

Tualatin Valley Fire and Rescue

A Rural Fire Protection District, Tigard, Oregon

Annual Budget Document

Fiscal Year 2015-16



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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award to Tualatin Valley Fire and Rescue, Tigard, Oregon, for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This document was prepared by the Fire Chief's Office and Finance Department.

Debra Grabler, Chief Financial Officer
Olivia Houck, Executive Assistant
Dan DeHaven, Management Analyst
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June 24, 2015

Budget Committee Members and Citizens
Tualatin Valley Fire & Rescue
Washington, Clackamas, and Multnomah Counties, Oregon

Dear Budget Committee Members and Citizens:

I am pleased to submit the 2015-16 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and strategic plan, we have prepared this budget with priorities and resources necessary to accomplish Tualatin Valley Fire & Rescue's seven strategic goals and outcomes:

Community Goals and Outcomes

- I. Reduce the number and severity of emergency incidents.
- II. Increase the communities' participation in their safety and preparedness and their knowledge and support of District services.

Organizational Goals and Outcomes

- III. Enhance preparedness for catastrophic and unforeseen events.
- IV. Foster an environment conducive to the safety and health of all members.
- V. Develop and enhance a workforce that understands and respects individual and group differences and builds trust in the communities we serve.
- VI. Leverage use of existing resources and seek efficiencies for the greatest community good.
- VII. Ensure ongoing financial and business operations' stability and predictability.

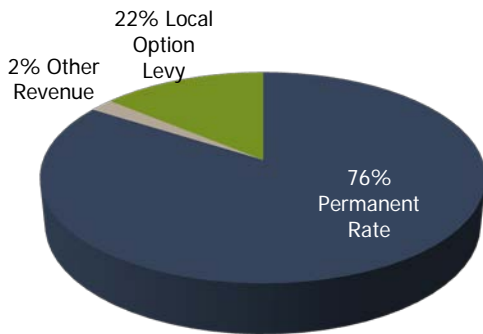
Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our citizens, while maintaining excellent fiscal stewardship. This commitment drives our budget process in allocating resources and funding. This year will be the first year of the enhanced replacement local option levy of 45 cents per \$1,000 of assessed value, and our focus is to continue to acquire new station sites and add units to our deployment throughout the District to achieve the goal of our citizens – fast and effective response.

Taxation and Valuation

The local economy continues to show improving unemployment levels and another year of renewed development. Accordingly, the District's financial forecast for 2015-16 and beyond includes continued modest increases in the growth rate of assessed value (the key measure for property tax revenue). Because of the geographic diversity of the District, the District's property taxes had been relatively unimpacted by the recent economic downturn due to past voter initiatives that delinked the assessed value (AV) from the real market value (RMV) of property. Because the District depends almost entirely upon property tax revenue levied upon AV (lower than RMV and allowed to grow 3% until it meets and begins to be constrained by decreasing RMV), we continued to experience growth in revenue, although the rate of growth had slowed during the recent recession.

Message From The Fire Chief, continued

Total assessed valuation of the District among all three counties we serve grew 4.4% overall in 2014-15, although Measure 5 compression and urban renewal districts modestly reduced the AV bases for levying of the permanent rate and local option levy rate. The total assessed value of the District is reduced by the effect of urban renewal districts before the application of the District's tax rates, resulting in differing growth rates for the assessed value used for the District's permanent tax rate and local option and bond levies.



In addition to its permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy first approved in 2000 at a rate of 25 cents per \$1,000 of assessed value. The levy was renewed in 2004 and 2008 at the same rate and on the May 2014 ballot, a replacement levy of 45 cents per \$1,000 of AV was approved.

This replacement local option levy of 45 cents per \$1,000 of AV will be first collected in 2015-16. Increases in 9-1-1 calls, traffic congestion, and an aging population have contributed to longer response times, and the replacement levy will help ensure TVF&R meets its highest priority of fast and effective emergency response.

The levy will retain 42 firefighters hired since 2000, add up to 44 firefighter medics, add emergency apparatus, and provide initial funding for site acquisition for new stations in areas where response challenges exist. Additional firefighters, at new and existing sites within TVF&R's network of stations, will improve response times and increase the reliability of current stations to serve their immediate neighborhoods. Additional positions that support safe and reliable emergency operations personnel will also be funded. This 2015-16 proposed budget is prepared to enable the District to continue the process started immediately after voters approved the new levy, deploying firefighters and response units and acquiring land for station sites.

The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (74%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2015, when we receive AV data for the 2015-16 year. Those results provide us with the information to determine if we can accelerate the addition of personnel and response units deployed, above our fiscally conservative budgetary plan designed to ensure that we meet our target of five months of ending fund balance at the end of each year. I believe our current financial reserves, coupled with continued conservative fiscal management, will allow us to support the enhanced operations of the District and provide essential services to our citizens.

Budget Overview

The proposed 2015-16 budget is organized by the operations of the District as organized into the three directorates: Command, Business Operations and Integrated Operations Directorates. The Integrated Operations Directorate is then grouped into three geographically-based operating centers: North, Central, and South. These centers, staffed by Integrated Operations personnel, blend the technical expertise of emergency operations, fire prevention, and public affairs staff. These combined functions and staff within the three operating centers provide for the District's connectivity to the community, its nine cities, and other government agencies; and its ability to implement community risk-reduction programs. Each of the District's fire stations is assigned to an operating center.

Integrated Operations personnel continue to focus on initiatives designed to minimize community and emergency response risks in each station's "first-due" area. Projects include working with apartment landlords, senior care facilities, and business owners to reduce false alarms and create safer communities for residents; partnering with local students to teach hands-only CPR to more than 17,000 individuals; coordinating with law enforcement

agencies who carry automatic external defibrillators (AED); working with cities, counties, and ODOT to prioritize transportation improvements that help improve emergency response; and a District-wide cardiac campaign to reunite sudden cardiac arrest (SCA) survivors and raise awareness about the symptoms of heart attacks and SCA as well as the importance of the emergency health system. The PulsePoint smart-phone application now has more than 12,000 District subscribers who will be notified if they are near an incident where someone needs CPR and identifies hundreds of registered public access AED sites in our service area.

Total District personnel increased by 7.42 positions. Ten firefighter positions are added to staff new sites and units, including Station 70 (two), a unit of six firefighters for the Charbonneau area, and two additional positions to be deployed in Integrated Operations after further analysis. These positions are funded with the increase in the local option levy and are offset in part by reductions in staff time in the recruit academy of 4.08 for one academy budgeted versus the prior year's two academies; and elimination of one Battalion Chief position in Integrated Operations, plus two additional EMS Officer positions in EMS; one additional Training Officer in Training and two and a quarter less positions in Fleet; one less in Information Technology, offset by one new position in Supply for response equipment support; and an additional one and a quarter positions in Occupational Health/Wellness to support firefighter wellness and physical training and an added half-time position in Finance.

The District's Battalion Chiefs, Firefighters, Training Officers, and fire prevention employees are represented by Local 1660. The labor contract extends through June 30, 2018. The contract calls for a CPI-W-based pay raise effective July 1, 2015, of 2.0%. Recent legislative changes allowed the inclusion of the Battalion Chiefs in the union, and the 2015-16 budget reflects their transfer from non-union budget accounts to union salary, wage, and benefit accounts.

Relief Pool positions fund requirements for contractual time-off for firefighters. The actual number of relief pool firefighters fluctuates during the year due to retirements, on- and off-duty injuries, and other absences such as military deployments, until hiring of recruits and completion of their six-month Engine 92 training is accomplished each year. Upon graduation from the recruit training Engine 92 program, these new firefighters are assigned to fill vacant positions. The District employs a constant staffing model, whereby a response unit is always staffed to be able to respond to emergencies.

The District has conservatively forecasted medical insurance cost increases for the proposed budget year to the mid-range allowed under the union contract. All employees contribute to their monthly health insurance and are partners in our ongoing attention to the cost of healthcare.

For union personnel, the District has budgeted a blended contribution rate for the Oregon Public Employee's Retirement System of 19.96% for the second year of the 2013-15 biennium (including 6% mandatory employee contributions), based on the blend of contribution rates paid on behalf of each employee in the various PERS plans. Because line personnel are regularly reassigned to fill the District's constant staffing model, the District budgets salaries at top step for union personnel and utilizes blended rates for benefits. For non-union personnel – who generally remain in one department – salaries and benefits are budgeted at expected actual rates. The 2013-15 PERS rates were actuarially set after 2013 legislative reforms to reduce retirement cost of living increases and out-of-state tax remedies. Litigation ensued over the 2013 legislative reforms to the PERS programs and the Supreme Court of Oregon recently ruled to overturn the majority of the reforms that created the cost savings. Concurrently, the PERS Board will also be considering reducing the assumed investment earnings rate of its investments at its July 31, 2015 meeting, which will provide additional upward rate pressure for the following biennium. The District's budget continues to reflect the published rates but will continue to actively monitor and participate in PERS employer information groups.

The District's budget also provides for continued project management of the District's capital bond program. The District has sold five issues of general obligation bonds, fulfilling the total of the voter-approved \$77.5 million bond issuance authority. Each sale occurred to match projected construction and apparatus purchase timelines. Moody's Investor Service affirmed the District's Aaa rating for the most recent bond sale in February 2015, which helped ensure the lowest possible interest rates for District taxpayers. The budget for 2015-16 reflects the

Message From The Fire Chief, continued

continued construction and seismic upgrades of fire stations in this bond sale: Stations 62, 64 and 69, and completion of new Station 70. The District has also budgeted for the purchase of additional fire station land sites and multiple emergency response apparatus.

We continue to focus on succession planning and leadership development for our next generation of managers through continued work and investment in the Integrated Talent Management Program. We believe this is a continual process to ensure competent leaders at every level are available to integrate into the operation when and where they are needed.

Significant Budget Items

Personnel. This budget represents a total of approximately 506 personnel in the General Fund, one in the Emergency Management Fund and three in the Capital Projects Fund. In addition to emergency response, training, fire prevention, fleet, and support personnel, the budget includes staffing for strong fiscal and project management of the increased local option levy and capital projects funded with both levy and bond proceeds.

Apparatus Investment. Voter support of our general obligation bond has allowed us to standardize and improve our fleet and decrease the average age of our apparatus to less than 12 years. We have budgeted for three truck units in the Apparatus and Capital Bond Fund that will be constructed and delivered over the next two years. Two additional volunteer rescue pumpers and a replacement water rescue team boat are funded in the Apparatus Fund. Other fleet vehicles are planned to be purchased from the Capital Improvements Fund.

Fire Stations. The budget reflects the completion of construction of Station 70; construction of station facilities and seismic improvements of Stations 62, 64, 69, and 368; and the purchase of multiple future fire station sites.

Budget Summary

This budget proposes our permanent tax rate of \$1.5252 per \$1,000 (AV), the local option levy of \$0.45 per \$1,000 (AV), and an estimated total of 13.5 cents per \$1,000 (AV) levy for debt service for outstanding bond issues. We anticipate tax receipts of the levies at a 94.4% collection rate and an assessed value growth of 4.4%.

The proposed budget allows us to continue to deliver outstanding emergency fire, medical, and rescue services to our citizens in a fiscally conservative and prudent manner. I present the 2015-16 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue

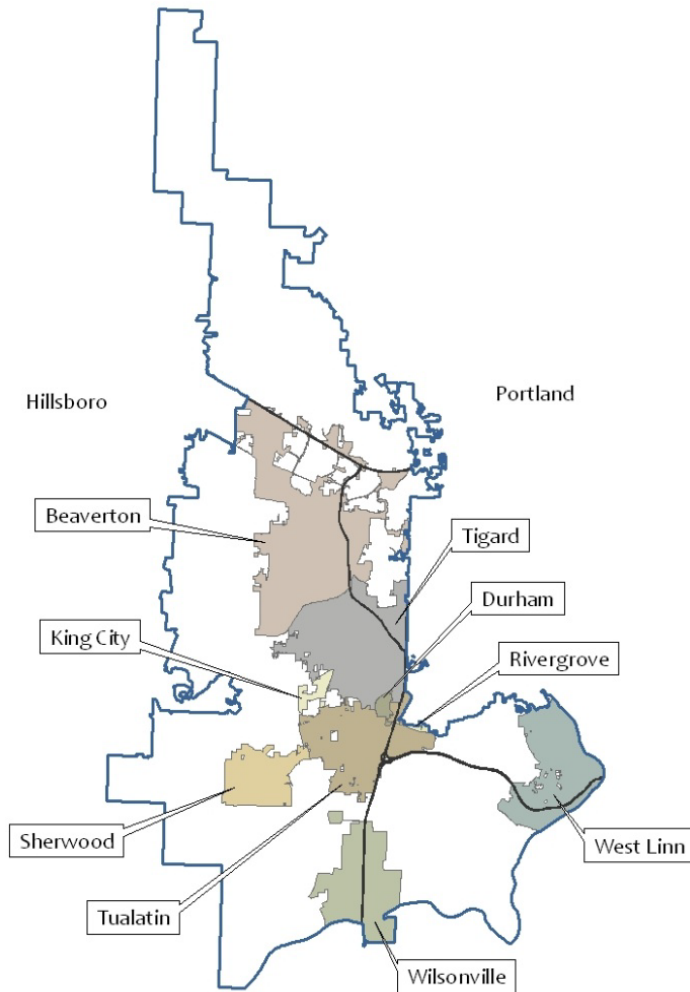


Michael R. Duyck
Fire Chief/Administrator

District Overview

Tualatin Valley Fire and Rescue

Tualatin Valley Fire and Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors comprised by a President and four Directors, who include a Vice-President and a Secretary-Treasurer. The Board hires a Fire Chief/Administrator to manage the day-to-day operations of the District. The governing board appoints members of the community to serve on boards and commissions, which include the Budget Committee and the Civil Service Commission.



Tualatin Valley Fire and Rescue, A Rural Fire Protection District, was formed in 1989 through the legal merger of Washington County Fire Protection District No. 1 and Tualatin Rural Fire Protection District. Subsequently, the District expanded its service area through annexation to include the City of Beaverton Fire Department, Valley View Water District and the Rosemont Fire District and the mergers of Multnomah County Fire Protection Districts No. 4 and 20. The District's most recent annexation was the City of West Linn which was legally annexed on July 1, 2004.

The District's total service area encompasses approximately 210 square miles. It provides services to northeast Washington County, northwest Clackamas County, and the western edge of Multnomah County. The District is a special service district supported by the property owners within its boundaries, currently serving an estimated population of 454,598.

The District will have approximately **510** employees (506 in the General Fund, one in the Emergency Management Fund, and three in the Capital Projects fund charged out to capital bond projects completely), supplemented by approximately **80** volunteers. The area served, which includes the cities of Beaverton, Durham, King City, Rivergrove, Sherwood, Tigard, Tualatin, West Linn and Wilsonville, lies within one of the fastest growing regions of the state of Oregon. It is an area

encompassing densely populated suburbs, rural farmlands, retail and commercial establishments, and growing industrial complexes.

Fire stations are placed strategically throughout the District to protect property and the District population. The District uses defined response time standards, projected population densities and urban growth, as well as actual and planned traffic conditions to determine the best station sites to optimize response times. The District continues to implement operational improvements in order to accomplish its strategic goals. The recent voter support of the increased replacement local operating levy will allow additional response stations and units to be added throughout the District. In addition to the Command Center, the District manages and directs services to the public from three Integrated Operations divisions serving defined geographic areas.

District Overview, continued

As a result of the high quality of services provided, training standards, equipment, staffing, and related support functions, the District is among the leaders in Oregon in obtaining a favorable insurance classification and carries a rating of 2 out of a scale of 1-10 (1 being the most favorable, according to the standards set forth by the Insurance Services Office). This classification results in very low premium rates for fire insurance to homeowners within the District.

The District is a multi-service district with services and programs tailored to meet the needs of the community. The District is committed to creating safer communities through education, prevention, preparedness, and emergency response. Emergency services include fire suppression, emergency medical services, water rescue, and heavy and high-angle rescue. The District has also served as a Regional Hazardous Materials Response provider for the state of Oregon, with a service response area ranging from the City of Portland boundary on the east to the Pacific Ocean on the west and from the District's northern boundary in Multnomah County southwest to Marion County.

The District's Integrated Operations staff is dedicated to meeting all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the citizens within its boundaries. The Deputy Fire Marshals and Inspectors provide code enforcement inspections and manage several proactive programs, such as the Apartment Manager Training program, in order to educate landlords in fire-safe building management practices.

To deal with emergencies, both fire and medical, the District staffs a team of professional firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. Approximately 209 professional firefighters are certified as advanced life support (ALS) paramedics, while 100% of the remaining fire-suppression personnel are certified at either the Basic or Intermediate Emergency Medical Technician levels. Under the guidance of physician advisors, emergency medical service personnel (all of whom are firefighters) maintain a highly certified skill level through several specialized programs.

The area serves as the home to companies such as Nike, Mentor Graphics, Columbia Sportswear, Reser's Fine Foods, Flir Systems Inc., Cascade Microtech Inc., Planar Systems, and Digimarc, in addition to several growing companies such as Act-On Software Inc., Eid Passport, Leupold & Stevens, and Vanguard EMS¹. Sixteen of the top 100 fastest growing private companies in Oregon are located within the District's service area, including ICON Medical Network, Columbia Roofing & Sheet Metal and Axiom EPM¹. Top metropolitan-area employers include Intel, Providence Health System, Fred Meyer Stores, Oregon Health & Science University, Wells Fargo, Portland General Electric, Kaiser Permanente, Nike and U.S. Bank, among others¹. Nike's world headquarters complex houses over 8,700 employees in its 351-acre campus, with expansion plans underway as the company analyzes how to accommodate its growth². Intel has continued to invest in multi-million-dollar facility expansions to manufacture state-of-the-art computer chips, largely in the neighboring City of Hillsboro with a recently announced agreement for Intel to invest another \$100 billion in Washington County over the next 30 years³.

¹ *Portland Business Journal, Book of Lists, December 26, 2014.*

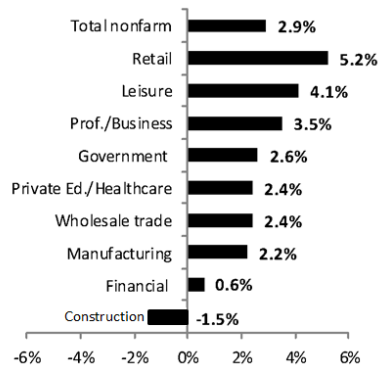
² *Kish, Mathew, "Nike adds more than 2,000 jobs, exceeds state goal." Portland Business Journal, October 7, 2014.*

³ *Spencer, Malia, "Intel's deal essential for future Oregon investment." Portland Business Journal, August 11, 2014.*

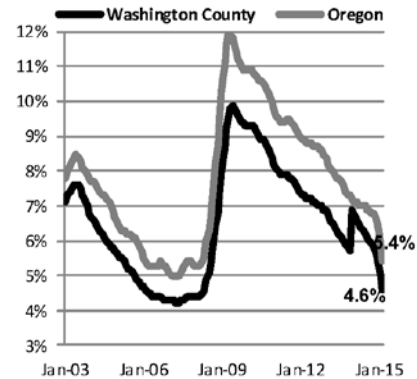
Economy

The District, through its broad geographic area, serves a strong part of Oregon's economic base. Washington County's job growth has occurred in every major industry except construction, and the March 2015 unemployment has dropped to 4.6%. Washington County has more than regained all jobs lost in the Great Recession. Both construction and manufacturing have grown since the worst of the recession but have not fully recovered to prerecession levels.

Employment Growth
March; increase on a year earlier



Unemployment Rates
March; seasonally adjusted

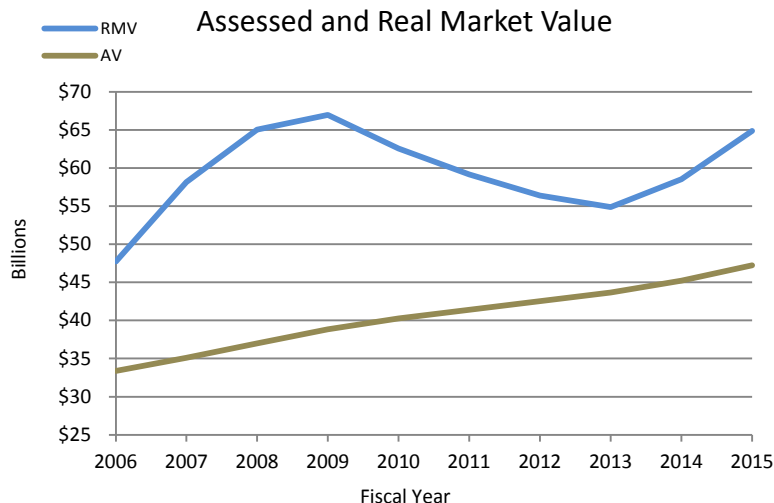


Washington County's labor force is reported by the State of Oregon's Employment Department to have increased by 2.9% since March 2014.

