

Fire Chief's Office

Fund 10 • Directorate 01 • Division 15 • Department 150

PROGRAM DESCRIPTION

This budget category includes the traditional operations of the Fire Chief/Administrator's office and includes District Command personnel and emergency planning functions. The department provides direction, supervision, coordination, and general support to the District's operations.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,668,706	\$2,212,314	\$1,894,768	\$1,837,344
Materials and Services	284,786	409,802	784,853	832,426
Total Expenditures	\$1,953,492	\$2,622,116	\$2,679,621	\$2,669,770

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	2012-13 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	0.00	1.00	1.00	1.00
Chief Financial Officer	0.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Executive Officer	1.00	1.00	0.00	0.00
Division Chief	1.00	0.00	0.00	0.00
Project Coordinator	1.00	0.00	0.00	0.00
Fire Marshal*	0.00	1.00	1.00	0.00
Business Manager	0.00	1.00	1.00	1.00
Partnership and Public Information Manager	0.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Records Specialist	0.00	1.00	1.00	1.00
Administrative Assistant II	1.00	0.00	0.00	0.00
Administrative Assistant I	0.50	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	9.50	12.00	11.00	10.00

*Note: Fire Marshal moved to Cost Center 10160 – Central Integrated Operations, effective July 1, 2012.

Fire Chief's Office, continued

2012-13 SIGNIFICANT CHANGES

The decrease in Personnel Services for this budget reflects the transfer of the Fire Marshal position to the Central Integrated Operations Division, offset by salary and benefit increases and increased funding in account 5015, Vacation Sold, based on 2011-12 actual expenditures.

Materials and Services increased due to increases in General Legal, account 5410 and 5414, Other Professional Services. The increase in account 5414 is due to a \$50,000 placeholder for GIS enterprise consulting and integration.

The Command and Business Operations Center budget, since 2011-12, reflects the building's costs in 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; provides for the District's fire service lobbying contract; and account 5414, Professional Services, reflects funding for demographic research, strategic planning, land use services, GIS integration, and other matters on issues as directed by the Board of Directors. Account 5484, Postage, contains \$29,000 for District-wide annual publication of "Safety Matters."

STATUS OF 2011-12 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):	I, VII
Service Type(s):	Management
Measured By:	Meeting attendance, active partnerships with specific positive financial/operational impacts
Status or Outcome:	On July 1, 2011, TVF&R entered into a one-year intergovernmental agreement to provide fleet services to Clackamas Fire District #1.

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

Goal(s):	III, VI
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's records management system includes the establishment of a TVF&R-specific Records Retention Schedule, management of records policies and procedures, creation of designated records storage, and education and training provided to District personnel. The system is led by the Records Specialist and a representative from each division has been appointed to serve as a member of the Records Management Committee.

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

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

Goal(s):	II, VI, VII, VIII
Service Type(s):	Management
Measured By:	The District Capital Bond program will be completing the Command and Business Operations Center (CBOC) and planning, with some construction starting on Station 56/South Operating Center (SOC), Station 65, and Station 68, this fiscal year.
Status or Outcome:	With the exception of Station 68, capital construction projects scheduled for this time period have been completed on time and on budget. (Station 68's land use application was put on hold in the fall of 2011, following an Oregon Land Use Board of Appeals [LUBA] ruling). Proactive community outreach has been a priority for all construction projects to include community meetings, knock-and-talk events, letters from the Fire Chief, email notices, and a capital construction report card featured in the 2011 Safety Matters mailed to every home in TVF&R's service area. A Bond Management Organizational structure was created and meets monthly to oversee and discuss the management, finance, logistics, and communication needs of all projects.

- Administration of the District's risk management process.

Goal(s):	IV, VI
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:	Fire Chief's Office staff continues to collect this information and route to the appropriate departments and personnel based upon type and severity of the reported event.

- Facilitate internal District communications.

