

Fund or Program Description

This budget category includes the traditional operations of the Fire Chief's Office, including District command personnel. District-wide Planning, Records Management, Public Affairs, and Behavioral Health functions have been moved to other departments. The Fire Chief's Office provides direction, supervision, coordination, and general support to the District's operations.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Adopted Budget
Personnel Services	\$ 3,142,366	\$ 3,614,260	\$ 3,854,885	\$ 2,807,882
Materials and Services	1,109,906	1,660,246	1,577,467	1,139,177
Total Expenditures	\$ 4,252,271	\$ 5,274,506	\$ 5,432,352	\$ 3,947,059

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Fire Chief	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief	3.00	3.00	3.00	4.00
Strategic Program Manager	1.00	1.00	1.00	1.00
Executive Assistant	3.00	3.00	3.00	3.00
Chief of Staff ⁽¹⁾	1.00	1.00	1.00	
Public Affairs Chief ⁽²⁾	1.00	1.00	1.00	
Public Affairs Coordinator ⁽²⁾	1.00	1.00	1.00	
Behavioral Health Specialist ⁽³⁾	1.00	1.00	1.00	
Records Manager ⁽⁴⁾	1.00	1.00	1.00	
Records Analyst ⁽⁴⁾	1.00	1.00	1.00	
Operations Analyst ⁽⁴⁾	2.00	2.00	2.00	
GIS Program Coordinator ⁽⁴⁾	1.00	1.00	1.00	
Administrative Assistant	1.00	1.00		
Total Full-Time Equivalents (FTE)	18.00	18.00	18.00	10.00

⁽¹⁾ Position promoted to Assistant Chief.

⁽²⁾ Moved to Governmental Affairs (10160).

⁽³⁾ Moved to Behavioral Health (10310).

⁽⁴⁾ Moved to Business Strategy (10500).

2019-20 Significant Changes

The change in Personnel Services reflects expected salaries and wages of all employees offset 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 employees in the Fire Chief's Office as of the July 1, 2019, reorganization. Account 5121 is budgeted at normal levels, not estimated for the significant conflagration deployments experienced in 2017-18.

Materials and Services were reduced over the prior year budget to \$1,139,177 as support costs for the Behavioral Health program, GIS and Planning were moved to other departments. Facility costs for the Command and Business Operations facility that also house Operating Division personnel in addition to Business, Fire & Life Safety, Logistics, and other functions, are included within this budget and include office supplies, copiers, and other supplies. Other accounts in Materials and Services, account 5330, account for building furniture needs for department personnel. The Command and Business Operations Center building costs are included within the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, and 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 and the addition of painting of interior hallways (\$15,000) and the addition of a fuel filtration and recirculation system to the generator (\$11,000) in 2019-20. External training and per diem supports the fire chief and other chiefs' travel for national organization positions.

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.



Status of 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.
 Status: → Ongoing
 Status Report: Staff conducted research and presented the findings and specific recommendations for improvement to Executive Management. An employee internal communications survey, with 190 respondents from line and support staff, indicated that the majority of respondents felt somewhat or very-well informed about daily operations and big picture items, but 23% felt poorly informed. Respondents indicated two main obstacles to staying informed are competing priorities and information in too many places. The top three ways respondents got information were email, supervisors, and morning briefings or team meetings. Most respondents preferred to subscribe to topics they are interested in rather than receive large numbers of email. Required morning briefings were supported by 84% of line respondents.

Research into how other fire departments and local businesses share information with employees indicated that most use email, internal newsletters, SharePoint, video conferencing tools, and work site reader boards. Beta testing is pending on an identified electronic reader board that can feed consistent information to work sites. Additional research about Office 365 platform communication tools is pending.

An electronic briefing tool was designed for the Target Solutions application to and will be tested in advance of implementation. The workflow to determine who is responsible for sustaining briefing topics is pending.