Assessed and Real Market Value

By law, increases in assessed valuation of existing property are generally limited to 3% a year. Accordingly, growth beyond 3% in the District's assessed valuation must come from development within its service boundaries. Assessed value grew 4.4% for the property tax year 2014-15, and it is conservatively forecasted to continue to grow at 4.4% for 2015-16, based upon continued strength in the residential and multi-family real estate real market and increased commercial development.

The District's real market value for the 2015-16 fiscal year is expected to continue to increase when measured by county assessors as of January 1, 2015 for the 2015-16 fiscal year, due to combined gains of 10.88% in real market value home prices in 2014 as reported by our three county assessors.



District Overview, continued

Population

The District's population is expected to continue to grow over the next decades. Staff is working proactively and cooperatively with other governments and regional planning groups to ensure continued ability to service this future population. This includes neighborhood and street planning, emergency access, and road construction, as well as evaluating and working across jurisdictional boundaries to ensure closest force response to population centers, regardless of city and county boundaries. This is one reason the District has purchased land for future fire station sites and is actively seeking additional sites utilizing the increased local option levy.

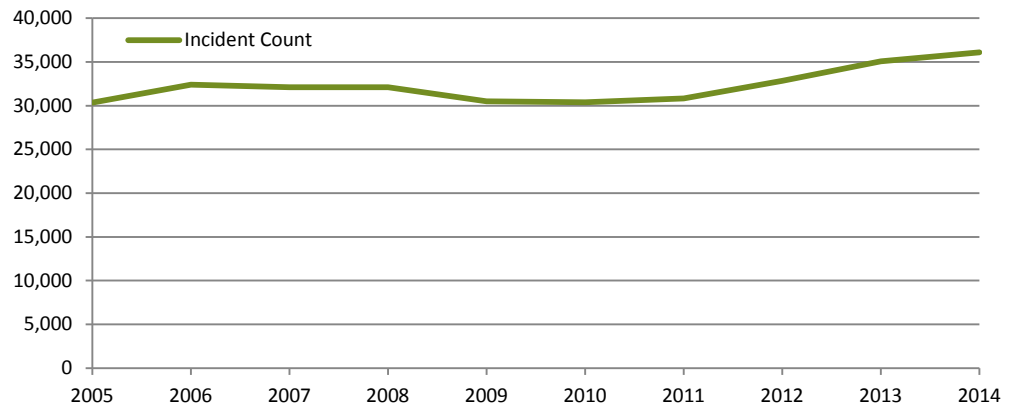
Creating Safer Communities

Tualatin Valley Fire & Rescue's mission is to prevent, prepare for, and respond to situations that threaten the communities it serves. This means not only responding to emergencies as they occur, but continuously looking for ways to strategically prevent or reduce the effects of those emergencies.

Emergency Incidents

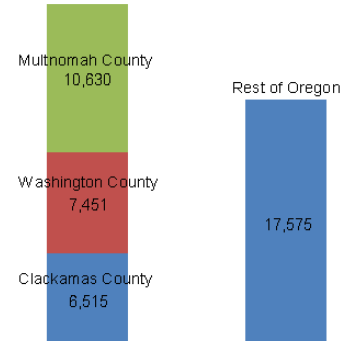
The District's responses to emergency incidents over the past 10 calendar years are reflected below.

The first strategic goal of the District is to **reduce the number and severity of emergency incidents.**



District incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Population Growth by County
2013 to 2014 - US Census Estimate



The three Portland area counties: Washington, Multnomah and Clackamas counties represented most of Oregon's population growth in 2014.

The District experienced a 2.9% increase in call volume in 2014, while the Incident Type trends within the dataset remained largely consistent. The District continues to experience low numbers of working structure fires, while the majority of the call volume centers on emergency medical services (EMS) and general service calls. Focused code enforcement, prevention efforts, and educational campaigns continue to influence call volume, while the District also recognizes the impacts of modern fire-protection systems and building technologies that are present in a large portion of the District's building inventory.

Training

The District's training facilities include a six-story training tower, a burn building for live-fire training, a 19-acre Training Center, a fire behavior training prop (FBT), and a live-television studio, which are utilized to provide personnel with continual training to maintain and improve their skills to the highest level possible. The Training Center, which was constructed in several phases using public funding and private donations, provides advanced training opportunities in flammable liquids and gases with the use of live props, including a tanker truck, driving courses, propane rail cars, a bridge, and excavation tunnels. The sophisticated burn structures and tower at the site allow live-fire training in interior attack and other fire-suppression tactics. The project included extensive foundation work to support the tower, as well as water recycling and reclamation components to support the extensive water usage in fire-suppression activities. The FBT prop, as shown below, allows fire companies to train on multiple live-fire scenarios they may encounter in the field.



District Overview, continued

Board Policies

The District operates under a comprehensive **Board Policy Manual**, which is adopted, annually reviewed, and, as required, revised by the Board of Directors. Each section of the Board Policy Manual provides policy direction concerning the day-to-day operations of the District and specifically addresses the following areas:

- District Board Operations
- Bylaws of the Board
- Budget and Finance
- Personnel Policy
- Training
- Fire Chief's Role and Executive Functions
- Operations
- Prevention
- Purchasing
- Maintenance
- Community Services
- Business Operations

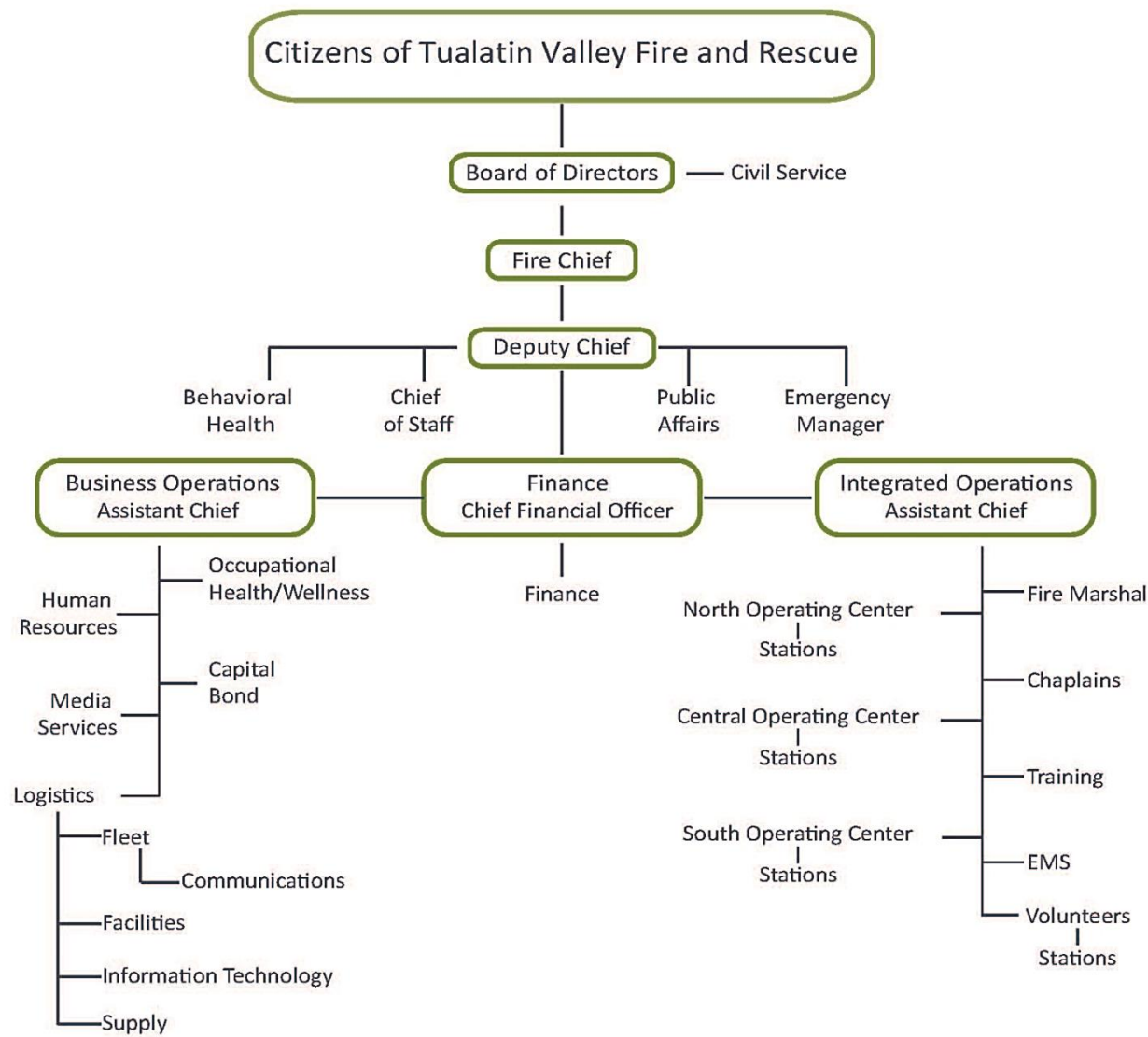
Budget Committee as of June 30, 2015

Board Members	Term Expiration
Robert C. Wyffels, President	June 30, 2017
Randy J. Lauer, Vice President	June 30, 2019
Gordon L. Hovies, Secretary-Treasurer	June 30, 2017
Clark I. Balfour, Member	June 30, 2017
Brian J. Clopton, Member	June 30, 2019
Citizen Members	
Angie R. Fong, Member	June 30, 2018
Paul A. Leavy, Member	June 30, 2018
Michael T. Mudrow, Member	June 30, 2016
James W. Petrizzi, Member	June 30, 2017
Michael D. Smith, Member	June 30, 2016

District Staff

- **Michael R. Duyck**, Fire Chief/Administrator
- **Dustin E. Morrow**, Deputy Chief
- **Debra L. Grabler**, Chief Financial Officer
- **Mark E. Havener**, Assistant Chief

Organizational Chart







June 24, 2015

Budget Committee Members and Citizens
Tualatin Valley Fire & Rescue
Washington, Clackamas, and Multnomah Counties, Oregon

Dear Budget Committee Members and Citizens:

Introduction

In compliance with the state of Oregon Local Budget Law and Tualatin Valley Fire & Rescue (District) policies as authorized in Section 3 of the Board Policy Manual, the annual budget for Tualatin Valley Fire & Rescue for the fiscal year 2015-16, beginning July 1, 2015 and ending June 30, 2016, is submitted for your approval. As prepared and submitted, the annual budget is intended to serve as:

- A financial plan for the next fiscal year, outlining the forecasted expenditure requirements and the proposed means for financing these requirements.
- An operational plan for the use and deployment of personnel, materials and services, and other resources during the 2015-16 fiscal year.
- An operations guide for program and department goals and objectives.

Budgetary Accounting Basis

All of the funds are budgeted using the modified accrual basis of accounting in accordance with budgetary practices. For generally accepted accounting principles basis reporting, the budgeted General Fund combines with the Apparatus Fund, Capital Improvements Fund, and the Emergency Management Fund under Governmental Accounting Standards Board (GASB), statement 54. The accounts of the District are organized on the basis of funds and account groups, each of which is considered a separate budgetary and accounting entity. Within the annual budget, the District's various funds are grouped into the fund types and account groups indicated below:

- **Governmental funds**, which include the General Fund (a major fund); the *special revenue fund types*: Apparatus Fund, Capital Improvements Fund, Emergency Management Fund, and Grants Fund; the Debt Service Fund; and the *capital projects fund types*: Property and Building Fund and Capital Projects Fund (a major fund).
- **Proprietary fund**, which includes the *internal service fund type*, the Insurance Fund.
- **Fiduciary funds**, which include *trust and agency* funds, cover the Pension Trust Fund and Volunteer LOSAP Fund.

The budget is prepared on the generally accepted accounting principles basis, with all governmental funds accounted for using the modified accrual basis of accounting, with revenues being recorded when measurable and available, and expenditures being recorded when the goods or services are received. The District's internal service fund and trust and agency funds are maintained on the accrual basis of accounting. For pension trust funds, the

Message From The Chief Financial Officer, continued

measurement focus is on the determination of net income and capital maintenance. All fund assets and liabilities, current and non-current, are accounted for within the funds.

Strategic goals and ongoing financial models provide the foundation for communication of our overall budgetary goals to department managers, who develop the budget after preparation and identification of key performance objectives for their department and program. Overall guidance and philosophy are outlined by the Fire Chief and executive staff.

The District prepares a budget for all funds that are subject to the budget requirements of state law, including the legal requirement for a balanced budget; meaning that total beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, contingency, and ending fund balance. The budgeting process includes citizen input through various stages of preparation, public hearings, and approval of the original budget by the Board of Directors.

Budget Summary for Requirements

Expenditures	2014-15 Budget	2015-16 Budget	Increase (Decrease)
Personnel Services	\$ 78,199,718	\$ 82,241,513	\$ 4,041,795
Materials and Services	11,194,787	12,851,435	1,656,648
Capital Outlay	11,614,737	24,187,673	12,572,936
Debt Service	5,696,285	6,341,112	644,827
Operating Transfers Out	3,256,559	7,957,170	4,700,611
Operating Contingency	9,003,624	9,780,959	777,335
Ending Fund Balance	37,310,569	40,674,682	3,364,113
Total Requirements	\$ 156,276,279	\$ 184,034,544	\$ 27,758,265

The budget requirements for fiscal year 2015-16 for all funds totals \$184,034,544, which is \$27,758,265 higher than the \$156,276,279 in the current year. The largest changes relate to increases in the number of employees as well as wages and benefits of employees, additional capital outlay due to the timing of Capital Bond and Grant expenditures and an increase in budgeted transfers out to capital reserve funds and increases in budgeted Ending Fund Balance. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2015-16 Significant Changes

Personnel Services

Personnel Services increased 5.2% over all funds or \$4,041,795. The increase is due to the General Fund's increase in full-time employee (FTE) equivalent positions of 7.42 positions in 2015-16, as well as scheduled wage and benefit increases and projected medical cost increases.

Materials and Services

Materials and Services increased \$1,656,648 overall, which is due to the General Fund increase of \$1,662,895.

Capital Outlay

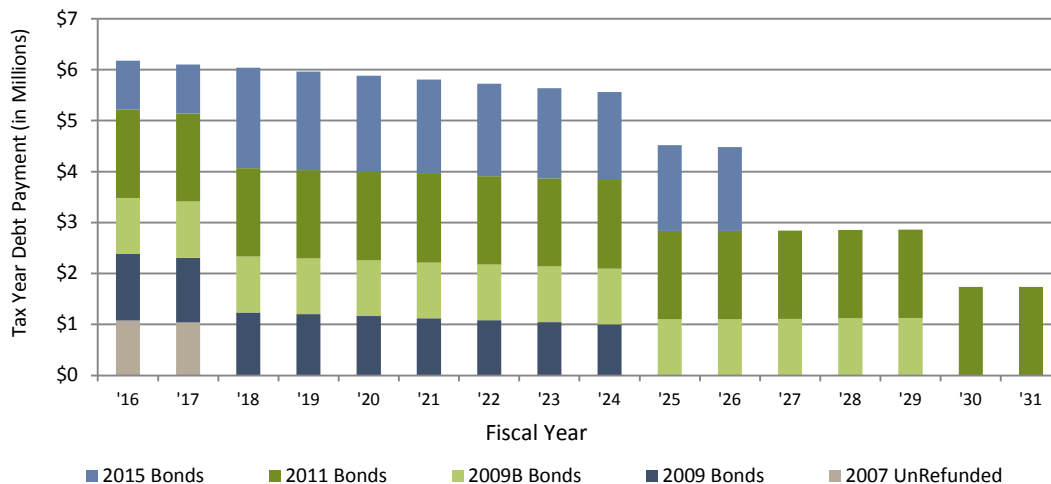
Capital Outlay increased \$12,572,936 or approximately 108%, to a total of \$24,187,673. Capital budget requests in the Capital Improvement Fund increased \$147,466, to a total of \$2,203,873, reflecting the ongoing capital replacements of operating equipment. Budgeted Capital Outlay in the Grants Fund increased \$2,458,000, reflecting the planned expenditure of three seismic improvement grants for three fire stations. Property and

Building Fund increased \$4,786,370, reflecting planned land acquisition and station design and permit fees for planned station additions. The Capital Projects Fund increased \$3,740,500, to a total of \$12,561,200, reflecting timing of construction and expected station site and apparatus purchases. Each year of the capital bond construction program includes the budget for the station construction planned and land purchases expected to be made and apparatus to be constructed by the manufacturer.

Debt Service

Total budgeted debt service expenditures are scheduled to increase by \$644,827 to a total of \$6,341,112 to meet estimated principal and interest obligations associated with general obligation debt outstanding. The debt service is budgeted in the Debt Service Fund for the repayment of all outstanding bond issues including the Series 2015 Advance Refunding and New Bonds. The final bond sale in 2015 of the original \$77.5 million authority refunded future 2007 bond payments, providing significant interest savings, and completed the final \$5,000,000 of issuance authority.

Debt Payments



Transfers

Transfers are increased by \$4,700,611, to \$7,957,170. Transfers are made to the Apparatus Fund, Capital Improvements Fund, Emergency Management Fund, Property and Building Fund, and the Pension Trust Fund. The Apparatus Fund will receive \$1,750,000 of transfers from the General Fund and the local option levy. The Capital Improvements Fund will receive \$1,725,000 of transfers from the General Fund. The Emergency Management Fund will receive \$30,000 for the District's cost share of the program, and the Property and Building Fund will receive \$4,101,085 for new station sites and stations as part of the local option levy, and the Pension Trust Fund will receive \$351,085 from the General Fund to meet pension obligations for pre-1973 and 1976 retirees. Plan assets for the pension plan have been exhausted, and the District continues to transfer sufficient funds each payroll to meet monthly pension obligations for these closed plans.

Contingencies

Contingencies across all funds are budgeted at \$9,780,983 for 2015-16, an increase of \$777,359 from the prior year. The contingency budget in the General Fund was increased by \$2,024,175, to a total of \$5,248,500. The Capital Bond contingency budget was also decreased \$1,116,329, as bond proceeds remaining are committed to specific projects identified in the capital bond program. Under Oregon law, Ending Fund Balance may not be appropriated for use during the year, so the contingency appropriation provides for flexibility in operations should an unexpected major natural disaster occur, a major apparatus fail, or other such event occur that cannot be

Message From The Chief Financial Officer, continued

anticipated. Accordingly, the District budgets contingency at a higher level than anticipated to be utilized. All unused contingency reverts to Ending Fund Balance.

Ending Fund Balance

The majority of amounts for Ending Fund Balance are related to the General Fund, \$22,772,291; the Apparatus Fund, \$3,680,330; the Capital Improvements Fund, \$6,051,037; the Bonded Debt Service Fund, \$1,046,993; and the Property and Building Fund at \$7,124,031. The District seeks a stable General Fund balance and conservatively forecasts the actual Ending Fund Balance to be approximately \$39,500,000, which equates to approximately five months of operating funds.

Debt Administration

Debt outstanding consists of Series 2007, Series 2009, Series 2009B, Series 2011, and Series 2015 Advance Refunding and New General Obligation Bonds.

The District's legal debt limit is approximately \$731,000,000, with remaining debt capacity of \$676,000,000 as of June 30, 2014. We utilize capital planning in conjunction with financial forecasting to determine what level of capital funding we can continue to make while managing our resources under our legal tax base. Our largest future variables will be the siting and possible relocation of stations. Because station siting and relocation planning are dependent upon factors such as land-use laws, transportation routes, placement of neighboring jurisdictions' stations, incident count, and population and development growth, we continue to work extensively on a regional basis to ensure the best service to our citizens. Our goal is to locate stations for the most effective emergency response and allow continued alternative staffing configurations depending on the region's call types and run volumes. The replacement local option levy and bond will fund continued land purchases for new fire stations, the construction of new fire stations, and the reconstruction and seismic improvements of several older fire stations.