Goal(s):	II
Service Type:	Essential
Measured By:	Strategic information platform(s), consistent messaging, employee engagement, and employee survey.
Status or Outcome:	In May 2011, TVF&R hired Campbell DeLong Research, Inc. (CDRI) to conduct several employee focus groups. While the primary purpose was to inform the design of community focus group research for external communications, there was valuable feedback pursuant to successful internal communications. This feedback was incorporated into a formal Internal Communications Plan with activities designed to reinforce TVF&R's mission, core values, and direction; clarify the organizational path and provide tools to employees; and ensure consistent messaging across the District.

Fire Chief's Office, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Diversity** – Establish a chartered committee to develop, implement, and nourish diversity at TVF&R.

Goal(s)/Call(s) for Action: V/A
Budget Impact: Increase required
Duration: Year 1 of 5
Budget Description: Resource neutral
Partner(s): District-wide
Status or Outcome: At the direction of the Fire Chief, the Diversity Taskforce has been chartered and is led by the Integrated Operations Assistant Chief, is working to establish internal and external objectives and develop the frame for moving forward with the diversity strategy.

- **Residential Sprinklers** – Implement construction tradeoffs proposal in cooperation with the Home Builders Association in TVF&R's service area.

Goal(s)/Call(s) for Action: I/G
Budget Impact: Resource neutral
Duration: Year 4 of 4
Budget Description: None
Partner(s): Integrated Operations, Home Builders Association
Status or Outcome: The extent of this Change Strategy has been satisfied; it will not move forward to next year.

- **Establish value position** – The District offers value to its citizens. To better understand and enhance the value offered, four key factors must continue to be present and matured: 1) understanding and utilizing the demographics of the service area; 2) communicating strategically with those various demographics; 3) maximizing innovative service programs; and 4) seeking diversification in financial stability. Specific steps should include continued demographic studies, citizen polling, development of audience-based information graphics, and further exploration/implementation of EMS systems, including daily physician services. Lastly, a purposeful long-range financial plan that contemplates all aspects of potential taxation, available alternate revenue, and operating expenses.

Goal(s)/Call(s) for Action: II/D, VII/A, VIII/A, D, and G
Budget Impact: Increase required
Duration: Year 3 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Planning, Finance, Human Resources, strategic external partners
Status or Outcome: Several efforts have been carried out this fiscal period including demographic data utilization; broad reaching communication efforts and mitigation innovation, such as the partnership established with Washington County Housing Authority; and development of new long-term financial plans. While efforts have been made, work still needs to be done around information graphics and EMS system integration.

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Community preparedness is core** – TVF&R's mission is to establish, enhance, and support safer communities, not only in its service area, but across the region. This work must be done through multiple roles of community risk reduction, preparedness (individual, community, and organizational), response, and partnerships. Work with various government agencies at county, regional, and state levels to develop coordinated, multidisciplinary response to disasters and other significant events.

Goal(s)/Call(s) for Action:	III/A, D, and E; VI/A
Budget Impact:	Increase required
Duration:	Year 4 of 5
Budget Description:	Staff time, additional materials, supplies, and equipment
Partner(s):	Integrated Operations, Planning, Logistics, Emergency Management, Training/Safety, strategic external partners
Status or Outcome:	In this year's citizen poll, the District did attempt to test its communities' understanding and support of emergency preparedness and it produced mixed results. This demonstrates the continued need to emphasize this role within the District's communities and to bolster those preparedness efforts already underway.

- **Improve non-EMS data collection** – Improve the District's non-EMS data collection and reporting through training, technology, and a structured review process.

