## 2018-19 Tactics, continued

- Use District communications tools to educate personnel on available behavioral health resources and services.

Goal/Strategy: Goal 1 – Strategy 1B, 1D; Goal 2  
 Timeframe: 24 months  
 Partner(s): Media Services, OHW, Wellness Committee, HR, IAFF/Local 1660, Peer Support Team, EAP  
 Budget Impact: Select impact  
 Measured By: Visual and written communications disseminated to the workforce on the topic. Internal web-based information updated; updates announced to the workforce.

- Implement public records request management software.

Goal/Strategy: Goal 2 – Strategy 2C  
 Timeframe: 12 months  
 Partner(s): Information Technology, Media Services  
 Budget Impact: Increase required  
 Measured By: Full implementation of the software (including a tvfr.com interface) with demonstrated ability to automate tracking of requests, provide timely feedback and production to requestors per State requirements, and achieve positive user feedback from the public regarding their personal interactions within the system and their sense of being adequately informed of the status of their requests from start to finish.

- Relocate records from the Aloha campus storage building to the new Logistics facility.

Goal/Strategy: Goal 3 – Strategy 3B  
 Timeframe: 12 months  
 Partner(s): Facilities, all departments /divisions with records stored at the Aloha campus.  
 Budget Impact: Increase required  
 Measured By: Construction of the records room at the new Logistics facility based on the functional requirements identified by the Records Manager. Relocation of all records still within the timelines outlined in the District's records retention schedule, and appropriate destruction of records that no longer need to be retained per the schedule.

2018-19 Tactics, continued

- Draft an organizational data policy, inclusive of industry best practices and standards, that outlines procedures for the implementation of internal and external data solutions (hardware and software).

Goal/Strategy: Goal 2 – Strategy 2A, 2C, 2E; Goal 3 – Strategy 3A  
Timeframe: 12 months  
Partner(s): All Departments  
Budget Impact: None  
Measured By: Standard Operating Guideline drafted.

- Provide support to leverage local, state, and federal programs or initiatives that enhance community health and safety, service delivery, and/or organizational efficiencies.

Goal/Strategy: Goal 3 – Strategy 3A  
Timeframe: 24 months  
Partner(s): Local, state and regional public safety agencies/organizations  
Budget Impact: Increase required  
Measured By: Staff activity.