Budget Summary for Revenues

Total revenues for all funds for the current budget year and the ensuing fiscal year are shown below:

Revenues	2014-15 Budget	2015-16 Budget	Increase (Decrease)
Beginning Fund Balance	\$ 67,025,320	\$ 73,360,977	\$ 6,335,657
Property Tax, Current Year	82,309,210	96,501,934	14,192,724
Property Tax, Prior Year	1,344,061	1,545,940	201,879
Other Taxes and Interest on Tax	29,813	29,356	(457)
Interest on Investments	282,216	238,703	(43,513)
Program Revenue	1,494,259	1,088,237	(406,022)
Special Service Charges	2,250	2,250	0
Regional Hazardous Response	30,000	30,000	0
Accounting Service Revenues	450	500	50
Training Center Revenues	31,510	24,300	(7,210)
Rental Income	84,000	75,600	(8,400)
Insurance Refund	197,389	201,000	3,611
Donations and Grants	95,229	2,953,227	2,857,998
Transfers from Other Funds	3,256,559	7,957,170	4,700,611
Surplus Property	6,910	4,500	(2,410)
Other Revenues	87,103	20,850	(66,253)
Total Revenues	\$ 156,276,279	\$ 184,034,544	\$ 27,758,265

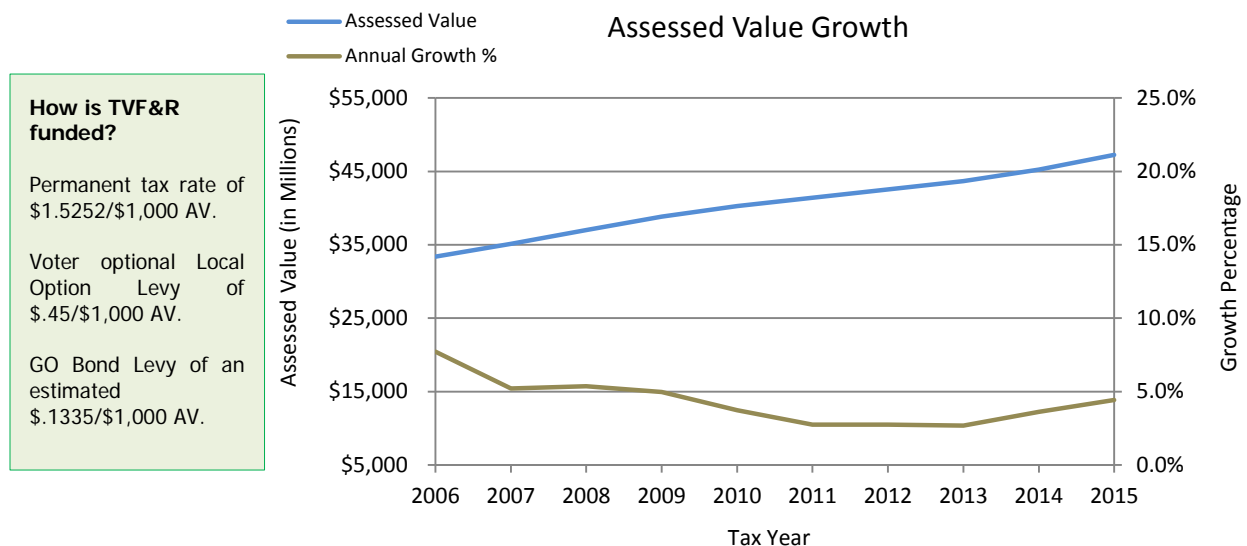
Beginning Fund Balance

Beginning Fund Balance has increased 9.5%, to \$73,360,977 for all funds. The General Fund's budgeted beginning fund balance was increased by \$2,633,564, to \$35,893,297, reflecting better than expected property tax revenue growth in 2014-15. Our General Fund has a targeted goal to provide at least five months of operating funds before we receive our tax collections in late November of each year. The beginning fund balance in the Apparatus Fund increased by \$72,318, remaining stable as a reserve fund until we will begin utilizing it for apparatus outside of the scope of the capital bond. The Capital Improvement Fund's budgeted beginning fund balance remained stable, increasing a slight \$37,673 to meet future capital replacement projections. The Property and Building Fund's beginning fund balance increased by \$1,354,882, as the District sets aside reserves for additional stations that are planned as part of the local option levy station additions. The increase in the Capital Project Fund beginning fund balance of \$2,640,644 is a result of the final \$5,000,000 bond sale in 2015, offset in part by the prior year bond proceeds being utilized on station construction projects.

Property Taxes – Current Year

General operating property taxes are based upon the District's assigned "permanent tax rate" of \$1.5252, multiplied by the assessed valuation within the District and supplemented by a local option levy. The local option levy of \$0.45 per \$1,000 of assessed valuation for the five years from 2015-16 through 2020-21 was approved by voters in the May 20, 2014 election. Under current law, assessed value is generally significantly less than market value and is based upon the relationship of other similar properties. For 2014-15, the Washington County Assessor reported assessed value was 73.8% of District Measure 5 (M5) market value of \$51,754,091,480 and thus we expect to collect the majority of the property taxes levied. For purposes of our 2015-16 budget, we assumed a 4.4% assessed valuation increase for property in our service area, based on our analysis of residential real estate trends, as well as our own analysis of the local economy and current property taxes. A collection rate of 94.4% was assumed. Tax levies for general obligation bonds are exempt from the property tax limitation measures and accordingly, the District levies the total dollar amount necessary for payment of the general obligation bonds.

Assessed Value Growth



Taxes levied at \$1.5252 for general operations against an estimated \$48.4 billion in assessed valuation are expected to provide approximately \$69.7 million in collections. The local option levy of \$.45 per thousand dollars of assessed valuation on an estimated \$49.1 billion of assessed value is expected to provide collections of \$20.6 million. Urban renewal creates the difference in assessed value that is reported by each county assessor versus

Message From The Chief Financial Officer, continued

the value used to levy the District's permanent tax rate and the assessed value that is used to levy the local option levy and bonded debt levy. We will also levy \$6,559,362 for our general obligation bonds. This bond levy is expected to result in a levy rate of 13.35 cents per thousand dollars of assessed valuation and approximately \$6,192,038 in collections.

Property Tax – Prior Year

Total taxes outstanding totaled \$4,110,240 at the fiscal year ended June 30, 2014. At the beginning of the previous fiscal year, that amount totaled \$4,009,423. Of the June 30, 2014 amount, \$1,768,455 was for taxes levied during that fiscal year, while \$2,341,785 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2015 receivables.

Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 25 basis points. The governmental fund types and capital funds are invested in the Oregon Local Government Investment Pool to investment limits and a bank Jumbo Money Market account for governments. Investments are regulated by Board of Director policy, and permitted investment products include the Oregon Local Government Investment Pool, which is a diversified portfolio, commercial paper, bankers' acceptances, and United States Government Treasury and Agency securities, among others. Certain funds are designated for longer-term investing by the Board of Directors and may be invested for terms up to 18 months. Oregon law does not allow leveraged investing and the Oregon Local Government Investment Pool does not use derivative securities. The Volunteer LOSAP Fund is managed as a separate trust fund and has its own investment policy, including the above investments and additional permissible investments in equity investments appropriate for long-term pension funding. Their investments are actuarially expected to earn 5% annually by investment policy. However, due to the turbulent equity market, short-term investment projections for 2015-16 are estimated at 4%.

Transfers into and out of pool accounts are made by telephone prior to 1:00 p.m. on a one-day-in-advance basis. This provides a flexible mode for keeping surplus cash invested and is reinforced by a cash management program with our designated banking institution.

Program Revenue

These revenues are primarily from apparatus maintenance contracts (\$229,034), and transport revenue (\$588,000). Fees are collected from several governmental agencies for providing preventive and corrective maintenance to firefighting apparatus and automobiles. The Occupational Health Services program for District employees also contracts with other governmental agencies to provide occupational health services, which serves to reduce the District's costs of providing these required services to our own employees.

Rental Income

The District earns rental income from cellular companies siting equipment on District towers.

Donations and Grants

State revenue sharing to counties that is passed to the District is included in Donations in the General Fund and is budgeted at \$450,000. Donations are sought from community partners to increase safety messaging, community education, and support important programs. Grant revenue fund in the Grant Fund includes the award of a reimbursement grant to seismically improve three fire stations for a total of \$2,358,000. The District actively pursues grant funding for projects and equipment and for additional staffing.

Transfers from Other Funds

A revenue source for five funds is, correspondingly, also a requirement for two other funds. In the Non-Organizational category section in the General Fund, transfers are listed as a requirement of \$7,957,170. Monies are transferred from this fund to five funds, where they are listed as a resource. These transfers provide operating resources to the Apparatus Fund, the Capital Improvements Fund, the Emergency Management Fund, the Pension Trust Fund and long-term funding for designated projects in the Property and Building Fund.

Summary

The budget for fiscal year 2015-16 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2015-16 promises to be a year of many challenges to the organization, as we manage our many bond projects and continue to constantly focus on the most effective emergency response service to our citizens.

Recognition is given to all staff members, division heads, and worksite managers who have appropriately devoted their time and energy toward the development of the annual budget. Please be assured that the same degree of effort will be devoted to the effective administration of the 2015-16 budget.

Sincerely,

Tualatin Valley Fire and Rescue

A handwritten signature in black ink, appearing to read "Debra L. Grabler", with a stylized flourish at the end.

Debra L. Grabler, CPA.CITP, CGMA
Chief Financial Officer



Financial Overview

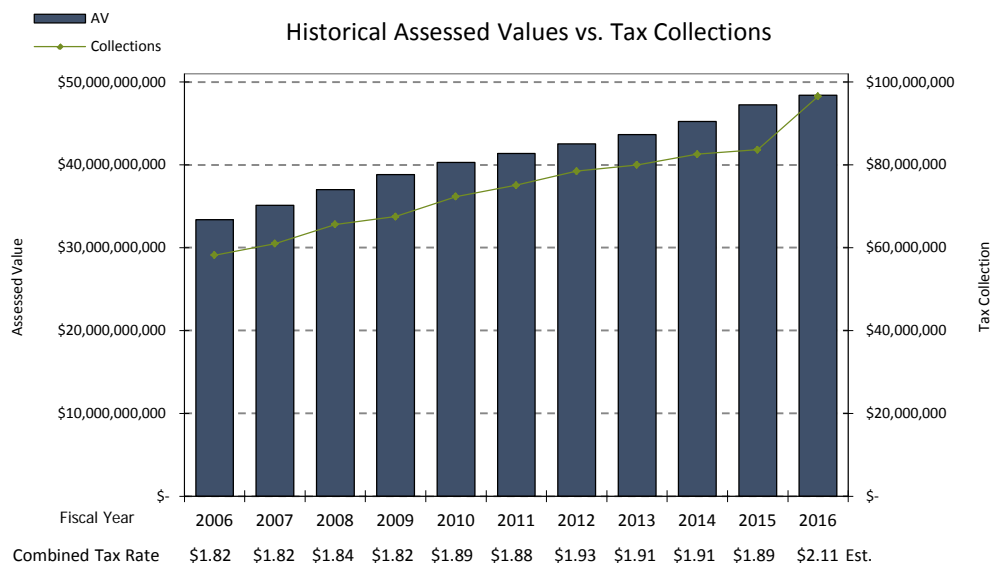
Tax Rates

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$ 48,417,970,290	Expected Assessed Valuation:	\$ 49,126,408,171	Expected Assessed Valuation:	\$ 49,126,408,171
Tax Rate Levied:	\$ 1.5252/\$1,000	Tax Rate Levied:	\$ 0.45/\$1,000	Estimated Tax Rate:	\$ 0.1335/\$1,000
Estimated General Fund Total Levy:	\$ 73,847,088	Estimated Net Local Option Levy after M5 Compression:	\$ 22,106,884	Bonded Debt Total Levy:	\$ 6,559,362
Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%
Expected Collections:	\$ 69,711,651	Expected Collections:	\$ 20,598,244	Expected Collections:	\$ 6,192,038

Property Tax Levies and Collections Last 10 Fiscal Years

	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2014	\$ 84,922,515	\$ 80,738,959	95.07%	\$ 1,824,068	\$ 82,563,027	97.22%
2013	82,413,293	78,548,654	95.31	1,446,400	79,995,054	97.07
2012	81,106,617	76,988,839	94.92	1,481,752	78,470,591	96.75
2011	76,954,903	72,714,192	94.49	2,365,805	75,079,997	97.56
2010	74,662,973	70,399,625	94.29	1,930,985	72,330,610	96.88
2009	70,168,538	66,017,433	94.08	1,498,114	67,515,547	96.22
2008	67,886,825	64,345,840	94.78	1,288,336	65,634,176	96.68
2007	62,860,513	59,799,046	95.13	1,176,222	60,975,268	97.00
2006	59,783,920	56,844,054	95.08	1,339,636	58,183,690	97.32
2005	56,843,613	53,918,038	94.85	1,438,746	55,356,784	97.38

Assessed Values vs. Tax Collections

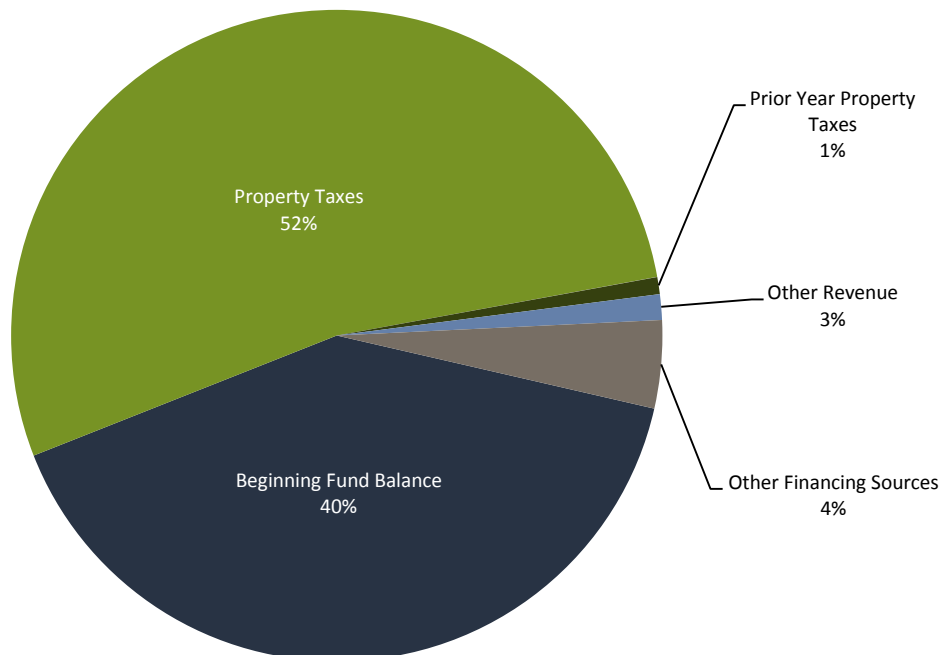


Financial Overview, continued

2015-16 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2015-16 Budget
Major Funds						
General	\$ 35,893,297	\$ 90,309,896	\$ 1,470,940	\$ 1,783,963		\$ 129,458,096
Capital Projects	12,935,300			15,000		12,950,300
Non-Major Funds						
Apparatus	3,783,430			17,500	\$ 1,750,000	5,550,930
Capital Improvements	8,228,010			39,500	1,725,000	9,992,510
Emergency Management	19,187			233,508	30,000	282,695
Grants				2,503,227		2,503,227
Bonded Debt Service	1,106,192	6,192,038	75,000	14,875		7,388,105
Insurance	645,178			3,250		648,428
Property and Building	10,436,546			45,000	4,101,085	14,582,631
Pension Trust					351,085	351,085
Volunteer LOSAP	313,837			12,700		326,537
Total 2015-16 Budgeted Resources	\$ 73,360,977	\$ 96,501,934	\$ 1,545,940	\$ 4,668,523	\$ 7,957,170	\$ 184,034,544
Total 2014-15 Budgeted Resources	\$ 67,025,320	\$ 82,309,210	\$ 1,344,061	\$ 2,341,129	\$ 3,256,559	\$ 156,276,279
Total 2013-14 Actual Resources	\$ 72,190,602	\$ 80,998,838	\$ 1,520,220	\$ 4,057,961	\$ 2,744,132	\$ 161,511,754

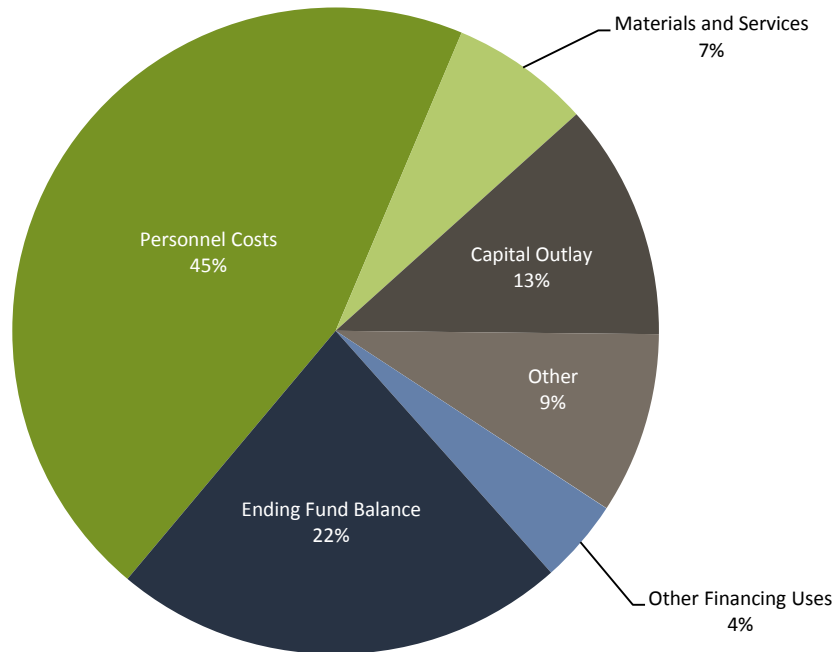
2015-16 Budgeted Resources



2015-16 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2015-16 Budget
Major Funds							
General	\$ 81,326,128	\$ 12,154,007		\$ 5,248,500	\$ 7,957,170	\$ 22,772,291	\$ 129,458,096
Capital Projects			\$ 12,561,200	389,100			12,950,300
Non-Major Funds							
Apparatus			1,470,600	400,000		3,680,330	5,550,930
Capital Improvements			2,203,873	1,737,600		6,051,037	9,992,510
Emergency Management	211,536	30,000		41,159			282,695
Grants	26,227	19,000	2,458,000				2,503,227
Bonded Debt Service				6,341,112		1,046,993	7,388,105
Insurance		648,428					648,428
Property and Building			5,494,000	1,964,600		7,124,031	14,582,631
Pension Trust	351,085						351,085
Volunteer LOSAP	326,537						326,537
Total 2015-16 Budgeted Requirements	\$ 82,241,513	\$ 12,851,435	\$ 24,187,673	\$ 16,122,071	\$ 7,957,170	\$ 40,674,682	\$ 184,034,544
Total 2014-15 Budgeted Requirements	\$ 78,199,718	\$ 11,194,787	\$ 11,614,737	\$ 14,699,909	\$ 3,256,559	\$ 37,310,569	\$ 156,276,279
Total 2013-14 Actual Requirements	\$ 67,829,658	\$ 8,284,756	\$ 7,701,768	\$ 5,765,835	\$ 2,744,132	\$ 69,185,604	\$ 161,511,754

2015-16 Budgeted Requirements



Financial Overview, continued

2015-16 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Change in Fund Balance
Major Funds					
General	\$ 35,893,297	\$ 5,248,500	\$ 22,772,291	(\$13,121,006)	-36.6%
Capital Projects	12,935,300	389,100		(12,935,300)	-100.0%
Non-Major Funds					
Apparatus	3,783,430	400,000	3,680,330	(103,100)	-2.7%
Capital Improvements	8,228,010	1,737,600	6,051,037	(2,176,973)	-26.5%
Emergency Management	19,187	41,159		(19,187)	-100.0%
Grants					0.0%
Debt Service	1,106,192		1,046,993	(59,199)	-5.4%
Insurance	645,178			(645,178)	-100.0%
Property and Building	10,436,546	1,964,600	7,124,031	(3,312,515)	-31.7%
Pension Trust					0.0%
Volunteer LOSAP	313,837			(313,837)	-100.0%
Total 2015-16 Budgeted	\$ 73,360,977	\$ 9,780,959	\$40,674,682	(32,686,295)	-44.6%
Total 2014-15 Budgeted	\$ 67,025,320	\$ 9,003,624	\$ 37,310,569	(\$29,714,751)	-44.3%
Total 2013-14 Actual	\$ 72,190,602		\$ 69,185,604	(\$3,004,998)	-4.2%

The District budgets for a sizeable contingency in several funds that will revert to ending fund balance if not used. This is consistent with TVF&R's emergency preparedness philosophy because ending fund balance is not legally available for appropriation, but contingency is allowed to be appropriated with Board of Director approval.