Goal(s)/Call(s) for Action:	I/F, VI/E
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Funds for the Integrated Operations Quality Improvement Committee to meet regularly, with the committee's primary goal of understanding the scope of this problem and identifying those processes in need of improvement. Based upon the problem analysis, the committee will develop Process Action Teams (PATs) focused on specific areas (data, review, training, etc.), who will research and recommend solutions. The first year (possibly two) will require a minimal increase in funding (primarily overtime) for meetings and project work. Future funding needs may include modifications to the incident reporting system, mobile data computers, development of training scenarios, or other applications as determined by the needs analysis of the PATs.
Partner(s):	Communications, Information Technology, Integrated Operations, Training
Status or Outcome:	The Operations Quality Improvement (QI) Committee has established a Process Action Team (PAT) focused on three priorities: fire report review, reporting system updates, and training. Initial report review is underway to establish a base understanding of the fire reporting issues as well as education for the PAT members in the National Fire Incident Reporting System (NFIRS) requirements. Updates to the OnSceneRMS incident reporting system are also being made to assist in automating aspects of the program to prevent data errors when possible. Training documentation is simultaneously being developed and will be disseminated regularly to provide continual education to crews, and eventually create the Training Plan for all personnel.

Fire Chief's Office, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Refine records management** – Develop procedures and tools to improve the District's records management system.

Goal(s)/Call(s) for Action:	III/B, VI/B and C, VII/B
Budget Impact:	Resource neutral
Duration:	Year 1 of 3
Budget Description:	Funding neutral in the first year of analysis with each department to understand the scope of the District's records management needs. Increase in funding may be required in year two or three to implement a formalized electronic records management system.
Partner(s):	All departments
Status or Outcome:	A complete inventory of the District's records was conducted and records not addressed by the State of Oregon in their General Records Retention Schedule for Special Districts were identified. The Records Specialist has been working with the state to create a special schedule for these records in order to determine retention requirements. As the inventory of the District's records was conducted, a need for designated storage for District records was also identified. Several locations were assessed, and storage space meeting state guidelines has been dedicated to future records storage. Shelving and other materials necessary to convert the space have been budgeted for in fiscal year 12-13.
	With the help of the Records Management Committee, the Records Specialist has begun to revise, create, and implement records management policies and procedures. The Board recently approved the creation of Board Policy Section 12: <i>Business Operations</i> , under which the newly revised Records Management Policy will reside.

2011-12 ADDITIONAL ACCOMPLISHMENTS

- Developed a District communications strategy that addresses both internal and external needs.
- Conducted a Fire Chief's Office tabletop exercise that identified both strengths and weaknesses in District processes, procedures, and policies.
- Completely revised the 2011 Standards of Coverage, and subsequently engaged the Board of Directors for its adoption.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Projected
Reaccreditation Achieved ¹	✓	n/a	n/a	n/a
Accreditation Annual Report Submitted	n/a	✓	✓	✓
Strategic Plan Update	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓
Demographic/Population Study Update	✓	✓	-	✓
Public Attitude Survey Conducted ²	n/a	n/a	✓	n/a
<i>Percentage of Citizens Identifying TVF&R as Their Fire Department</i>	n/a	n/a	75%	75%
<i>Percentage of Citizens Identifying TVF&R as Their EMS Provider</i>	n/a	n/a	53%	58%
Ad Equivalency of News Stories Calculated ²	\$454,114	\$413,633	*	\$400,000
Community Academy Graduates	9	0	9	9

¹ Conducted every five years.

² Conducted every other year.

- **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): I, VII
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): II, VI, VII, VIII
Service Type(s): Management
Measured By: Ongoing. The District Capital Bond program will be completing the Command and Business Operations Center (CBOC) and planning, with some construction starting on Station 56/South Operating Center (SOC), Station 65, and Station 68, this fiscal year.

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

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

- **Administration of the District's risk management process.**

Goal(s): IV, VI
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.

Fire Chief's Office, continued

2012-13 SERVICE MEASURES, CONTINUED

- Facilitate internal District communications.

Goal(s): II
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

- Administration of the District's risk management process.

Goal(s): IV, VI
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): II
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

2012-13 CHANGE STRATEGIES

- **Diversity** – Establish a chartered committee to develop, implement, and nourish diversity at TVF&R.