		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10150</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$1,726,866	\$1,840,441	\$1,994,752	\$2,010,174	\$2,010,174	\$2,010,174
5004	Vacation Taken Nonunion	87,113	127,538	139,369	156,347	156,347	156,347
5006	Sick Taken Nonunion	28,743	31,775	37,032	44,671	44,671	44,671
5008	Personal Leave Taken Nonunion	17,586	14,201	19,613	22,335	22,335	22,335
5010	Comp Taken Nonunion	8,131	6,290				
5015	Vacation Sold	66,425	45,321	139,346	144,691	144,691	144,691
5016	Vacation Sold at Retirement	29,241					
5017	PEHP Vac Sold at Retirement	35,755					
5019	Comp Time Sold Nonunion	382					
5021	Deferred Comp Match Nonunion	131,327	160,881	177,168	181,939	181,939	181,939
5121	Overtime Nonunion	4,637	3,273	89,200	2,000	2,000	2,000
5201	PERS Taxes	350,460	390,683	557,752	553,194	553,194	553,194
5203	FICA/MEDI	116,942	136,654	181,146	184,865	184,865	184,865
5206	Worker's Comp	27,032	26,422	32,449	33,125	33,125	33,125
5207	TriMet/Wilsonville Tax	14,238	15,195	19,193	19,593	19,593	19,593
5208	OR Worker's Benefit Fund Tax	472	532	570	540	540	540
5211	Medical Ins Nonunion	182,307	249,311	283,849	248,920	248,920	248,920
5221	Post Retire Ins Nonunion	15,225	16,500	17,100	16,200	16,200	16,200
5230	Dental Ins Nonunion	19,414	23,144	27,664	21,892	21,892	21,892
5240	Life/Disability Insurance	13,617	16,535	25,994	22,179	22,179	22,179
5270	Uniform Allowance	1,054	934	3,000	3,000	3,000	3,000
5290	Employee Tuition Reimburse	12,216	3,437	4,050	8,100	8,100	8,100
5295	Vehicle/Cell Allowance	19,260	33,300	36,120	36,120	36,120	36,120
	<b>Total Personnel Services</b>	<b>2,908,443</b>	<b>3,142,366</b>	<b>3,785,367</b>	<b>3,709,885</b>	<b>3,709,885</b>	<b>3,709,885</b>
5300	Office Supplies	4,498	6,260	7,600	7,600	7,600	7,600
5301	Special Department Supplies	9,317	9,524	13,350	12,500	12,500	12,500
5302	Training Supplies	443	321	6,000	1,400	1,400	1,400
5320	EMS Supplies	255		500	250	250	250
5321	Fire Fighting Supplies		(32)	250	250	250	250
5325	Protective Clothing	44	603	100	500	500	500
5330	Noncapital Furniture & Equip	12,638	3,613	5,000	3,000	3,000	3,000
5350	Apparatus Fuel/Lubricants	4,345	4,610	11,000	11,000	11,000	11,000
5361	M&R Bldg/Bldg Equip & Improv	61,407	96,609	128,138	95,266	95,266	95,266
5367	M&R Office Equip	34,909	37,208	40,200	42,000	42,000	42,000
5400	Insurance Premium	2,493	3,012	6,565	6,559	6,559	6,559
5410	General Legal	210,208	389,694	750,000	500,000	500,000	500,000
5413	Consultant Fees	48,500	26,500	30,000	30,000	30,000	30,000

Fire Chief's Office, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	393,306	104,523	459,100	365,700	365,700	365,700
5415	Printing	20,379	39,894	24,005	24,625	24,625	24,625
5416	Custodial & Bldg Services	51,397	49,940	62,110	66,967	66,967	66,967
5417	Temporary Services	3,304	27,498	33,280	33,280	33,280	33,280
5432	Natural Gas	880	508	1,200	900	900	900
5433	Electricity	79,383	92,980	81,600	96,000	96,000	96,000
5434	Water/Sewer	13,705	17,224	15,600	19,200	19,200	19,200
5436	Garbage	3,334	3,367	3,420	3,540	3,540	3,540
5445	Rent/Lease of Building	2,370	2,370	2,400			
5450	Rental of Equip		355				
5461	External Training	38,078	13,129	44,875	30,680	30,680	30,680
5462	Travel and Per Diem	32,975	47,328	61,800	57,000	57,000	57,000
5471	Citizen Awards	1,217	3,203	1,500	1,500	1,500	1,500
5472	Employee Recog & Awards	22	236	3,000	2,000	2,000	2,000
5480	Community/Open House/Outreach	2,975	5,605	8,000	9,500	9,500	9,500
5484	Postage UPS & Shipping	35,493	44,835	58,720	52,750	52,750	52,750
5500	Dues & Subscriptions	26,369	24,980	31,443	30,912	30,912	30,912
5502	Certifications & Licensing		225	625	313	313	313
5570	Misc Business Exp	3,019	4,550	4,825	3,775	3,775	3,775
5571	Planning Retreat Expense	2,297	2,573	9,250	8,500	8,500	8,500
5572	Advertis/Public Notice	48,298	46,662	60,000	60,000	60,000	60,000
	<b>Total Materials and Services</b>	<b>1,147,861</b>	<b>1,109,906</b>	<b>1,965,456</b>	<b>1,577,467</b>	<b>1,577,467</b>	<b>1,577,467</b>
	<b>Total General Fund</b>	<b>\$4,056,304</b>	<b>\$4,252,271</b>	<b>\$ 5,750,823</b>	<b>\$5,287,352</b>	<b>\$5,287,352</b>	<b>\$5,287,352</b>