The District expects to return to fund balance the majority of any contingency budgeted, unless it were to experience a catastrophic, emergency event. The District budgets for a significant decrease in fund balance in the General Fund while not expecting the decrease to occur from actual operations. Within the General Fund, actual personnel services are expected to be 5-7% less than budgeted, materials and services to be 12-18% under budget, and ending fund balance to slightly increase to meet the District's goal of carrying five months of operational costs in ending fund balance. The forecasted result of General Fund operations for 2015-16 and in the future is depicted on the following page based on conservative revenue scenario. The Capital Projects Fund represents the usage of bond proceeds on projects authorized by the voters and is expected to decline as bond proceeds are utilized.

Because of the use of new local option levy proceeds, the Apparatus Fund transfers in will fund new purchases and fund balance will remain stable. The District has budgeted for contingency in the fund, which is expected to be returned to fund balance at the end of fiscal year 2015-16, such that the fund will have little change in fund balance.

The Capital Improvements Fund's fund balance is expected to decrease slightly after unused contingency is returned to fund balance. The Property and Building Fund represents a planned funding source for station construction and future station siting requirements through the local option levy program.

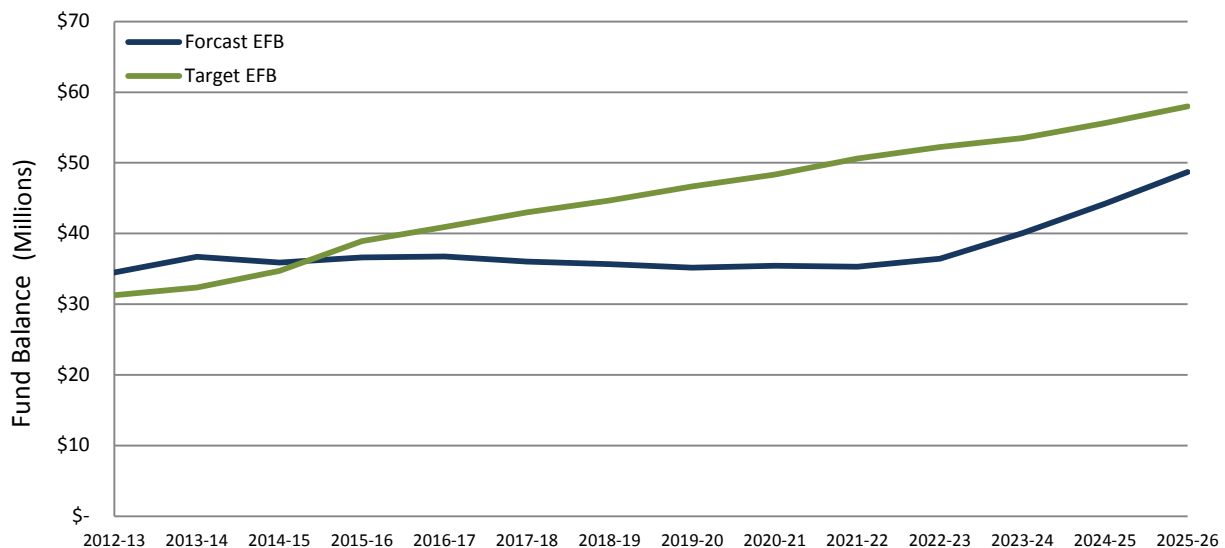
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Retiree Medical Stipend Fund was closed into the General Fund at the end of June 30, 2015, by Board resolution. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits of prior plans, as well as continue funding of future benefits payable.

Financial Forecast – General Fund

	2015-16	2016-17	2017-18	2018-19	2019-20
Beginning Fund Balance	\$ 35,900,000	\$ 36,600,000	\$ 36,700,000	\$ 36,000,000	\$35,600,000
Property Tax Revenue	91,800,000	95,800,000	100,000,000	104,300,000	108,900,000
Investment & Interest	100,000	100,000	100,000	100,000	100,000
Charges for Services	1,500,000	1,600,000	1,600,000	1,600,000	1,700,000
Insurance Refunds	200,000	200,000	200,000	200,000	200,000
Miscellaneous	600,000	600,000	600,000	600,000	600,000
Total Revenues	\$130,100,000	\$134,900,000	\$139,200,000	\$142,800,000	\$147,100,000
Personnel Costs	\$ 75,900,000	\$ 81,000,000	\$ 85,600,000	\$89,700,000	\$94,500,000
Materials and Services	10,000,000	10,200,000	10,500,000	10,700,000	11,000,000
Transfers Out	7,600,000	7,000,000	7,100,000	6,800,000	6,400,000
Total Expenditures	93,500,000	98,200,000	103,200,000	107,200,000	111,900,000
Ending Fund Balance	\$ 36,600,000	\$ 36,700,000	\$ 36,000,000	\$35,600,000	\$35,200,000
Months of Fund Balance	4.7	4.5	4.2	4.0	3.8

The District prepares financial forecasts on an ongoing basis to provide staff and policymakers the most current projected results of operational and economic variables. The District constantly evaluates its projected property tax growth rates, property tax levy collection rates, interest rates, projected labor inflation rates, PERS rate increases, medical insurance cost projections, and the local option levy-supported enhanced service levels in Integrated Operations. The above forecast reflects an idealized local option levy staffing configuration with modest property tax growth. To avoid the above scenario if property taxes grow at a rate of 4.4%, then the rate of increase of firefighting and support staff will be adjusted to a slower timeline in order to maintain the goal of five full months of ending fund balance. The District's management seeks to constantly monitor operations – both response and economically – in order to constantly adjust to the best outcome.

Fund Balance Projected Against Target





RESOLUTION 2015-05

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,
A RURAL FIRE PROTECTION DISTRICT
TO ADOPT 2015-16 BUDGET AND AUTHORIZE APPROPRIATIONS**

WHEREAS, the Tualatin Valley Fire and Rescue, A Rural Fire Protection District, ("District") budget for the fiscal year beginning July 1, 2015 and ending June 30, 2016, was approved by the District Budget Committee on May 21, 2015; and

WHEREAS, improvements to King City Fire Station were subsequently identified and recommended in the amount of a Materials and Services increase of \$3,500 from the General Fund and \$10,000 for capital outlay in the Capital Improvement Fund with corresponding decreases to Contingency in each fund; and

WHEREAS, the need for a training truck and an opportunity to purchase a well-maintained truck from another fire department and then equip it has been identified since the budget was developed and approved, and accordingly staff recommends an amendment to the budget of an additional \$100,000 of appropriation to Capital Outlay and \$100,000 less appropriation in Contingency in the Apparatus Fund; and

WHEREAS, it was found after budget committee approval that two replacement rescue mannequins had been incorrectly input at \$12 rather than at \$1,200 and staff recommends an increase to Capital Improvement Fund Capital Outlay of \$2,400 and a corresponding decrease to Contingency of \$2,400; and

WHEREAS, the state of current negotiations for a station land site nearing completion after the budget committee meeting indicates an increase to station land purchase and due diligence costs are advisable, staff accordingly recommends an increase of \$250,000 to Property and Building Fund Capital Outlay and a corresponding decrease in Contingency; and

WHEREAS, two projects for Station 56 were inadvertently budgeted in the Capital Projects Fund, and staff recommends the projects be funded in the Property and Building fund - transferring the Capital Outlay appropriation of \$35,400 from the Capital Projects Fund to the Property and Building fund and adjusting Contingency correspondingly in each fund; and

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts the budget as approved by the Budget Committee and amended above; and

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2015-16 fiscal year in the amount of \$143,359,862 and which is now on file in the Command and Business Operations Center at 11945 SW 70th Ave., Tigard, Oregon; and

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2015, for the purposes shown are hereby appropriated as follows:

Resolution to Adopt Budget, continued

GENERAL FUND

By Fund

Personnel Services	\$ 81,326,128
Materials and Services	12,154,007
Transfers	7,957,170
Contingency	<u>5,248,500</u>
Total	\$ 106,685,805

By Function

Command Division	
Personnel Services	\$ 3,193,932
Materials and Services	<u>1,245,512</u>
Total	\$ 4,439,444

Integrated Operations Division	
Personnel Services	\$ 69,951,755
Materials and Services	<u>4,880,645</u>
Total	\$ 74,832,400

Finance Division	
Personnel Services	\$ 1,339,194
Materials and Services	<u>545,089</u>
Total	\$ 1,884,283

Business Operations Division	
Personnel Services	\$ 6,841,247
Materials and Services	<u>5,482,761</u>
Total	\$ 12,324,008

District Non-Organizational	
Transfers	\$ 7,957,170
Contingency	<u>5,248,500</u>
Total	\$ 13,205,670

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 4,020,000
Debt Service - Interest	<u>2,321,112</u>
Total	\$ 6,341,112

APPARATUS FUND

Capital Outlay	\$ 1,470,600
Contingency	<u>400,000</u>
Total	\$ 1,870,600

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 2,203,873
Contingency	<u>1,737,600</u>
Total	\$ 3,941,473

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 211,536
Materials and Services	30,000
Contingency	<u>41,159</u>
Total	\$ 282,695

GRANTS FUND

Personnel Services	\$ 26,227
Materials and Services	19,000
Capital Outlay	<u>2,458,000</u>
Total	\$ 2,503,227

INSURANCE FUND

Materials and Services	\$ <u>648,428</u>
Total	\$ 648,428

CAPITAL PROJECTS FUND

Capital Outlay	\$ 12,561,200
Contingency	<u>389,100</u>
Total	\$ 12,950,300

PROPERTY AND BUILDING FUND

Capital Outlay	\$ 5,494,000
Contingency	<u>1,964,600</u>
Total	\$ 7,458,600

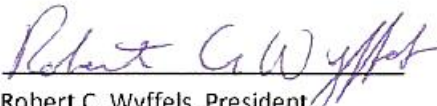
PENSION TRUST FUND

Personnel Services	\$ <u>351,085</u>
Total	\$ 351,085

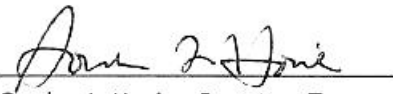
VOLUNTEER LOSAP FUND

Personnel Services	\$ <u>326,537</u>
Total	\$ 326,537

APPROVED AND ADOPTED, on June 23, 2015


Robert C. Wyffels, President

ATTEST:


Gordon L. Hovies, Secretary-Treasurer

RESOLUTION 2015-06

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,
A RURAL FIRE PROTECTION DISTRICT
TO LEVY AND CATEGORIZE TAXES**

BE IT RESOLVED, that the Board of Directors of Tualatin Valley Fire & Rescue, a Rural Fire Protection District, hereby levies the taxes provided for in the adopted budget in the rate of \$1.9752 per \$1,000 of assessed value for operations (comprised of \$1.5252 permanent rate and \$.45 local option tax rate) and \$6,559,362 for bonds, and that these taxes are hereby imposed and categorized for tax year 2015-16, upon the assessed value of all taxable property with the District.

Subject to the General Government Limitation:

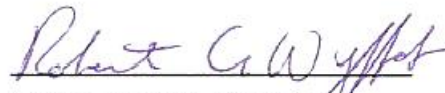
General Fund Levy:	\$1.5252/\$1,000
Local Option Tax Levy:	\$.45/\$1,000

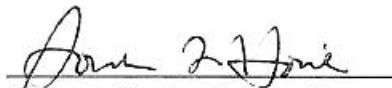
Excluded from the General Government Limitation:

Debt Service Fund Levy	\$ 6,559,362
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NOW THEREFORE BE IT RESOLVED, that the Budget Officer certify the County Clerk or other recording officer, County Assessor or other assessing officer, of Washington, Clackamas, and Multnomah Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

APPROVED AND ADOPTED, on June 23, 2015


Robert C. Wyffels, President

ATTEST: 
Gordon L. Hovies, Secretary-Treasurer



Strategic Plan

2015-16 Strategic Plan

TVF&R's Strategic Plan defines a vision for change and serves as a guideline for managers as they develop and prioritize annual work plans, performance measurements, and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan has its origin in the mission, shared vision, principles and values outlined below, and which define TVF&R's purpose and intention. It also outlines the following:

- Seven organization-wide goals and corresponding targeted outcomes intended to move the agency toward the stated vision.
- An annual organizational report card to evaluate the agency's performance toward the goals and outcomes, based on critical analysis, data review, and interviews with key personnel.

Mission Statement

Tualatin Valley Fire & Rescue is committed to creating safer communities through prevention, preparedness, and effective emergency response.

Vision and Principles

Shared Vision

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. Together, we invite community members and partner governmental agencies to help us advance a community with the following attributes:

- Protection from fire, medical, and other emergencies is increasingly achieved through prevention, yet when emergencies occur, fast and effective response services are provided by highly qualified personnel.
- Homes and businesses are equipped with effective life safety technology and maintained in a manner that ensures early detection, alerting, and intervention.
- Neighbors and businesses do their part and participate with us in an active emergency preparedness partnership.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.
- Human, financial, and natural resources are stewarded in a sustainable manner.

In fulfilling this vision, we are committed to being an organization that:

- Anticipates, influences, and adapts to growth and change in order to ensure that excellent services are continually available throughout the service area. To do so we make informed data-driven deployment decisions, conduct forward-thinking workforce planning, and maintain active community outreach.
- Remains aligned to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and, together, we are recognized as a principled organization that exemplifies the concept of good government.

Strategic Plan, continued

Shared Principles

A plan cannot anticipate every decision that we will make, and no amount of training can cover every situation that will confront members of our organization. That is one reason why we have defined three core principles — known to the members of Tualatin Valley Fire & Rescue as the “Chief’s Bull’s-Eye” — as a reminder to all members of our organization that excellence is achieved only when decisions are made consistent with these cornerstones:



Safety and Performance – Employee and volunteer safety shares top priority with getting the job done well. Everyone who comes to work goes home from work, and everyone is expected to perform their jobs at the highest level possible. We will create safer communities by reducing the risk of emergencies through prevention and preparedness programs.

Despite our best efforts of prevention, when response is required, it will be effective and purposeful. We will seek innovations and external partnerships to increase efficiencies and maximize resources, and will serve as role models for implementing change in our industry.

Customer Service – Serving our community is a privilege. Whether it’s a true emergency or a situation where a citizen has simply exhausted their personal resources, we will exceed the expectations of our community. We treat our coworkers with dignity and respect, and when diverse opinions emerge, we are consensus builders who do what is best for our organization and community.

Professionalism – We recognize that we are accountable to the public we serve and will be good stewards of the finances and resources entrusted to us. We will conduct ourselves in a manner that brings credit to the organization and the fire service while both on and off duty.

Organizational Values

TVF&R's Board of Directors, management, and personnel commit to upholding these values in how we run our organization and work with each other:

- We value healthy and safe communities and working environments.
- We value responsibility and initiative by every individual and by our organization as a whole.
- We value outstanding customer service as defined by the "Chief's Bull's-Eye."
- We value careful stewardship of financial and natural resources.
- We value honesty and integrity.
- We value teamwork and the strength of decisions developed through open and collaborative processes.
- We value a workforce that reflects the diversity of our community.
- We value cost-effective innovation and risk-taking (taking a chance, not a hazard) in the pursuit of excellence.
- We value each individual's effort to achieve their highest potential and support continuing education and skill development throughout each employee's career.
- We value a culture that promotes craftsmanship, innovation, and excellence throughout the organization. Craftsmanship is the quality that comes from creating with passion, care, and attention to detail. It is a quality that is honed, refined, and practiced over the course of a career.
- We value a positive work environment for all employees and volunteers.
- We value respect and tolerance.
- We value collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation and region-wide planning with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.

Strategic Goals, Targeted Outcomes, and Organization Report Card

The following identifies the District's seven strategic goals and corresponding targeted outcomes within the context of the organizational report card. The report card is an assessment of achievement toward those goals and outcomes. While similar to the terms "goals and objectives" found in a traditional strategic plan, the District purposely selected the terms, "goals and targeted outcomes" to emphasize that measurement of organization-wide impact is part of the annual assessment process. To use a simple example, the number of emergency calls taken is a measure of activity, while improved speed of emergency response is a measure of impact. While impact is the more meaningful measure, the reader will find both types referenced in the organizational report card narrative.

The goals and targeted outcomes are developed to be consistent with these parameters:

- **Aligned with the stated mission, shared vision, core principles, and values.** The point of the goals and targeted outcomes is to define specific, measurable results that indicate movement toward realizing the organization's mission, principles, vision, and values.
- **Specifically measurable outcomes.** Each targeted outcome statement must be measurable so that it is possible to objectively determine the degree to which the goal is being achieved.
- **Organization-wide in scope.** Goals and targeted outcome statements are *not* individual or division work assignments. Rather, they are shared results that the entire organization, and in some cases even the entire community, can work toward. Therefore, each division within the organization should be able to define compelling, important work it can contribute under many, if not all, of the statements listed.
- **Built on consensus and common ground.** These outcomes are intended to address the shared agreement within the organization and involved community about the organization's current strengths, weaknesses, and needs associated with the unfulfilled elements of our mission.
- **Few in number.** The goals and outcomes should be significant enough to encompass the mission, principles, vision, and values of the organization, while being few enough to maintain a focused simplicity on the strategic change we value most.

The **Calls for Action** component within the report card outlines focus areas that have been prioritized by the leadership team. Managers are encouraged to align annual divisional service measures, change strategies, work plans, and budget requests toward these priorities to expedite achievement of that goal.

Biennial review schedule: To encourage more meaningful data trend observations and thoughtful organizational review, only four goals are reviewed for the organizational report card each year. A biennial review schedule is in place whereby Goals II through VII are reviewed every other year. Due to its significance, however, Goal I will be reviewed every year. As such, the report cards for Goals I, II, IV, and V were reviewed and updated for fiscal year 2015-16. It is important to note that the priorities outlined for the other goals will carry forward.

Goal I: Reduce the number and severity of emergency incidents.

Updated for 2015-16

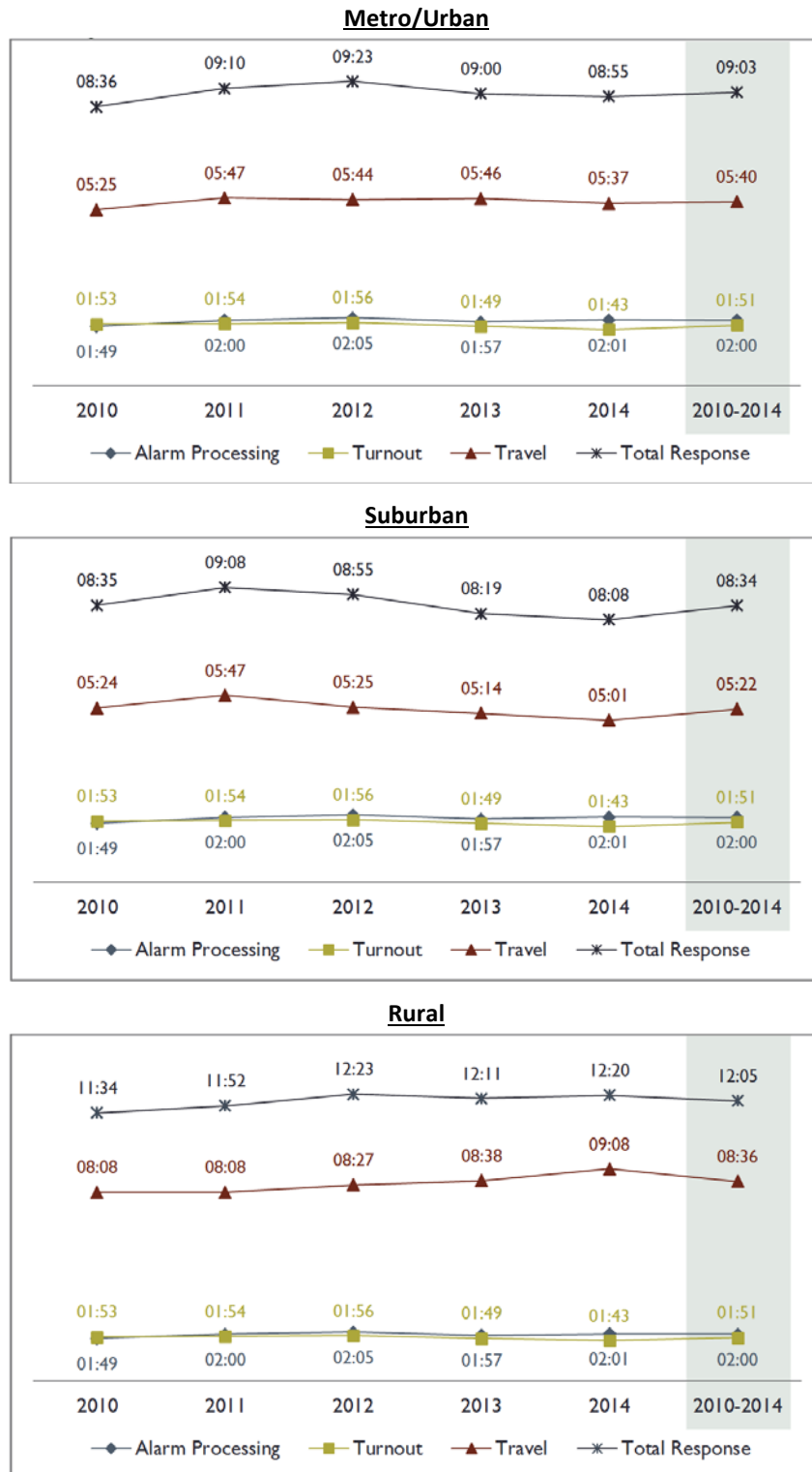
Analysis of Targeted Outcomes

- A. *Improved or maintained the TVF&R baseline trend for total response time of all Code 3 incidents within all planning zones.*

Total response-time performance in the Metro/Urban and Suburban Planning Zones showed slight overall improvement for all Code 3 incidents in 2014, while total response time in the Rural Planning Zone increased. The alarm processing component remains relatively steady at approximately two minutes since 2011. After a high of one minute and fifty-six seconds in 2012, turnout performance has improved in both 2013 and 2014.