Goal(s)/Call(s) for Action: V
Budget Impact: Increase required
Duration: Year 2 of 5
Budget Description: Staff time, additional materials and supplies.
Partner(s): District-wide

- **Establish value position** – The District offers value to its citizens. To better understand and enhance the value offered, four key factors must continue to be present and matured: 1) understanding and utilizing the demographics of the service area; 2) communicating strategically with those various demographics; 3) maximizing innovative service programs; and 4) seeking diversification in financial stability. Specific steps should include continued demographic studies, citizen polling, development of audience-based information graphics, and further exploration/implementation of EMS systems, including daily physician services. Lastly, a purposeful long-range financial plan that contemplates all aspects of potential taxation, available alternate revenue, and operating expenses.

Goal(s)/Call(s) for Action: II/4, VII/1, VIII/1, 3, and 6
Budget Impact: Increase required
Duration: Year 4 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Planning, Finance, Human Resources, strategic external partners

2012-13 CHANGE STRATEGIES, CONTINUED

- **Community preparedness is core** – TVF&R's mission is to establish, enhance, and support safer communities, not only in its service area, but across the region. This work must be done through multiple roles of community risk reduction, preparedness (individual, community, and organizational), response, and partnerships. Work with various government agencies at county, regional, and state levels to develop coordinated, multidisciplinary response to disasters and other significant events.

Goal(s)/Call(s) for Action: II, III, VI/1
Budget Impact: Increase required
Duration: Year 5 of 5
Budget Description: Staff time, additional materials, supplies, and equipment
Partner(s): Integrated Operations, Planning, Logistics, Emergency Management, Training/Safety, strategic external partners

- **Improve non-EMS data collection** – Improve the District's non-EMS data collection and reporting through training, technology, and a structured review process.

Goal(s)/Call(s) for Action: I/1, 5 and 7, II/1, VI/D, and VI/6
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Maintain funding in Integrated Operations for the Quality Improvement Committee to meet regularly. Increase in funding in Information Technology to upgrade the electronic reporting system (OnSceneRMS).
Partner(s): Communications, Information Technology, Integrated Operations, Training

- **Refine records management** – Develop procedures and tools to improve the District's records management system.

Goal(s)/Call(s) for Action: III, VI/3, 4 and 5, VII/2
Budget Impact: Increase
Duration: Year 2 of 3
Budget Description: Increase in funding in the North Operating Center, Command and Business Operations Center, and Training Center to begin the implementation of a formalized electronic records management system (shelving, storage cabinets, and standardized archival boxes).
Partner(s): All departments

- **Geographic Information System (GIS) Enterprise** – There is a need to integrate all aspects of the District's data with one common element – the spatial element. While this information has traditionally been used for deployment, it can have significant impacts in other areas of the District, including demographic research and financial planning. The District's current GIS model relies on desktop applications tied to specific personnel (Planning Division) in order to access information and conduct research. In a "served" environment, the District can leverage spatial data by defining the data models, table attributes, and graphic outputs for the server, and then allowing users to access the data without impacting Planning staff. This integration modernizes the current GIS model without requiring the addition of staff.

Goal(s)/Call(s) for Action: I/1, 5 and 7, II/1, V/3, VI/2, 3, 4, 5, and 6, VII/3, VIII/2 and 4
Budget Impact: Increase required
Duration: Year 1 of 4
Budget Description: Increase in funding required in the Fire Chief's Office for consulting and integration services, and in Information Technology for hardware support (servers).
Partner(s): Finance, Information Technology, Planning