- 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.
 Status: → Ongoing
 Status Report: Additional work is needed to update policies and procedures in support of reducing email communication and targeting/streamlining information to work groups. A harassment/complaint reporting feature was added to SharePoint.

Status of 2018-19 Tactics, continued

- 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.
Status: → Ongoing
Status Report: Established a timeline, received Board approval, and submitted the requisite documentation to place a local option levy renewal measure on the May 2019 ballot. Related internal and external messaging developed and disseminated.

The addition of 180 square miles and the Yamhill County ambulance service area (ASA), along with plans to open a new station in fiscal year 2019-20, created unique challenges in aligning the resources with the need. Staff evaluated service demand as well as resource distribution and concentration to help inform future deployment changes.

Redeployment planned for fiscal year 19-20 will help inform short- and mid-term needs for staffing and facilities. Additionally, staff are inventorying all stations' capacities (e.g., living quarters, women's facilities, bay space, battalion chief quarters), which will inform mid- and long-term needs. METRO approved proposals by three cities in the service area to expand the urban growth boundary; related timelines will inform long-term planning, as will the work of the consultant utilized to update the District's development trends report.

- 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.
Status: ✓ Complete
Status Report: Staff completed all required progress/financial reporting and accounting within the deadlines for reimbursement for the 2017-18 Hazardous Materials Emergency Preparedness grant; funds were received in July 2018. Final reimbursement signified closeout for this grant program.

Staff completed all requisite quarterly progress/financial reporting and accounting for reimbursements specific to the second year of the 2015 SAFER grant project. The grant performance period ended January 20, 2018. The prescribed electronic closeout reporting module is pending from FEMA (delayed due to the shutdown of the federal government during winter 2018-19.)

Staff assisted with research and development for the regional application for the FEMA Assistance to Firefighters Grant on behalf of all Washington County fire agencies for funds to purchase new SCBAs.

Status of 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.

Status: → Ongoing

Status Report: New intranet site developed and deployed information about and links to internal and external resources. The behavioral health specialist also delivered face-to-face outreach on available resources and services and resilience training to the recruits during the academies. A brief presentation to the company officer in-service session is tentative for May 2019, as space on the agenda allows.

- 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.

Status: ✓ Complete

Status Report: The records analyst coordinated with Information Technology staff to develop the functional requirements needed for the software solution. They evaluated demonstrations by three different companies and selected a vendor/product. Implementation was delayed until 2019-20 to await input from a new records manager once that position vacancy is filled.

- 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.

Status: → Ongoing

Status Report: On hold to be re-evaluated in context of the reorganization of the reporting structure for affected work groups, and with consideration for prioritization of their workloads and span of control.

Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Functional requirements were identified by the records manager; however, there is not any space for records in the planned new Logistics Services Center. In the meantime, staff have sorted and inventoried approximately one-third of the records at the Aloha campus storage building.

The records issue is not specific to the Aloha storage building. There are many records at the Aloha building (formally known as the North Operations Center), there are records at Stations 17 and 19 from Washington County Fire District 2, records at Station 20 from the Newberg Fire Department, and capacity is reaching its maximum at the Training Center and Command and Business Operations Center.

Solutions for permanent records storage will be researched and presented to executive management for review and approval in the next fiscal year.

- 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.

Status: → Ongoing

Status Report: Examples of staff engagement toward this tactic include involvement in the Governor's Wildfire Council, regional CAD deployment, joint legislative initiatives, the State Interoperability Executive Council, the initial rollout of the Oregon Health Authority Medicaid Fee-for-Service GEMT supplemental payment program/training, and development of the regional enterprise GIS (REGIS) collaboration toward a shared incident management and electronic pre-planning resource.

Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted ¹	✓	n/a	✓ ¹	✓ ²	n/a
<i>Percentage of Residents</i>					
<i>Identifying</i>	73%	n/a	69%	81% ³	n/a
<i>TVF&R as Their Fire Department</i>					
<i>Percentage of Residents</i>					
<i>Identifying</i>	52%	n/a	48%	61%	n/a
<i>TVF&R as Their EMS Provider²</i>					
Ad Equivalency of News Stories Calculated ³	\$405,641	\$525,000	\$496,491 ⁴	\$352,289 ⁵	\$450,000
Community Academy Graduates	14	18	17	18	20

1 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.

2 Additional research with focus groups and a phone survey of 601 District residents was conducted in the fall of 2018 to understand attitudes and value statements in advance of a local option levy renewal election in May 2019. Awareness questions about service provision are asked during all public attitude research.

3 When asked to name the agency responsible for fire and medical emergency calls in their area, 81% of survey participants name TVF&R for fire and 61% for medical, both of which are 10-year highs.

4 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. Amount based on 2017 calendar year.

5 Amount based on 2018 calendar year.

2019-20 Tactics

- Organize interactions that boost connectivity and engagement between District personnel and the leadership team.

Goal/Strategy: Goal 1 – Strategy 1A,
Timeframe: 12 months
Partner(s): All managers/supervisors.
Budget Impact: None
Measured By: Interactions held, including engagement occurring in person and/or via e-tools/applications.

- Establish an overarching plan specific to workplace security priorities; communicate related assignments and timelines.

Goal/Strategy: Goal 1 – Strategy 1B
Timeframe: 6 months
Partner(s): To be identified during planning effort.
Budget Impact: None
As priorities and timelines are yet to be identified, it is anticipated that many solutions would be cost neutral and others may require funds to accomplish.
Measured By: Action plan approved and disseminated. Related costs outlined. Assignments and timelines communicated to responsible parties.

- Provide leadership-level direction on priorities and expectations around energy/resource saving and/or environmental sustainability initiatives.

Goal/Strategy: Goal 1 – Strategy 1B
Timeframe: 12 months
Partner(s): Logistics
Budget Impact: None
As priorities and timelines are yet to be identified, it is anticipated that many solutions would be cost neutral and others may require departments to request funds to accomplish.
Measured By: Priorities and related direction identified and imparted to the appropriate responsible parties.

- Provide leadership-level direction on continued investments into creating/sustaining a positive, safe, and inclusive culture within the District.

Goal/Strategy: Goal 1 – Strategy 1B
Timeframe: 12 months
Partner(s): HR, All managers/supervisors
Budget Impact: None
Measured By: Priorities and related direction identified and imparted to the appropriate responsible parties.

2019-20 Tactics, continued

- Provide support to leverage local, state, and federal programs or initiatives that enhance community health and safety, service delivery, response system integration, 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. Engagement in support of standing up the Washington County EMS Alliance and to identify any potential related adjustments to TVF&R's EMS services.