Travel times improved in both the Metro/Urban and Suburban Planning Zones, but increased in the Rural Planning Zone.

Figure 1.1 First Arriving Unit TVF&R Baseline Performance, All Incidents*



*Response performance for each time segment is calculated at the 90th percentile.

Strategic Plan, continued

With the implementation of a new Computer Aided Dispatch (CAD) system at the Washington County Consolidated Communications Agency (WCCCA) in July 2009, the beginning of calendar year 2015 is the first time staff has been able to analyze a five-year combined dataset of the District's response performance (see Figure 1.1). Reviewing performance in this combined manner provides a balanced view and can smooth over irregularities or "spikes" that may occur in single-year analysis. Examples include a severe weather event where performance times are increased by the inability to travel quickly due to snow or ice, or smaller datasets such as structure fires occurring in the Rural Planning Zones.

For all incidents in the Metro/Urban Planning Zone, where the majority of the District's Code 3 incidents occur, the five-year trend for alarm processing, turnout, travel, and total response times remain relatively stable. Trends based upon annual performance are difficult to establish in the Planning Zones with lower incident counts where greater fluctuations may occur due to only a few incident variances. Moving forward, staff will have the ability to evaluate combined-year trends (i.e., 2010-2014, 2011-2015, 2012-2016, etc.).

*Table 1.1 Incident Counts Analyzed for Total Response Performance, All Incidents**

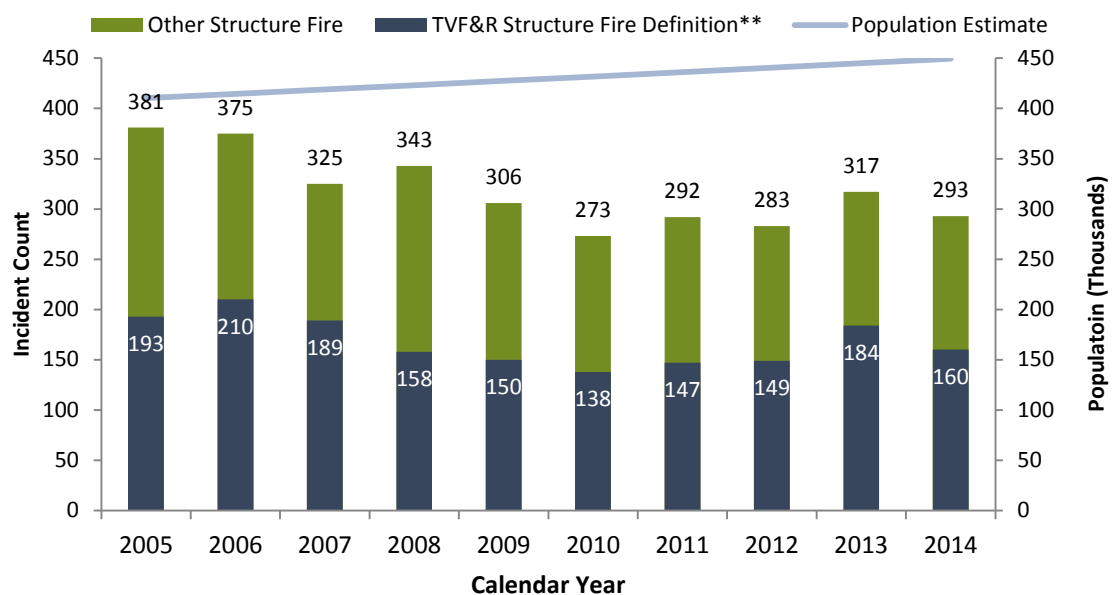
Zone	2010	2011	2012	2013	2014	2010-2014
Metro/Urban	11,110	11,303	13,108	12,762	13,072	62,625
Suburban	1,071	1,096	1,238	1,192	1,327	5,948
Rural	572	599	700	638	699	3,221

* Represents a specific subset of all calls whereby the crews were dispatched Code 3 and arrived Code 3.

B. Reduced the per-capita rate and severity of structure fires.

TVF&R tracks structure fires in two ways. The total annual structure fire incident counts, depicted by the green bars in Figure 1.2, represent the National Fire Incident Report System (NFIRS) definition, which is the more inclusive industry measure, and includes a variety of fires of typically lesser intensity (e.g., cooking fire contained to a pot, chimney fire, etc.). The TVF&R-specific definition, represented by the dark blue bars in Figure 1.2, focuses on fires of generally greater intensity, which are dispatched as a task force response or greater.

*Figure 1.2 All Structure Fires**



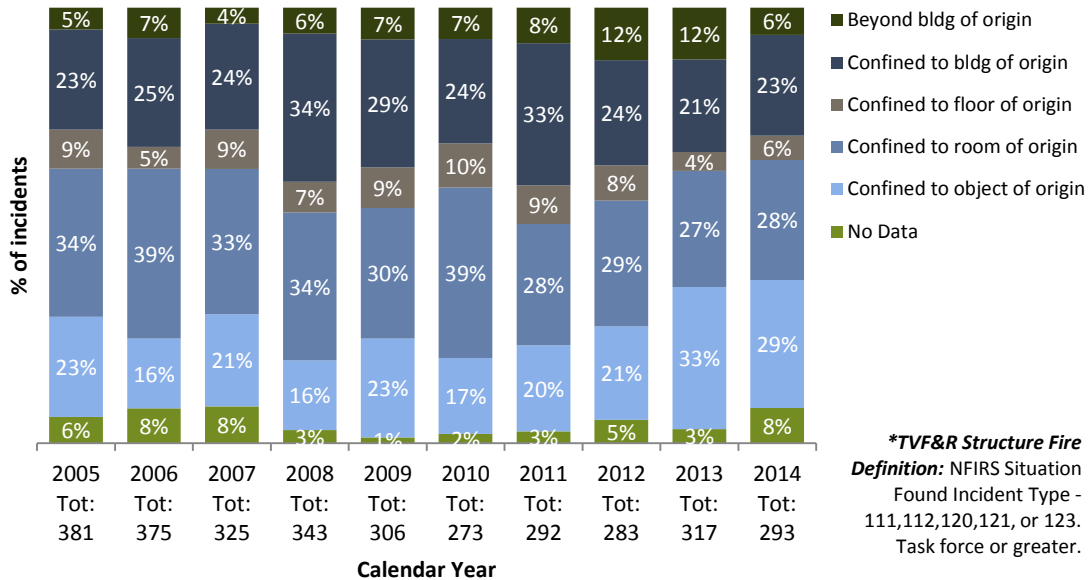
* All Structure Fires: NFIRS Situation Found Incident Type - 110 or 120 series

**TVF&R Structure Fire Definition: NFIRS Situation Found Incident Type - 111,112,120,121, or 123; Task Force or greater.

In calendar year 2014, a decrease occurred in all NFIRS-defined fires and the more significant TVF&R Structure fires, due primarily to a 20% decrease in single-family structure fires. The actual number of multi-family and commercial fires remained relatively stable compared to calendar year 2013.

Several indicators are used by the District to track the severity and impact of structure fires. One benchmark is the extent to which fire spread is limited. While there were fewer structure fires in calendar year 2014, roughly the same percentage of those fires were confined to object, room, floor, and building of origin (see Figure 1.3 below).

Figure 1.3 Fire Spread in Structure Fires per TVF&R Structure Fire Definition*



Other factors relevant to structure fire impact include the number of civilian and firefighter fatalities and the extent of the fire loss in financial terms (see Table 1.2). There were no civilian fatalities during 2014. Since the beginning of calendar year 2008, property and content value has been captured for structure fires on a consistent basis, enabling the calculation of loss/value percentages. While fewer structure fires occurred in 2014, the total dollar loss was greater than in calendar year 2013.

Table 1.2 Fire Fatalities/Fire Loss per TVF&R Structure Fire Definition*

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Civilian Fatalities	3	1	1	0	2	2	1	1	2	0
Structure Fire Property/Contents Loss	\$9.7M	\$10.7M	\$6.6M	\$15.8M	\$8.1M	\$7.3M	\$5.6M	\$11.6M	\$6.4M	\$9.4M
Structure Fire Property/Contents Value	No Data	No Data	No Data	\$265M	\$179M	\$486M	\$136.3M	\$112.3M	\$92.4M	\$104M
Structure Fire Loss/Value Percentage	No Data	No Data	No Data	5.96%	4.53%	1.50%	4.11%	10.33%	6.93%	9.04%

NOTE: Dollar amounts displayed in millions ("M"); incident reporting dollar amounts for both value and loss are subjective estimates.

*TVF&R Structure Fire Definition: Situation Found Incident Type = 111,112,120,121 or 123; Task Force or greater.

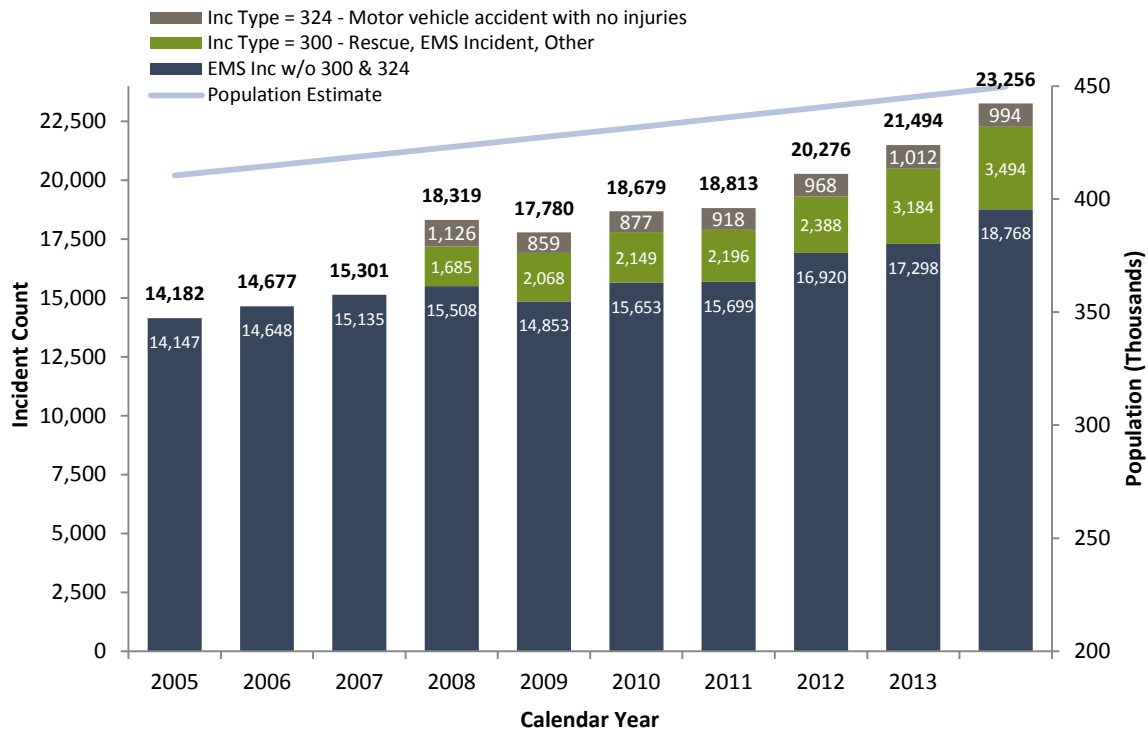
Strategic Plan, continued

C. Reduced the per-capita rate of emergency medical services (EMS) calls.

EMS calls are reported in two ways: All EMS incidents (including both Code 1 and Code 3 responses) and EMS Code 3 responses only.

The number of all EMS incidents (including both Code 1 and Code 3) increased approximately 7.5% in calendar year 2014. The charts below show substantial increase in all EMS categories, except for motor vehicle collisions without injuries.

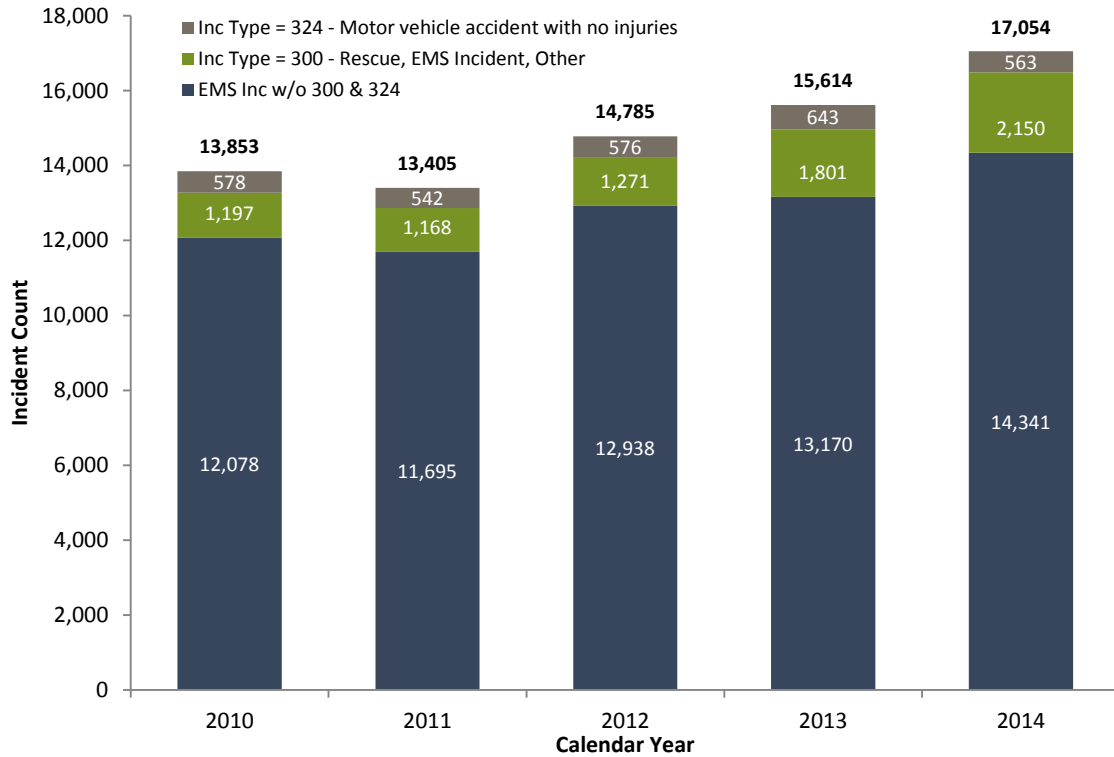
Figure 1.4 EMS Incidents* (Combined Code 1 and Code 3)



* NFIRS Situation Found Incident Type - 300 series

Note: Beginning in 2008, NFIRS incident types "324 - Motor vehicle accident with no injuries" and "300 - Rescue, EMS Incident, Other" were added; these were not previously assigned incident types in EMS - 300 series.

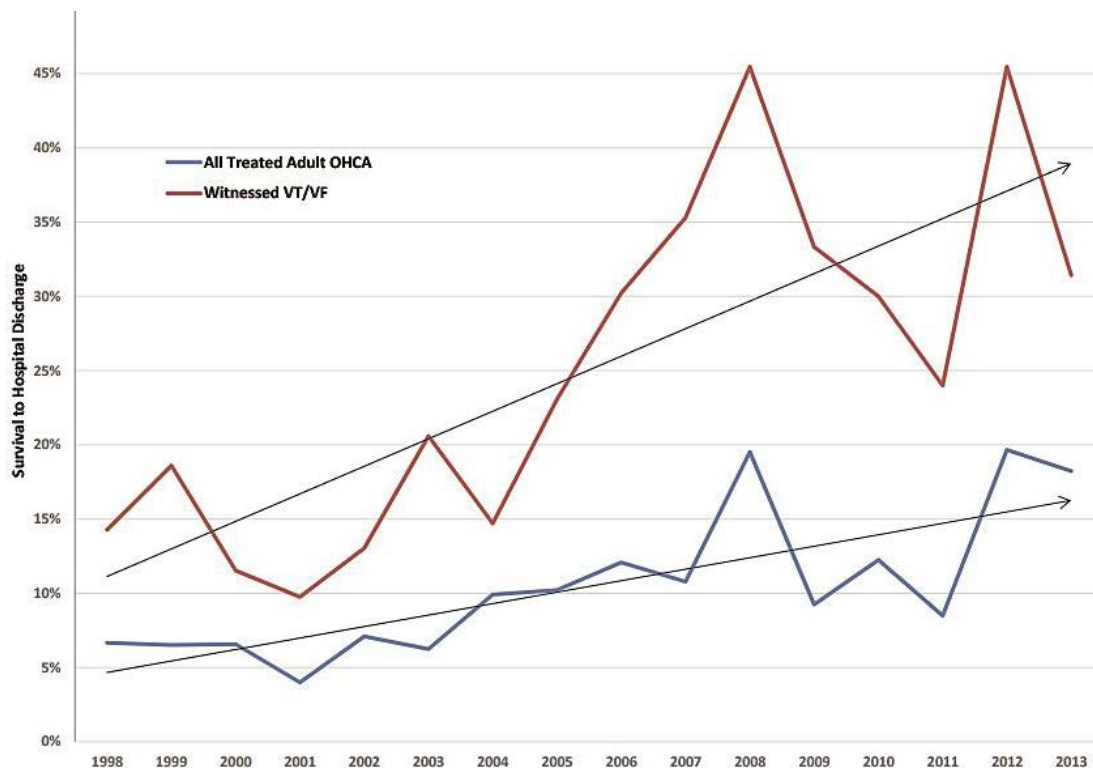
Figure 1.5 EMS Incidents: Code 3 En Route and Arrival Only*



D. *Improved EMS performance for key treatment systems (e.g., cardiac arrest, STEMI, stroke, trauma, and respiratory distress).*

The EMS Quality Improvement (QI) Committee supported three process action teams (PATs) to monitor and improve the District's systems of care specific to ST-segment elevation myocardial infarction (STEMI), cardiac arrest, and airway management (as a component of respiratory distress). The committee added stroke, pediatric, and trauma PATs that will begin work in calendar year 2015.

Figure 1.6 Cardiac Arrest Survival 16-Year Trend



Crews transmitted 12-lead electrocardiographs (ECGs) to hospitals, which decreased the door-to-balloon time for patients, leading to significantly better outcomes. First medical contact to balloon times continued to be at or below national benchmarks of 90 minutes. Work continues toward improving patient outcome feedback from hospital partners, decreasing false hospital STEMI team activations.