Fire Chief's Office, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10150 General Fund						
5002 Salaries & Wages Nonunion	872,093	1,344,752	1,100,596	1,040,316	1,040,316	1,040,316
5004 Vacation Taken Nonunion	30,227	68,286	104,509	76,900	76,900	76,900
5006 Sick Taken Nonunion	10,163	14,554		15,380	15,380	15,380
5008 Personal Leave Taken Nonunion	3,766	5,517		6,591	6,591	6,591
5010 Comp Taken Nonunion	3,899	1,920				
5015 Vacation Sold	53,124	17,675	46,350	70,058	70,058	70,058
5016 Vacation Sold at Retirement	58,365					
5017 PEHP Vac Sold at Retirement	187,356					
5021 Deferred Comp Match Nonunion	18,397	36,246	49,507	55,286	55,286	55,286
5121 Overtime Nonunion	3,338	2,576	3,600	2,000	2,000	2,000
5123 Comp Time Sold Nonunion	874					
5201 PERS Taxes	216,158	249,794	255,108	258,476	258,476	258,476
5203 FICA/MEDI	63,788	89,913	101,562	99,065	99,065	99,065
5206 Worker's Comp	14,858	141,423	33,190	23,309	23,309	23,309
5207 TriMet/Wilsonville Tax	6,967	10,060	9,184	9,088	9,088	9,088
5208 OR Worker's Benefit Fund Tax	271	317	389	354	354	354
5211 Medical Ins Nonunion	82,434	145,735	125,318	113,634	113,634	113,634
5221 Post Retire Ins Nonunion	7,052	10,313	9,900	9,000	9,000	9,000
5230 Dental Ins Nonunion	11,016	19,635	17,143	15,543	15,543	15,543
5240 Life/Disability Insurance	7,165	11,804	12,472	11,904	11,904	11,904
5270 Uniform Allowance	876	3,299	1,400	2,000	2,000	2,000
5290 Employee Tuition Reimburse			11,566	1,500		
5295 Vehicle Allowance	16,517	26,930	23,040	28,440	28,440	28,440
Total Personnel Services	1,668,706	2,212,314	1,894,768	1,837,344	1,837,344	1,837,344
5300 Office Supplies	1,147	535	7,200	6,600	6,600	6,600
5301 Special Department Supplies	1,046	1,143	12,200	11,700	11,700	11,700
5305 Fire Extinguisher			100	100	100	100
5321 Fire Fighting Supplies		108				
5325 Protective Clothing		2,778				
5330 Noncapital Furniture & Equip	172	399	5,000	6,790	6,790	6,790
5340 Software Expense/Upgrades		21				
5350 Apparatus Fuel/Lubricants	3,521	4,293	20,750	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv			97,711	91,034	91,034	91,034
5367 M&R Office Equip		6,855	9,710	10,020	10,020	10,020
5400 Insurance Premium	1,786	2,096	3,000	3,850	3,850	3,850
5410 General Legal	171,295	184,112	192,000	210,000	210,000	210,000
5413 Consultant Fees	19,000	24,000	42,000	48,000	48,000	48,000
5414 Other Professional Services	25,020	54,084	51,210	138,270	138,270	138,270
5415 Printing	43	12,840	20,289	14,300	14,300	14,300
5416 Custodial & Bldg Services			54,596	51,890	51,890	51,890
5417 Temporary Services		125				
5432 Natural Gas			6,000	1,800	1,800	1,800
5433 Electricity			84,000	66,000	66,000	66,000
5434 Water/Sewer			12,000	11,400	11,400	11,400
5436 Garbage			2,940	2,940	2,940	2,940

Fire Chief's Office, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10150 General Fund						
5461 External Training	5,195	5,388	12,953	12,702	12,702	12,702
5462 Travel and Per Diem	26,986	29,191	25,268	24,050	24,050	24,050
5471 Citizen Awards	3,387	970	2,000	2,000	2,000	2,000
5472 Employee Recog & Awards	3,184	354	5,000	5,000	5,000	5,000
5480 Community Events/Open House		358	3,500	1,500	1,500	1,500
5484 Postage UPS & Shipping	161	28,154	49,600	37,270	37,270	37,270
5500 Dues & Subscriptions	13,504	16,091	15,216	15,690	15,690	15,690
5502 Certifications & Licensing			410	520	520	520
5570 Misc Business Exp	8,053	6,113	7,200	5,000	5,000	5,000
5571 Planning Retreat Expense	1,286	1,551	3,000	3,000	3,000	3,000
5572 Advertis/Public Notice		28,244	40,000	40,000	40,000	40,000
Total Materials & Services	284,786	409,802	784,853	832,426	832,426	832,426
Total General Fund	1,953,492	2,622,116	2,679,621	2,669,770	2,669,770	2,669,770

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