Fire Chief's Office, continued

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
10150 General Fund						
5002 Salaries & Wages Nonunion	\$ 1,840,441	\$ 1,969,580	\$ 2,010,174	\$ 1,437,589	\$1,437,589	\$1,437,589
5004 Vacation Taken Nonunion	127,538	111,957	156,347	115,793	115,793	115,793
5006 Sick Taken Nonunion	31,775	26,214	44,671	33,448	33,448	33,448
5008 Personal Leave Taken Nonunion	14,201	24,375	22,335	13,538	13,538	13,538
5010 Comp Taken Nonunion	6,290	3,132				
5015 Vacation Sold	45,321	88,193	144,691	113,568	113,568	113,568
5016 Vacation Sold at Retirement			35,000			
5017 PEHP Vac Sold at Retirement		61,733	65,500			
5019 Comp Time Sold Nonunion		292				
5021 Deferred Comp Match Nonunion	160,881	172,862	181,939	130,783	130,783	130,783
5121 Overtime Nonunion	3,273	78,295	36,500	1,500	1,500	1,500
5201 PERS Taxes	390,683	550,752	563,194	527,551	527,551	527,551
5203 FICA/MEDI	136,654	142,312	184,865	142,980	142,980	142,980
5206 Worker's Comp	26,422	23,828	33,125	23,830	23,830	23,830
5207 TriMet/Wilsonville Tax	15,195	17,164	19,593	14,461	14,461	14,461
5208 OR Worker's Benefit Fund Tax	532	531	540	399	399	399
5211 Medical Ins Nonunion	249,311	244,363	248,920	186,638	186,638	186,638
5221 Post Retire Ins Nonunion	16,500	15,825	16,200	9,000	9,000	9,000
5230 Dental Ins Nonunion	23,144	22,072	21,892	17,106	17,106	17,106
5240 Life/Disability Insurance	16,535	16,475	22,179	13,898	13,898	13,898
5270 Uniform Allowance	934	2,118	3,000	3,000	3,000	3,000
5290 Employee Tuition Reimburse	3,437	6,667	8,100			
5295 Vehicle/Cell Allowance	33,300	35,520	36,120	22,800	22,800	22,800
Total Personnel Services	3,142,366	3,614,260	3,854,885	2,807,882	2,807,882	2,807,882
5300 Office Supplies	6,260	6,316	7,600	6,500	6,500	6,500
5301 Special Department Supplies	9,524	7,142	12,500	8,750	8,750	8,750
5302 Training Supplies	321		1,400	500	500	500
5320 EMS Supplies		128	250	250	250	250
5321 Fire Fighting Supplies	(32)		250	250	250	250
5325 Protective Clothing	603	437	500	500	500	500
5330 Noncapital Furniture & Equip	3,613	1,031	3,000	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	4,610	6,717	11,000	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	96,609	83,799	95,266	123,320	123,320	123,320
5367 M&R Office Equip	37,208	36,215	42,000	42,000	42,000	42,000
5400 Insurance Premium	3,012	2,878	6,559	6,500	6,500	6,500
5410 General Legal	389,694	695,383	500,000	500,000	500,000	500,000
5413 Consultant Fees	26,500	24,500	30,000	30,000	30,000	30,000
5414 Other Professional Services	104,523	389,186	365,700	105,100	105,100	105,100
5415 Printing	39,894	24,309	24,625	1,300	1,300	1,300

Fire Chief's Office, continued

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	49,940	60,560	66,967	69,367	69,367	69,367
5417 Temporary Services	27,498	21,031	33,280			
5432 Natural Gas	508	489	900	700	700	700
5433 Electricity	92,980	89,785	96,000	93,000	93,000	93,000
5434 Water/Sewer	17,224	20,126	19,200	25,000	25,000	25,000
5436 Garbage	3,367	3,362	3,540	3,780	3,780	3,780
5445 Rent/Lease of Building	2,370	2,370				
5450 Rental of Equip	355					
5461 External Training	13,129	13,389	30,680	22,825	22,825	22,825
5462 Travel and Per Diem	47,328	46,425	57,000	42,660	42,660	42,660
5471 Citizen Awards	3,203	1,843	1,500	2,000	2,000	2,000
5472 Employee Recog & Awards	236	65	2,000	1,000	1,000	1,000
5480 Community/Open House/Outreach	5,605	5,905	9,500			
5484 Postage UPS & Shipping	44,835	41,042	52,750	8,400	8,400	8,400
5500 Dues & Subscriptions	24,980	25,309	30,912	29,050	29,050	29,050
5502 Certifications & Licensing	225		313	250	250	250
5570 Misc Business Exp	4,550	4,314	3,775	3,425	3,425	3,425
5571 Planning Retreat Expense	2,573	3,367	8,500	3,750	3,750	3,750
5572 Advertis/Public Notice	46,662	42,822	60,000			
Total Materials and Services	1,109,906	1,660,246	1,577,467	1,139,177	1,139,177	1,139,177
Total General Fund	\$ 4,252,271	\$ 5,274,506	\$ 5,432,352	\$ 3,947,059	\$ 3,947,059	\$ 3,947,059