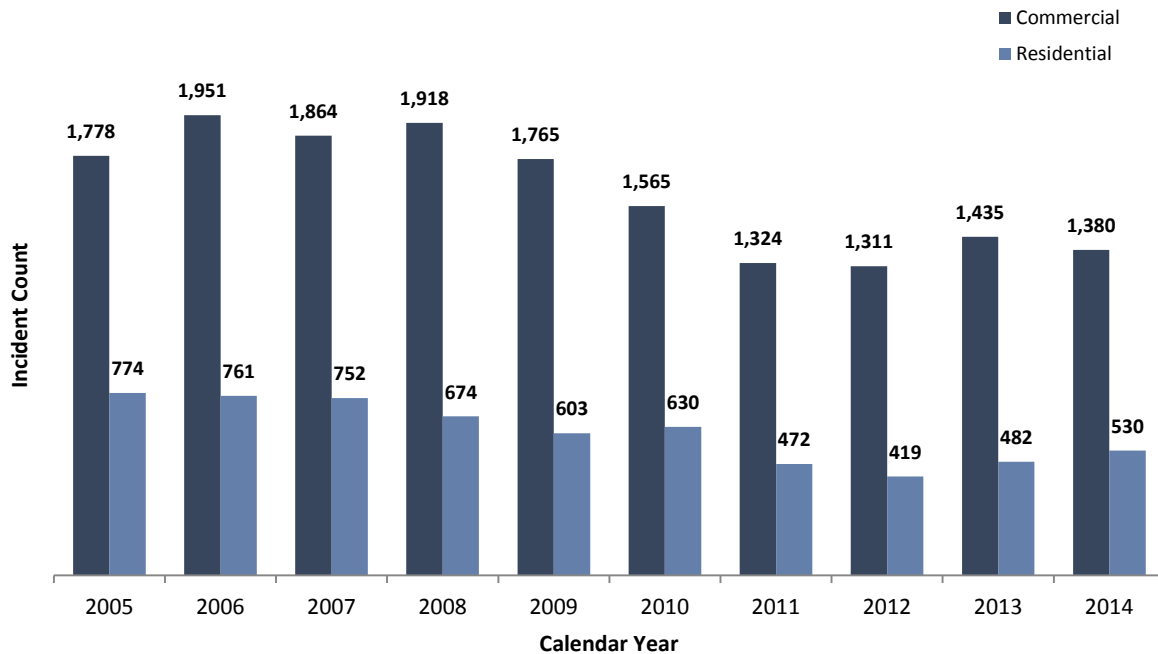
Cardiopulmonary resuscitation (CPR) reports provided by the Cardiac QI PAT indicated improvement to TVF&R crew performance in CPR and other cardiac resuscitation efforts. Newly developed STEMI feedback reports have been sent to crews depicting their performance against set benchmarks and patient outcome. New STEMI performance metrics will be placed into a data base and reports generated to quantify district performance for system QI comparison.

Efforts continued toward identifying necessary improvements in airway management and related resources. Through the Asset Management Program (AMP), work began on evaluating video laryngoscopes (VL). Data supports the use of VL to increase first pass and overall intubation success.

E. *Reduced the percentage of false alarms.*

During calendar year 2014, a slight decrease occurred in the number of false alarms (see Figure 1.7). False alarm reduction efforts continued to be effective, with false automatic alarm calls down approximately 30% from their peak, despite an increase in overall call volume and the number of buildings with alarm systems.

Figure 1.7 False Automatic Alarms*



* **False Automatic Alarm:** Incident dispatched as an "Automatic Alarm", but subsequently cancelled prior to arrival (NFIRS Incident 600 series) or upon arrival, found to be a false alarm (NFIRS Incident Type - 700 series).

Progress Toward the Previous Calls for Action

1. *Improve total response performance through specific strategies to target alarm processing, turnout times, and travel times.*

Through staff deployment analysis in 2013 and successful passage of the District's replacement local option levy in the May 2014 election (to be levied first in 2015-16), a plan has been developed for the construction of new stations and deployment of additional resources over the next 10 to 15 years. These efforts are directly aimed at impacting distribution and concentration performance issues in targeted locations, while also being prepared for the future expansion of population in the service area. Staff is actively engaged in locating and purchasing property in the identified areas, one of which has been secured, and a station is under construction. Two medic units were deployed in the South Division and are staffed with two Paramedics on each shift. Station 68 was rebuilt in a more appropriate location for greater impact on performance.

It had been many years since station response orders had received a wholesale update. Through spring 2015, all orders were reviewed and updated to reflect actual travel speeds considering street infrastructure and other factors. Subsequently, staff used these revisions and updated software to adjust first-due area response orders (as well as second due, third due, etc.). This was necessary to ensure the closest unit is dispatched to an incident location.

Strategic Plan, continued

2. *Actively participate with state initiatives, hospital systems, mental health agencies, and other medical providers to ensure that EMS response is part of an integrated health care system.*

A pilot project with Providence St. Vincent Medical Center enrolled 94 post-discharge patients into a study, which included 288 home visits by the District's community paramedic program personnel. Data from the District and hospital system is being evaluated to determine the impact of mobile integrated healthcare on return visits to the emergency department (ED), inpatient admission, and 9-1-1 call volume. Additionally, staff worked with Oregon Health Authority/EMS to transmit TVF&R's EMS data to the state data base. TVF&R's EMS staff is also working with Clackamas County mental health to share response data in order to provide better patient care.

3. *Conduct a comprehensive analysis to identify Community Risk Reduction (CRR) program priorities targeted at the local level (e.g., leading fire causes, impediments to response performance, etc.).*

Integrated Operations initiated the next phase of the CRR program, aimed to "sweep" the entire District toward focused District-wide strategic priorities. No new station-based CRR programs will be initiated, and only existing station-based initiatives will be continuing. Staff is researching and developing global fire, EMS and response priorities, with an anticipated roll-out date of July 1, 2015. The updated CRR priorities will support and target the most significant issues facing the District, such as response times, residential fire loss, and key EMS initiatives.

4. *Improve the quality of report writing and data collection through QI review, system maintenance and enhancements, and education.*

The Integrated Operations Quality Improvement Committee (Ops-QI) reviews fire reports on a monthly basis to determine accuracy of fire incident coding. When corrections are needed, staff contacts the report author and provides coaching on the appropriate coding. The OnSceneRMS incident reporting system has been updated to include "Quick Tips," which are brief, easy to understand references for report writing. Quick Tips include guidance for basic reporting, as well as fire and EMS specific reporting. The Ops-QI also distributed a regular newsletter, which includes report writing information. The "Standard Calls" list was updated to be more representative of the incidents reported by personnel and the errors seen by the Ops-QI Committee. This list provides basic terminology for cryptic incident types. For example, a "Bark Dust Fire" (listed in Standard Calls) is a "142 – brush or brush-and-grass mixture fire" per the National Incident Fire Reporting System (NFIRS).

The EMS Chart Review Committee has reviewed and retooled their process to capture more of the data necessary to analyze EMS system performance and provide feedback to chart writers and crews. The redesign will give the writers feedback on their chart and performance as well as physician feedback on their patient's outcome. Chart reviewers have been identified and are awaiting completion of software enhancements to begin.

5. *Educate personnel on significant changes within the Standards of Cover including, but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures.*

Updates on District performance were outlined in the internal local option levy campaign in advance of the May 2014 election, as well as in the Ops-QI Newsletter. Personnel have access to monthly and quarterly Turnout Performance Reports that outline performance at the unit level (station, unit, and shift). Additionally, Line Personnel and Battalion Chiefs have access to Unit Level Performance Metrics, a module on the District's Enterprise Geographic Information System (E-GIS) platform. This module provides a geographic representation of incidents with visual gauges of performance (i.e., alarm, turnout, travel, and total response) and incident detail. The information is accessible on-demand and includes near real-time incidents. In January 2015, turnout clocks (timers) were installed in all stations. These clocks are located in the bays and are activated when the crews are dispatched to an incident. The timers provide an "in the moment" visual queue for crews as they are exiting the station and enhance awareness of their turnout-time performance.

Challenges

While the successful passage of the May 2014 local option levy brings much needed resources to the District, it will require extensive planning, successful delivery of numerous capital projects, recruitment, training and deployment of staff, and additional demands on all facets of support services – all of which will stretch those resources. In addition, a ramp up in succession planning and growth of existing human capital is necessary due to the forecasted retirements, which could take an additional toll on the District.

The numerous internal challenges are also met with significant external challenges. Regional dispatch and radio communication challenges are significant, with implementation of a new CAD system (detailed under Opportunities below) and planning for future dispatch and radio equipment taking center stage. Costs to maintain robust regional emergency communication systems are rising rapidly, and development of sustainable long-term solutions will further tap resources.

A large increase in development in the region is leading to greater population, increased density and more traffic. The economic success of the region will translate into more calls for service, more traffic delays, and the need for modified equipment and tactics as the region becomes more urbanized. The continual aging of the population will require more EMS responses and challenge the District to explore more effective and efficient ways of serving the EMS and health care needs of the community.

While continual monitoring of the impact of interventions, resources, and traffic anomalies on the travel-time segment of our response performance has become a routine practice, there remains the need to institutionalize efforts to understand and address the turnout-time segment. Focus should be driven around executing progressive ideas and interventions toward improving turnout-time performance.

Opportunities

The planned addition of Station 70 and response resources into the system is intended to help improve the baseline trend for total response times.

Significant projects for the coming year include implementing the CAD upgrade to enhance interoperability between the Washington County, Lake Oswego, and Clackamas County radio communications/9-1-1 dispatch centers (WCCCA, LOCOM, and CCOM respectively). This will lead to increased cost effectiveness, build redundancies for disaster recovery, and – most importantly – eliminate delays for call transfer between agencies. As part of the upgrade, all call types for all agencies will be standardized to become one uniform set of call types across all agencies served. The vision is that each work station at WCCCA, LOCOM, and CCOM can operate independently of the main CAD server. Additionally, the goal is to build one large, system-wide "unified command" allowing all resources to be available to all agencies. The vision is that any dispatcher from any communications/dispatch agency can work from any of the others' locations. For example, in a snow storm, a Lake Oswego (LOCOM) dispatcher who lives closer to CCOM can work from a CCOM terminal with their terminal ID and their setup would be fully functional.

To take advantage of emerging technologies to support response and prevention activities, TVF&R will be deploying iPads and iPhones to all front-line apparatus.

As a result of data sharing with partners and expanded use of geospatial analysis, the District will be engaging in new mobile healthcare pilot studies. The evidence provided by these new studies will guide future decisions to improve emergency response and target efforts in mobile integrated healthcare.

The 2015-16 Calls for Action

To advance action toward this goal, leadership calls for strategies to:

1. Improve response performance through specific strategies that reduce turnout times.
2. Improve the quality of report writing and data collection through targeted system enhancements, user education, structured data entry, and established QI processes.
3. Increase response performance awareness by our Company Officers and Battalion Chiefs through education and use of Enterprise GIS.

Goal II: Increase the community's participation in their safety and preparedness, and knowledge and support of the District's services.

Updated for 2015-16

Analysis of Targeted Outcomes

A. Increased the percentage of individuals who participate in fire and life-safety prevention activities.

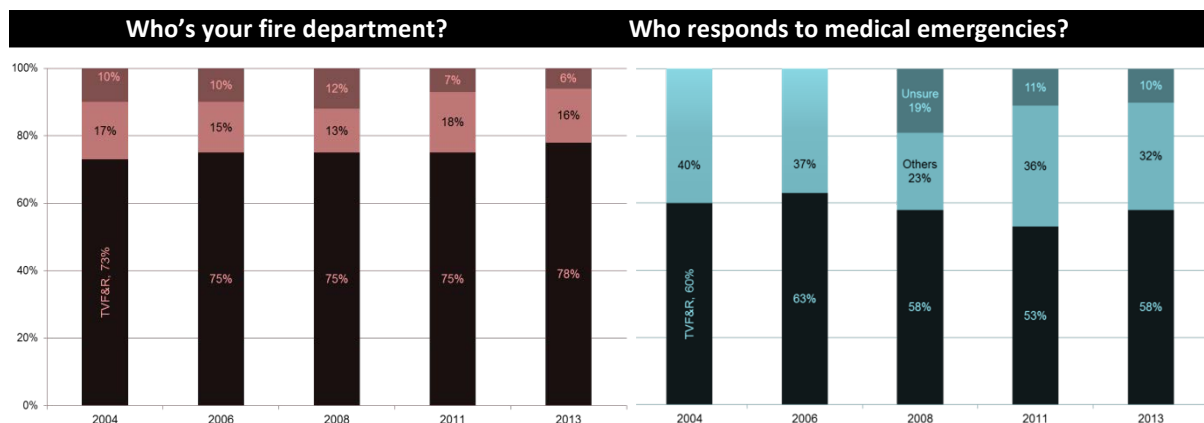
After careful consideration, the authors of this report card acknowledged that presenting the metrics in numbers rather than percentage is more effective, and have done so herein. Moving forward, the wording of this Targeted Outcome is adjusted to read, "Increased the number of individuals who participate in fire and life-safety prevention activities."

From July 1, 2013 to July 1, 2014, the District participated in 735 community events, compared to 712 the previous year. This number has stabilized at an average of 700 per year and should remain constant considering recurring annual events and current District safety and education programs. The number of people that participated in District-organized fire and life-safety activities reached over 50,000 with the addition of Hands-Only CPR training. Topics covered by the education programs include: cardiac awareness, fire prevention, escape planning, fall prevention, disaster preparedness, and landlord training.

B. Increased or maintained the percentage of adults who can identify TVF&R as their service provider and its role in the community.

The percentage of adults who can identify TVF&R as their fire department increased to 78% in 2013 compared to 75% in 2011. Since 2004, the level of awareness has maintained fairly high, but a 2013 survey reflects the highest percentage since the polling started in 2000.

Table 2.1 Public Attitude Survey Responses to Service Provider Questions



Awareness of TVF&R's role in emergency medical care still needs to improve. When asked, "To the best of your knowledge, which agency is responsible for responding to medical emergency calls such as heart attacks, injury accidents, and rescues in your area?," only 58% of respondents surveyed understood TVF&R's role. Another public attitude survey will be conducted in 2015 using the same criteria, measurements, and analysis as in past years.

C. Increased the number of individuals who participate in TVF&R's electronic media.

The Public Affairs Team and Media Services used the TVFR.com website, social media, mass media, and electronic newsletters to promote operations, provide training, deliver education, report on incidents, and inform stakeholders.

TVFR.com – Media Services launched a new version of the website with improved graphics, navigation and administration. There was an increase of 496,018 total page views from fiscal years 2012-13 and 2013-14 (343,166 compared to 839,184 respectively), which represents a 40.8% increase in overall traffic.

The "careers" page remained the most popular. Though seven out of 10 visitors access the website from computers, the trend reflects an increase of visits from mobile devices.

Figure 2.1 TVFR.com Homepage



Table 2.2 Social Media and Mobile App Metrics

Facebook	2012-2013	2013-14*
Followers (Page Likes)	2,402	3,226
Average Post Reach	365	632
Average Total Reach	511	901
Twitter	2012-2013	2013-14*
Followers	2,706	4,448
Daily Avg. Follower Increase	5	5
YouTube	2012-2013	2013-14*
Clip Views	81,949	86,791
PulsePoint	2012-2013	2013-14*
Subscriptions (Multiple Devices)	N/A	11,536
Bystander Activations	N/A	94
News Alerts	N/A	2,555

*From July 1-July 1

Facebook, Twitter, YouTube and PulsePoint – As detailed in the adjacent Table 2.2, TVF&R's Facebook, Twitter and YouTube metrics increased between fiscal years 2012-13 to 2013-14.

Facebook, an interactive medium, contains pictures, videos, and "status updates" of what's happening at TVF&R. "Fans" follow and comment on the page, which is managed at all times by an on-duty PIO to ensure frequent posts and fast follow-up. Many posts link to TVFR.com or news stories. Users can "like" the page, allowing staff to track the reach.

The **Twitter** platform uses short posts to "tweet" about current affairs at TVF&R and usually highlights incidents and community events. Tweets also use links to push traffic to the website and educational resources. During a disaster, a Twitter feed can provide real-time updates to our community and can be used to monitor changing environments.

TVF&R's **YouTube** channel features 77 videos showing firefighters training, safety tips, voter information, and fire station life.

Strategic Plan, continued

In 2013, TVF&R was the first fire department in Oregon to launch the **PulsePoint** smart phone application that notifies subscribers to provide CPR to someone suffering a cardiac emergency in a public place. The app uses dispatch data and also allows followers to track live incidents, hear radio traffic, and see AED locations. News alerts can also be sent to subscribers.

Progress Toward the Previous Calls for Action

1. *Increased the number of TVF&R apartment communities that participate in the Multi-Family Fire Reduction Program.*

The Multi-Family Fire Reduction Program training, also known as the Apartment Program or Landlord Training, recorded the most consistent attendance during all four class offerings during fiscal year 2013-14, averaging over 40 participants per class. Promotional activities aimed at recruiting new participants included distribution of program flyers during every property inspection, dissemination of a monthly eNewsletter, presentations to city and county partners, and features on our web and social media. An ongoing partnership with Kennedy Restoration provided financial support, as well as content experts and marketing. Starting in January 2014, the captain and crew at Station 66 conducted outreach to property managers at apartments in their first-due area to encourage participation in a program hosted at their station to improve communication and safety at complexes.

In addition, the following strategies were implemented in fiscal year 2013-14:

- Partnered with Housing Authority of Washington County to increase their landlords' participation in the program. As a result, 100% of their landlords have been trained.
- Presented the program to over 200 multi-family housing attendees at the Spectrum Conference in Portland.

2. *Utilize research to better understand the opinions and priorities of District residents, awareness and support for current and proposed District programs, and their own preparedness for emergencies.*

Since 2000, the District has conducted public attitude surveys every four years utilizing Campbell DeLong Resources. During funding measure cycles, additional surveys may be conducted to better understand community priorities. The last complete survey took place in 2011, with voter-specific surveys in 2011, 2013, and 2014. As part of the survey process, a demographic profile was completed and questions were posed about TVF&R's performance, emergency preparedness, and fire safety awareness. Each survey included a cross-section of District residents who have voted in recent elections. Respondents tended to be long-time residents, middle-aged or older, well-educated, and without young children at home. However, 15% of respondents lived in their current home for fewer than five years.

The majority of respondents engaged with TVF&R as a result of a response to a medical emergency or fire, at a community or school event, or during a class or training (see Table 2.3 below.)

Table 2.3 Survey of Engagement with TVF&R

Reason for Contact	2011 n=119	2013 n=122
Responded to medical emergency, home or office	42%	46%
Attended community/school event	29%	19%
Responded to fire at home or office	10%	9%
Seen at emergency scene	4%	7%
Attended class or training	7%	6%
Seen in grocery store	N/A	5%
Business/fire inspection	3%	2%
Other	11%	11%

Fast response to medical and fire emergencies remained a consistent priority for the community, followed by making efficient use of tax dollars. Fully trained personnel and keeping promises to voters were also highly important. In addition to direct contact, approximately 20% of citizens recalled seeing TVF&R in the news or receiving direct mail.

3. *Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.*

The Fire Chief's Office, Integrated Operations, and Public Affairs staff routinely shared information with citizens and partners on capital projects, operational performance or changes, response priorities, and new construction requirements. In addition, staff monitored land-use, community development, and transportation projects to determine potential impacts on response. Interactions take place at open houses, community forums, chamber of commerce meetings, neighborhood and citizen participation organization meetings, and advisory committee meetings.

In addition, during this reporting period, the Fire Chief and/or his designee delivered an annual State of the District address to city councils and county commissions and the Fire Marshal and Integrated Operations Division Chiefs attended city council meetings. Fire station luncheons were held with city staff.

Though the local option levy replacement initiative dominated most of the outreach from July 2013 until the May 2014 election, periodic updates were provided on capital projects including a bond report card mailed in the 2013 edition of the *Safety Matters* newsletter to more than 200,000 households. Open houses were also hosted at the new Station 65 and Station 68 to highlight new community resources; hundreds of people attended. Meetings with the City of Beaverton planning staff specific to Station 70 took place.

4. *Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.*

Staff increased efforts toward securing earned and paid media coverage, as well as outreach related to community health and EMS response in 2013 and 2014. Stories were highlighted in all platforms including web, press releases, advertising campaigns, social media, newsletters, and interviews. According to the media monitoring service, there were at least 730 earned media stories referring to TVF&R during fiscal year 2013-14 (not including advertisements; see Table 2.4 below). *The Oregonian*, *Community Newspapers*, and all the major television stations covered TVF&R on topics including diabetes prevention, stroke awareness, baby deliveries, cardiac awareness, and fall prevention. At least 20 of the weekly expert segments on KXL radio included an EMS topic, and TVF&R was featured monthly in the *Portland Tribune* Health Section.

Table 2.4 Earned Media Stories in Fiscal Year 2013-14

Metrics	Totals
Story Count	730
Audience Estimate	8,562,460
Runtime	12:59:01
Ad Value	\$106,219
Calculated Ad Value	\$313,686
Calculated Publicity Value	\$941,059

All presentations of hands-only CPR education included a reference to firefighter paramedics' role in cardiac emergencies. The "Take the Car out of Cardiac" campaign on KGW television aired in May 2013 and yielded 4,391,800 impressions. The partnership with American Medical Response and Legacy Health Systems raised awareness about early activation of 9-1-1 for cardiac symptoms and noted that medical care "starts in the living room" by trained paramedics. The campaign will be repeated in 2015.

Strategic Plan, continued

During February 2014, all firefighters wore red t-shirts featuring CPR messages and a month-long campaign called “Eat Like a Firefighter” had a recipe from each fire house, with tips about diabetes information and the number of diabetes-related calls responded to by TVF&R.

5. *Develop and execute a communications and community engagement plan for the District’s next local option levy.*

For the year prior to the May 2014 election, staff developed and implemented an outreach campaign to educate voters about the levy replacement proposal. Two surveys were conducted by Campbell DeLong Resources, Inc. to better understand voters’ spending priorities. Fact usefulness was tested to help shape newsletter articles, presentations, and voter pamphlet explanations. A considerable amount of time was spent educating employees through station meetings, Chief’s Corner, and Company Officer In-services so they were equipped to provide information to citizens during community events. Over 40 presentations were made to neighborhood associations, citizen participation organizations, chambers of commerce, city councils, and other civic groups. An informational flyer was included in the April 2014 edition of the *Safety Matters* newsletter, which was mailed to over 200,000 homes.

Challenges

In order to more successfully increase the community’s participation in their safety and preparedness, as well as their support for the District’s services, all employees must have a common understanding of key messages to share. TVF&R’s size makes frequent face time between ranks difficult. Consistent and timely sharing of strategic messaging amongst all operating centers is necessary to implement internal and external communication priorities.

Additional factors that affect community outreach and public perception include:

- Public dissension with local and state government – salaries, PERS, labor unions, etc.
- News media turnover and climate (e.g., budget cuts, “pay-per-click” compensation).
- Impact from electronic media on reputation management.
- Maintaining collaboration with neighboring organizations and local government partners also competing at the ballot box.

Outreach and education delivery through mass media and community interaction are sometimes hampered by language and cultural barriers, therefore some segments of the community are not being reached. Efforts need to be made to expand outreach and education delivery to non-English-speaking and multi-cultural audiences through additional mass media outlets, such as *TeleMundo*, and by engaging influential community leaders. This could include partnerships with organizations like Washington County, the City of Beaverton and Community Action, who have existing targeted assistance programs.

Opportunities

TVF&R’s leadership recognizes the importance of proactive and strategic communications and has made it a priority at all levels within the organization. The TVF&R brand is associated with good governance and innovation, and often considered a trusted source for education. To maintain this, it will be important that the District continue to foster excellent media relations on a 24/7 basis.

It will also be important that TVF&R continue to use electronic media and partnerships with other organizations to educate and engage communities around safety and health. Highlighting efforts to improve system integration through mobile health and private ambulance partnerships will elevate awareness about our role in EMS.

The District would benefit from increasing its use of technology as a delivery vehicle for public education and community outreach in the field as a means to modernize and increase efficiency. Examples may include safety

videos and tools shared by firefighters and prevention personnel during inspections, mobile integrated health home visits, smoke alarm installations and other outreach events.

The level of data collection, application, and analysis specific to the education and prevention outreach programs should be elevated to assess outcomes and effectiveness, and inform further program development.

The 2015-16 Call for Action

To advance action toward this goal, leadership calls for strategies to:

1. Expand delivery of outreach and education programs to non-English-speaking and multi-cultural audiences through additional mass media outlets, influential community members and partnerships with existing targeted assistance programs in the service area.
2. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.
3. Increase the use of technology as a delivery vehicle for public education in the field.
4. Expand the data collection, application, and analytical capabilities of the education and prevention outreach programs.

Goal III: Enhance preparedness for catastrophic and uncommon events.

Updated for 2014-15

Analysis of Targeted Outcomes

A. Improved the District's ability to respond to and recover from major emergencies and catastrophic events.

The new South Operating Center (SOC) enhances District capacity and capabilities in the following ways:

- Provides a more robust South Battalion Headquarters (SBHQ) that is – for the first time – co-located with the people most likely to staff it.
- Utilizes the SBHQ space as the District's backup Fire Operations Center (FOC); a substantial improvement over the original location at Station 35.
- Offers the District more resilient information/communications infrastructure.

As per the "Four-S" model of response needs – space, staff, stuff, and systems – the physical improvements (i.e., space, stuff, and systems) have been significant, but the "staff" component has room for improvement. Little evidence exists to indicate that the goal of developing a culture of preparedness has advanced among managers or their staff. A detailed analysis of achievements, gaps, and recurring challenges may establish a foundation for more focused efforts, but it will remain a management issue.

Moving forward, this outcome will focus on specific action items that are derived from the District preparedness assessment, along with any new findings (e.g., from exercises or actual events in the coming year) that may be considered highest priority. The highest-priority action items will be assigned to specific responsible parties, largely as performance goals for that year. While the ultimate objective represented by this targeted outcome remains the same, it will be assessed relative to specific but likely disparate assignments, with accordingly varying responsible parties.

B. Enhanced the District's structural and non-structural seismic mitigation status measurably and sustainably.

The District's commitment to investing in seismic resiliency in the built environment is evident; specific progress is simply reflective of the projects in play in a given year (i.e., SOC, Stations 56 and 65 completed, Station 68 in progress, and planning for stations 35, 51, and 52 in progress). There is and will be room for improvement in employee work-spaces, where engineering can be trumped by behavior. Improvements like flat computer screens on anchored arms and greater attention to non-structural elements during construction and renovation have

Strategic Plan, continued

made employee workspaces much safer with respect to earthquakes, but individual workspaces are only as safe as their occupants allow them to be.

As the District completes scheduled retrofits, rebuilds, and new construction, this outcome is in the process of becoming obsolete. Ultimately, this is now how we do business rather than a specific (or measurable) outcome; that's a strongly positive development, but it makes it less useful in its current context. **Therefore, moving forward, this targeted outcome will be retired.**

C. Fostered enhancement of regional emergency management capabilities.

Significant District resources have been dedicated toward push/pull collective action with other agencies regionally, with mixed results. Specific, finite projects in which the District sees value have been achievable with direct resource allocation (e.g., position-specific training for Emergency Operations Center staff, tabletop exercises for District cities created and led by District staff). Projects, processes, and consortia that require substantial collective action are far less productive, with little apparent sense of shared commitment. Continued engagement may still be appropriate, but only with honest evaluation of outcomes and ongoing cost/benefit analysis ("cost" being used in the broad sense). **For those reasons, moving forward, this targeted outcome will be retired.** It is vague and of decreasing relevance, results will always be difficult to measure, and outcomes are largely beyond the District's control.

Progress Toward the Previous Calls for Action

1. *Work with Washington County Fire Defense Board to finalize updates to their fire resource management plans and incorporate them into the County's Emergency Operations Plan. Advocate with the Clackamas County Fire Defense Board to complete similar updates in cooperation with their respective emergency management offices.*

This was started with Washington County, but has seen no significant progress. There is no action pending in Clackamas County. **It is recommended that this call for action be retired;** while it is worth continuing, it is not of a higher priority than other key tasks, and it requires greater collective engagement.

2. *Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.*

A dichotomy exists between engineered and behavioral solutions inherent with achievement toward this item. The District's Information Technology (IT) Department has developed a procedure and likely sequence in the event of a primary network failure, using the new backup facilities at SOC. Tests leading up to SOC completion and occupation identified successes and items needing improvement, including specific network capabilities that are not yet duplicated at SOC. Continued development and assessment of the IT plan, as well as the District's disaster communications capability and capacity, will lead to greater resilience. The District has already made substantial progress in this area in the past two years.

The need for identification and prioritization of critical functions on the division level was emphasized in a District tabletop exercise in October 2006. Although some divisions and individual departments have made progress, organizational structure is still limited and it remains a challenge to keep this item on people's radar screen. In the absence of a sustained, focused effort, this status is unlikely to change.

3. *Improve emergency preparedness and response coordination through integration of the three operating centers with interagency and intergovernmental partners.*

The three operating centers are, for the first time since this model was considered, relatively stable in terms of physical location and facilities. There is some coordination with city and county emergency preparedness through the operating centers, but there is no consistent approach, little reciprocation, and apparently minimal sustainable progress. This is unlikely to change significantly.

4. *Complete and implement a mechanism for evaluating the District's ability to respond and recover as an organization from major emergencies and catastrophic events.*

A comprehensive review of after-action reports and similar documents from District exercises and actual events, dating back to 2003, was compiled and analyzed. It forms the basis of recommended fiscal-year priorities. Of the 66 gaps listed, 25 have already been addressed, including:

- Real-time CAD monitoring for daily and FOC use.
- District priorities for disaster operations.
- Robust backup communications.
- Substantially improved capability to communicate with employees in emergencies.
- Improved, standardized ICS forms for FOC and IMT use.
- Updated photo identification combined with electronic access for all employees.

Of the remaining 41 gaps, 14 have been prioritized for initial focus, including: Improved planning section function in the FOC and extended field operations, countywide damage assessment procedures and emergency fuel planning, proficiency with alternative communication systems, and personnel accountability reporting.

Challenges

As with all organizations, there are inherent challenges related to unifying policy and actual practice. The District has made substantial progress in improving its “inanimate resiliency,” meaning within its built environment, where engineered improvements can make substantial differences. Similar to safety domains, engineered improvements tend to produce demonstrable, or even measurable, results; whereas, behavioral changes are more difficult to generate, measure, and sustain. There is little question that District leadership has placed greater emphasis on meaningful, sustainable preparedness; there is little evidence, however, that this has taken hold across most of the District's organization. The rarity of “real” disasters in our area contributes to the perceived absence of “jeopardy” attached to lack of preparedness; this is unlikely to change without substantial effort.

Opportunities

Completion of the new SOC allows for less focus on facilities and more on their occupants. The presence of several recently hired/promoted Division Chiefs/Managers raises the possibility of new perspectives and ideas for engagement at that critical level.

The 2015-16 Call for Action

To advance action toward this goal, leadership calls for strategies to:

1. Identify, assign responsible parties, and implement the prioritized recommendations from the preparedness assessment.

Goal IV: Foster an environment conducive to the safety and health of all members.

Updated for 2015-16

Analysis of Targeted Outcomes

A. *Reduced the number and severity of on-the-job illnesses and injuries experienced each year.*

As per data provided by the State Accident Insurance Fund (SAIF), the District's workman's compensation provider, the District continues to experience variability in claim counts by fiscal year. Nonetheless, even with this claim count variability, there does appear to be data that supports a claim cost reduction across the last three fiscal years. It should be noted that while a reduction trend is identified, the post year claim variability can cause this trend to be altered moving into the future.

Moving forward, the intent of, and indicators tracked for, this Targeted Outcome will be combined with those in Targeted Outcome C below. Therefore, this Targeted Outcome will be retired.

Figure 4.1 TVF&R Claim Count by Policy by Fiscal Year

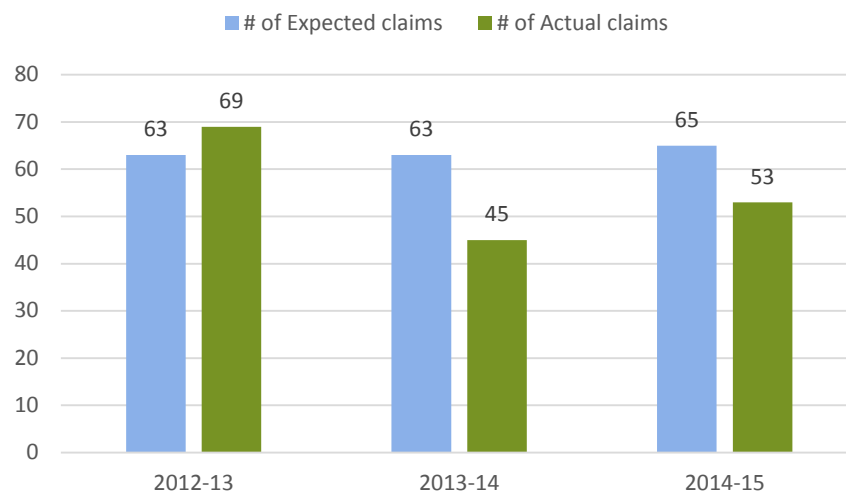
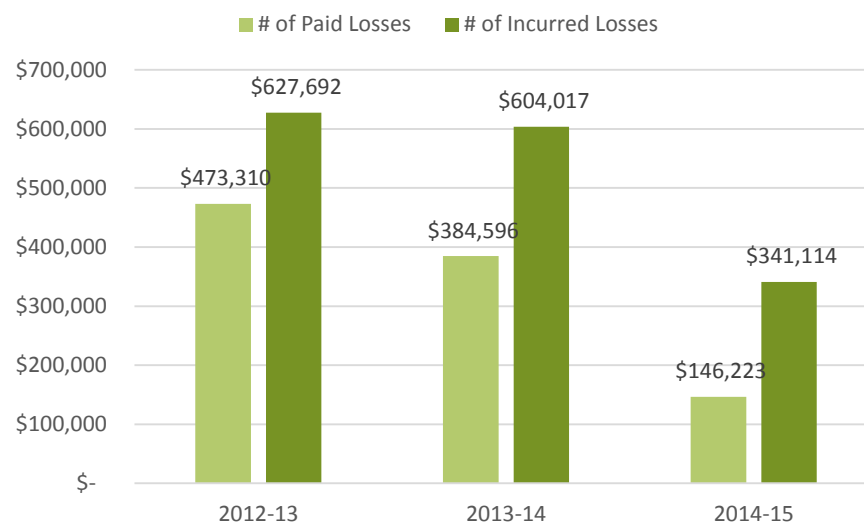


Figure 4.2 TVF&R Claim Cost by Policy by Fiscal Year



B. *Increased or maintained the percentage of personnel who participate in the District's health and fitness programs.*

During this reporting period, the Occupational Health and Wellness (OHW) Program underwent reorganization, and there was a protracted vacancy in the Wellness Coordinator position (August 2013-February 2014). This resulted in reduced time and attention available for the wellness/fitness program elements directed to District employees, such as the fitness assessments for line personnel. With the new Wellness Coordinator's high energy level, and implementation of program revisions, work toward the stated outcome is back on track (e.g., conducting fitness assessments with annual pre-physicals for uniformed personnel). As of June 2015, 60% of line personnel have completed the revised annual physicals and fitness assessments, with an estimate of 62% completion by the end of the 2014-15 fiscal year.

Fiscal year 2015-16 will be "year one" of OHW's new metrics focusing on:

- Provision of pre-physical medical and fitness assessments and annual physicals for uniformed personnel over the calendar year (rather than a few select months). Target: 98% completion by fiscal year end.
- Increased priority for service provision to non-line personnel, to include health and wellness-related topics and individual assessments, and provision of access to expanded health related services, such as flu vaccinations, cholesterol, and hearing testing. Target: 80% of District personnel, to be measured by contacts and services provided.

To further demonstrate progress toward improving the reach of health and fitness programs, staff recommends also tracking and reporting on the number of contacts and services provided.

Moving forward, to reflect this, the wording of this Targeted Outcome would be revised to read: *"Increased or maintained the percentage who participate in the District's health and fitness programs, and the total number of contacts and services provided to all personnel."*

C. *Improved workplace safety trends.*

During this reporting period, the long-standing process used by HR, OHW, and the safety program was modified to better identify, prioritize, and prevent on-the-job injuries and exposures in a timely manner. The following list outlines the improvements implemented in the system:

- Review of all time-loss injuries by the Safety Committee and Safety Chief.
- Implementation of an annual five-year comparison of the District's injury statistics to injury costs, based on data from SAIF (as provided in Figure 4.1 and Figure 4.2 above).
- Development of methodology to prioritize recognized trends and safety suggestions based on probability and severity.

Examples of interventions implemented to address trends that will be identified through the modified process include:

- Approval of new high-temperature, self-contained breathing apparatus (SCBA) masks.
- Purchase of stair chairs for all frontline apparatus.
- Safety award program-approved freezing road condition indicators.
- Changes to rehab practices to reduce toxic exposures.

Strategic Plan, continued

During the reporting period, the Safety Committee and Safety Chief reviewed the findings and recommendations of an Oregon Occupational Safety and Health Administration (OR-OSHA) consult, which identified areas where the District could improve workers' safety.

SAIF provided a five-year trend report to the Safety Committee and a representative from the District's Risk Management program. This data was compared to TVF&R injury statistics to assist in the development of the Safety Committee's annual focus. The top three focus areas were identified as the reduction of strains and ruptures, and limiting toxic and carcinogenic exposures (cancer).

The Safety Committee received a report from the National Fire Protection Association (NFPA) identifying the most frequent causes of firefighter injuries and death. The top four causes were cancer, suicide, cardiac, and driving. The Safety Committee, Training Division, and Health and Wellness have been working together to lessen the chances of occurrence within our organization.

As previously mentioned, staff recommends incorporating the intent and indicators tracked in Targeted Outcome A with Targeted Outcome C to support inclusion of occupational health, behavior health and wellness trends. Staff also recommends tracking and reporting time loss rather than severity as part of those trends.

Therefore, moving forward, this Targeted Outcome will be revised to read: *"Improved workplace safety, occupational health, and wellness trends."*

- D. *Increased or maintained the percentage of personnel who understand and participate in their own external financial benefit programs.*

Employee 457 plan participation rates have declined slightly over the past four fiscal years but still remain over 90%. Specifically, 91 percent of eligible employees participated in saving for their own retirement in fiscal year 2014 as compared to 92.5 percent in fiscal year 2013. Prior to that, 94 percent of eligible employees participated in fiscal year 2012, and 93 percent in fiscal year 2011. It is believed that the main reason for the recent decline of employee participation is that there has been an influx of new employees in the last year (44 hired or 9.3% of current employees) that are not yet eligible for the 401(a) employer match. These employees will be informed of the external benefit programs and encouraged to take part in their personal financial planning for the future.

While participation in financial benefit programs will continue to be encouraged, this Targeted Outcome will be retired moving forward.

Progress Toward the Previous Calls for Action

1. *Update the current RMS system to support data collection, measurement, and maintenance of on-the-job injuries, time lost due to injury, and illness. Expand baseline trend analysis on the type, cause, and cost associated with accidents, on-the-job injuries, supplemental events, and near misses for all personnel.*

The planned migration to track injuries and exposures, as well as assess trends, through a customized module of the First OnScene records management system (RMS) is still pending. However, progress was been made during the reporting period. Until the migration is complete, personnel will continue to use the restricted Risk Management intranet site in place to collect data points that will allow trend analysis, cause, and cost of accidents, injuries, and near misses once transferred into the new system.

When fully implemented, the First OnScene system will expand the scope of injury/accident/exposure trending and provide for more streamlined access to data. Both the content and format to be migrated to this system have been determined. The identified content meets the guidelines established by District protocols and procedures and will meet the needs of the Safety Committee. Additionally, the identified content has been presented to the following agencies to ensure compliance is met at both the national and state levels:

- National Fire Incident Reporting System (NFIRS)
- Oregon Office of the State Fire Marshal
- Occupational Safety and Health Administration (OSHA)
- SAIF

The primary challenge with the migration has been determining how to best collect and store injury and/or exposure data in one location within the system. This would include information on injuries and/or exposures that occurred on the scene of an emergency incident, while not at an incident, and for all non-line personnel in their assigned workplaces. Once this challenge is overcome, the following steps will be needed to complete the upgrade.

- Demonstrate the information in a test environment.
- Meet with all identified divisions and groups for input, including Human Resources, OHW, and Local 1660 representatives.
- Train all personnel on how to use the new program.

2. *Educate personnel on lifestyle and behavioral health practices known to have both qualitative and quantitative effects on body composition, blood pressure, cholesterol, and overall health.*

As stated above, the vacancy in the Wellness Coordinator position and the focus on OHW reorganization decreased the time and attention available to devote to these important outcomes during this reporting period. Since the last review, however, examples of efforts made to educate personnel on the above topics include individual sessions with the OHW staff for fleet and supply personnel, and fitness and informational sessions delivered to personnel in the operating centers and command center by a peer fitness trainer on light-duty assignment.

Going forward, it is part of the OHW Operational Plan to provide improved access to, and a wider range of, education and services for all personnel. For example, OHW intends to provide fitness assessments and wellness consultations for non-line personnel.

Additionally, program changes will support better identification of individuals needing further evaluation and risk-reduction strategies. For example, the IAFF/IAFC Fitness Assessment now is combined with the pre-physical testing to complete a Cardiac Risk Stratification.

3. *Develop metrics that describe the demand for CISM response and other peer-support resources and establish a plan to resource appropriately.*

The Behavioral Health Specialist is collecting basic program information on CISM and peer-support team activity (e.g., number of CISM consultations, number of other individual interactions/contacts). However, an analysis of the demand and related resource needs has not been conducted yet. The Behavioral Health Specialist is working with the Training Division to begin using the Target Solutions software system to administer the program and track program data in a manner that will support analysis.

4. *Pursue opportunities to share training and safety resources with partner agencies.*

The Training Division shared its live-fire decontamination procedures, Field Training Evaluation Program documents, and mandatory training requirements with partner agencies. In addition, the District partnered with the International Association of Fire Fighters (IAFF) and Oregon Metro Fire Safety Officers during the June 2014 National Safety Week and produced a widely distributed cancer-awareness video.

Strategic Plan, continued

5. *Complete an updated operational plan for the Occupational Health Services and Wellness programs.*

The first edition of the OHW Operational Plan was completed in August 2014 to reflect program restructuring and alterations in service provision, and has been made available on the OHW intranet site. As this is a robust, living document, it will be updated continually to capture transition, service structure changes, and progress on short, mid, and long range program goals.

Challenges

In the past, efforts focused on reduction of injury have been reactive and based on post injury data. The District would be better served to shift the focus to increasing the opportunities to provide proactive “pre-habilitation” services targeting the prevention of injuries, illness, and stress.

As significant industry research indicates, select work groups within the District are at an increased risk of cancer, coronary artery disease, and suicide because of environmental exposures and cultural factors. Research also shows that shift workers are acutely and chronically sleep deprived, which contributes to stress, injury, illness, and decreased performance.

As such, the demand for behavioral and occupational health services in the District, and nationally in the fire service, has been growing for the last several years. Challenges include measuring where District resources should be spent as applied to preventative, rehabilitative, educational, counseling, and crisis services.

Opportunities

The District would benefit from expanding the comprehensive array of in-house preventative, acute, and rehabilitative healthcare services to personnel, volunteers, family, and retirees to improve the quality of life and longevity of personnel. This would include occupationally-relevant medical screening, injury and disease management, fitness evaluations, and health education.

To aid in preventing and counteracting a wide range of conditions related to employee stress, the District would benefit from increasing its understanding and support of mindfulness-based stress-reduction/resilience training and organization-wide behavioral health foundations.

Given the increased awareness of the risk of on the job exposures, the District should develop action plans, training and safety activities to reduce or mitigate exposure to carcinogens, toxins, chemicals, and infectious agents.

The 2015-16 Call for Action

To advance action toward this goal, leadership calls for strategies to:

1. Prevent avoidable exposures and mitigate unavoidable exposures to carcinogens, toxins, chemicals, and infectious agents for all personnel.
2. Increase pre- and rehabilitative programs for all personnel to reduce time loss due to on-the-job injuries and/or illness (e.g., strains and ruptures).
3. Improve data collection and use to support trend analysis for the stated Targeted Outcomes and related health, wellness, and safety programs’ report subsequent findings and recommendations to inform program development.

Goal V: Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.

Updated for 2015-16

Analysis of Targeted Outcomes

- A. *Increased employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.*

A tool to track progress in this area has not been identified, but it is likely that awareness has not appreciably changed. During this reporting period, an employee survey facilitated by the FIRE 20/20 consulting group was conducted (as detailed later in this document), the results of which provided a “where are we today” snapshot of employee attitudes toward awareness and importance in this area. FIRE 20/20 also provided recommendations specific to diversity and inclusion initiatives, including the need for skill building at all levels.

The Goal V task force (G5) completed a follow-up report informed by the FIRE 20/20 survey and additional work completed by the task force on best practices. The report was shared and discussed with, and subsequently supported by, leadership. It included staff recommendations for strategic direction moving forward, proposing the framework for a more cohesive and coordinated approach toward accomplishing Goal V over the next several years. The proposed approach included overarching direction and specific expectations, including program ideas and a model for appropriate personnel (see Figure 5.1 below), as well as resources to establish accountability in the organization.

Figure 5.1 Proposed Personnel Model for Goal 5 Initiative



Implementation of the proposed approach has been initiated and will be further communicated throughout the organization. This will signal a shift in focus around these initiatives from establishing strategic direction to implementing strategies and work plans consistent with the Calls for Action to move forward and progress toward the Targeted Outcomes.

- B. *Increased employee cultural competence to more effectively serve citizens of different backgrounds and cultures.*

A measurement of progress from year to year is not available yet, it remains a priority to research and validate an appropriate instrument and data set to track progress in this area over time.

Unfortunately, only 44.9% (N=231) of all TVF&R members (N=514) responded to the FIRE 20/20 assessment (survey). This low response rate was impacted significantly by only 38.9% (N=159) of all TVF&R non-

Strategic Plan, continued

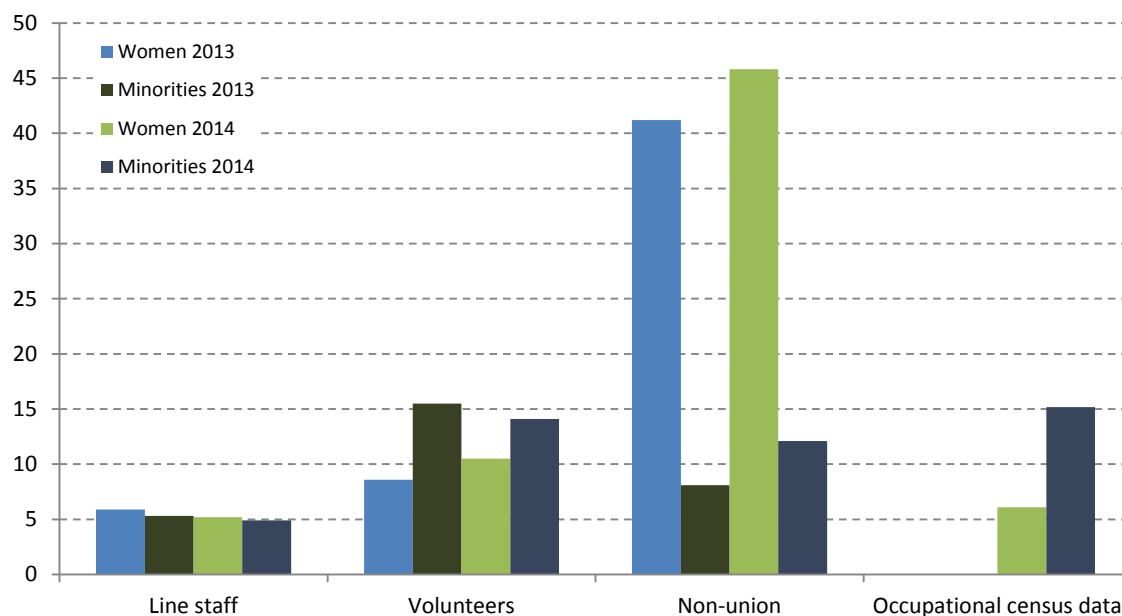
supervisors responding. The response rate does not provide statistical confidence or predictability for all members.

Among the Supervisors' response to the overall rating of cultural competency 26.4% rated TVFR's success as excellent, 62.5% rated it as getting by and 11.1% rated our efforts as failing.

C. *Increased organizational diversity to better reflect the communities' racial, ethnic, cultural, linguistic, and gender diversity.*

In calendar year 2014, the District hired 28 new union employees, three of which are female, representing 10.7% of that new hire group. A review of the firefighter job classification showed that females represent 5.2% and minorities represent 4.9% of the District's total number of firefighters.

Figure 5.2 TVF&R Demographics



The Volunteer Program experienced an increase in females from 8.6%, as reported in the 2013-14 report card, to 10.5%. The total number of minorities declined slightly from 15.5%, as reported in the 2013-14 report card, to 14.1%

Based on the total number of non-union employees (107), the number of women increased from 41.2%, as reported in the 2013-14 report card, to 45.8%. Non-union minorities represent 12.1% of the total number of non-union employees.

As it relates to reflecting the community, it has been past practice to use census data representing the demographics of the entire service-area population to compare the demographics of the District's line personnel. However, a comparison of the District's workforce against the general population is not a comparison of estimated availability of qualified labor in the market. For example, in general terms, one would expect the population of the service area to be approximately 50% female, but does not anticipate that 50% of the female population is qualified to perform the essential functions of the firefighter position.

Occupational census data allows for comparison of the District's progress against the available labor market. Comparable area data shows that estimated availability of qualified females in the protective service/sworn/fire/entry-level occupational category is 6.1% as compared to the total TVF&R female count of 5.2% in the same category. Minority data for the same occupational category, in our area, shows estimated availability of 15.2%, and TVF&R minorities represent 4.9%.

Moving forward, staff recommends that the wording of this Targeted Outcome will be adjusted to read: "Increased organizational diversity that reflects the estimated availability of qualified labor in the market."

Progress Toward the Previous Calls for Action

1. *Select and hire a consultant to execute completion of a multi-year plan specific to achievement of Goal V; allocate resources to implement plan elements.*

While a number of interviews were conducted to select a consultant that would assist with the development of a more comprehensive multi-year plan, none of the consultants interviewed to date have been a good fit with the organization. Staff has selected a facilitator for diversity and inclusion learning opportunities, which will occur in advance of further planning efforts. The District will continue to explore opportunities to engage experts to support future planning efforts at the appropriate time.

As outlined in more detail in the response to Call for Action 2 below, the District did contract with FIRE 20/20 to conduct an employee survey to assess and set a baseline specific to diversity and inclusion strengths and weaknesses from which to measure the success of inclusion and diversity initiatives developed and implemented in the District. FIRE 20/20 also applied the findings to recommend priorities for the District to accomplish Goal V.

As previously noted under the response to Targeted Outcome A, the FIRE 20/20 findings and recommendations informed the written plan that the G5 task force developed in December 2013 and the specific program elements they outlined to increase employee awareness and competency in this area over the next several years. Moving forward, the HR Director will provide input and perspective to the plan and suggested program elements before it is fully implemented.

2. *Establish baseline measurements to define and track progress relative to the state of employee cultural competency within TVF&R. Develop and execute survey instruments to collect related data/information.*

As previously noted, there is still work to be done to research and identify an appropriate instrument and data set to track progress in this area.

TVF&R management, Local 1660 representatives, HR staff and the G5 task force worked with FIRE 20/20 to conduct an employee survey in June and July 2013, applying the FIRE 20/20 Report Card and the Inclusion and Diversity Best Practices Assessment™. However, there was low confidence in the validity of the findings due to a low response rate. Only 231 of the 514 TVF&R District members who were sent the assessment (survey) completed it (44.9% of all members), including career and volunteer firefighters, supervisors, and administrative staff. The subsequent FIRE 20/20 report recommended the following actions:

- Conduct facilitated inclusion training for TVF&R leadership, Local 1660 Executive Board, G5 Task force members, HR, and District Board of Directors in advance of, and to help them establish, guidance on future inclusion, diversity, community outreach, targeted recruitment, mentoring, or cultural competency initiatives undertaken by the District.
- Interact with stations and workgroups to discuss related issues and concerns, and to encourage courageous conversations about inclusion and diversity topics.
- Conduct facilitated inclusion and diversity training for all personnel, with involvement from TVF&R leadership, Local 1660 Executive Board, and the G5 task force members.

Strategic Plan, continued

- Invite more diverse participation in related planning and program structure throughout the District at all ranks and levels, with a cross section of all members (e.g., ages, gender, race, and ethnicity). Identify definitions for inclusion, diversity, and cultural competency that will be included in all training materials, on the website, in the strategic plan, and in other printed materials about TVF&R.
- Formal mapping of the community to identify and enroll multicultural leaders as partners with TVF&R and to assist with recruitment. Including community leader “meet and greets” with the TVF&R leadership to engage in conversations, build trust, and understand the community’s safety concerns.
- Staff also identified the need to administer an appropriate survey instrument in the future with an eye toward appropriate timing and more adequate preparation of the workforce in advance.

3. *Identify training intended to enhance employees’ cultural competency.*

During the May 2014 Company Officer In-service, Assistant Chief Havener delivered training on the topic of bias and demeaning stereotyping. The “OUCH! That Stereotype Hurts” program explored the impact of bias and stereotypes, explained why people don’t speak up against bias and stereotypes, and helped participants learn techniques for speaking up against bias and stereotypes without blame or guilt. The training was well received by Company Officers and appeared to have prompted greater awareness on the topic of bias. Managers attended training in March to increase awareness around the meaning of cultural competency and inclusion.

4. *Increase the frequency of communication and educational opportunities to employees around diversity initiatives and cultural competency.*

Examples of related efforts during this reporting period include:

- Segments featured on the Chief’s Corner internal television program.
- District TV presentation from Division Chief Stevens on cultural competency.
- A public statement by the Local 1660 President outlining the union’s position on being supportive of a diverse and inclusive work force.
- Attendance at a public sector diversity conference in Fall 2014 by 11 employees of all ranks.
- The aforementioned “Ouch! That Stereotype Hurts” training.
- A pilot Career Explorer Program with Beaverton Health and Sciences High School.

5. *Ensure that the Volunteer Program needs assessment considers opportunities to advance the District’s commitment to attracting a diverse workforce.*

A needs assessment of the Volunteer Program was conducted by Emergency Services Consulting Inc. during this reporting period; however, the contractual scope of work had been determined prior to the direction provided by this Call for Action. The resulting report did not include substantive guidance in this area. Additionally, no volunteer recruitment was conducted in 2014 that could apply. However, this direction will be applied to the planning for the next cycle of recruitment, which will include expanded roles of potential volunteers under a revised model that will be deployed in early fiscal year 2015-16. These expanded roles will provide new opportunities that may attract a more diverse cross section of the community.

Challenges

Diversifying the District’s workforce is a long-term proposition that will likely come, if at all, only as a result of all of the other efforts proposed in the written plan. Over time, the achievement of Goal V will depend in large part on increased and ongoing resources, workload priorities, employee turnover and vacancies, and projected growth in the service area. A key factor will be improved organizational commitment. Purposeful efforts are needed to increase the level of understanding, ownership, and involvement around the concepts of diversity and inclusion at

all levels of the organization. In order to do that, the focus cannot be merely on a set of numbers tracked by one work group (i.e., HR) but also on elevating employees' skill and awareness.

Historically, the fire service industry has been a predominantly white, male occupation as indicated by a variety of data and publications. In addition to the industry-wide demographic challenge, TVF&R's recruiting area has been largely focused in the State of Oregon, which is also predominantly non-minority. These two facts create challenges for the organization to recruit and retain qualified women and minorities.

For TVF&R, the aims around diversity and inclusion are twofold: 1) trying to address the perceptions, norms, and lack of awareness within the organizational culture affecting current and new employees, as well as (2) being attractive to prospective employees. While it will require engaging in difficult and courageous conversations, the organization would benefit from training on cultural sensitivity for all levels of the organization to provide employees with immediate tools for interacting both internally and externally.

Opportunities

The proposed approach defined in the G5 written plan places emphasis on the need for a dedicated lead role to facilitate the overarching direction of related projects, programs, training, messaging, and allocation of resources. This focused and coordinated attention is needed to move the District forward with the aims of these initiatives.

Much like the approach used when rolling out the community risk reduction initiatives, the proposed model seeks to leverage local, grassroots knowledge, and research to best target tactical efforts. The task force envisioned the advocates' role as identifying needs and opportunities unique to a first-due area or particular community. These could be recruitment opportunities at schools, involvement in and connections to diverse groups, and participation in community events that include those diverse groups.

With a highly qualified and tenured workforce, TVF&R had been experiencing low overall employee turnover. It has ranged between 2% and 5.3% over the past 10 years. As a result, there have been few opportunities to increase diversity in the workforce in the form of new employees. However, staff anticipates an increase in employment that will create new opportunities to increase the diversity of the workforce. At the end of calendar year 2014, 27 out of a total 468 employees were eligible to retire (or 5.77%). Analysis in fiscal year 2014-15 indicates that 15.4% of the District's total workforce will be eligible to retire within the next five years. Additionally, as a result of the local option levy approved by voters in May 2014, the District will be adding an estimated 42 frontline firefighters up through fiscal year 2019-20.

To help jumpstart achievement toward Goal V in the short-term, the District should pursue learning opportunities with the following objectives:

- Increase TVF&R leaders' insight into the concepts of diversity, inclusion, cultural competency, the value proposition, and how to advance a collective understanding.
- Increase knowledge of diverse and multicultural environments for personnel that deliver service to the community.
- Educate personnel on learned prejudices and fears about differences and how these impact organizational culture and personal and professional relationships.
- Develop skills to increase the level of cultural competence, cross-cultural communication and conflict resolution, and creative problem solving throughout the organization.
- The District also would benefit from engaging with established and emerging resources external to the organization, such as:
 - Sponsoring and attending future offerings the NW Public Employees Diversity Conference.

Strategic Plan, continued

- Developing the Career Explorer Program with the Beaverton Health and Science High School
- Participating in the Portland Metro Fire Camp for Girls.
- Developing partnerships with local organizations such as the Urban League, Hispanic Chamber, Partners in Diversity, and the State of Oregon Veterans Office.
- Assess the National Testing Network (NTN) entry-level firefighter recruitment and selection processes in relation to diversity objectives, including NTN's recruitment of targeted groups, and an analysis of the disposition of members of those groups through the application, testing, and selection processes.

The HR Division has identified the need to create a comprehensive branding strategy for both internal and external outreach. This strategy would then be leveraged to reach new sources for recruiting diverse applicants, such as the State of Oregon Diversity and Inclusion job posting/newsletter, and targeted gender-or minority-focused associations, such as the International Association of Black Professional Firefighters, National Association of Black Veterans, and International Association of Women in Fire and Emergency Services.

The 2015-16 Calls for Action

To advance action toward this goal, leadership calls for strategies to:

1. Communicate and implement the plan proposed by the G5 task force.
2. Develop and deliver learning opportunities for the TVF&R leadership team, supervisors, and all employees.
3. Research and identify appropriate measurements and associated instruments to gather data for comparison and to assess progress toward the stated Targeted Outcomes.
4. Engage in, and make use of, existing external programs, initiatives, and resources to support achievement of Goal V and the stated Targeted Outcomes.
5. Develop and enact communication strategies and materials specific to diversity and inclusion, targeted at both internal and external audiences.

Goal VI: Leverage use of existing resources and seek efficiencies for the greatest community good.

Updated for 2014-15

Analysis of Targeted Outcomes

A. Developed and maintained partnerships that create efficiencies.

Partnerships continue to create financial and operational efficiencies, as well as commit additional resources to projects of shared interest. Examples include:

- The focused shift to more vendor-direct ordering has reduced volume delivered via the Supply route along with space necessary for warehousing District supplies. For every two items stored and available from Supply, approximately three additional are available directly from private vendors. The resulting reduction in time allocated to inventory management, receiving and distribution makes it possible for staff to more effectively address material management issues such as repairs and maintenance, warranty follow-up, and other vendor compliance matters.
- Fleet Service's defined maintenance program agreements with neighboring fire departments are in the third year of operation. Caring for a larger fleet is challenging, but efficiencies associated with parts purchasing and the ability to ensure varied expertise within the technician team create value for the District. Additionally, a consistent maintenance program for District apparatus and neighboring fleets enhances system reliability for mutual-aid responses.

- Active utilization of the Training Center by partner agencies creates valuable opportunities to participate in training focused on low-frequency, high-risk scenarios such as an active-shooter situation (Washington County Sheriff's Office and other local law enforcement agencies).
- Staff worked closely with local governments to understand and incorporate assumptions about new growth areas, including street placement, into local option levy modeling.

B. Pursued state, federal, and foundation grants for strategic service enhancements.

Key activities included:

- Addressed findings from the District's 2012 Financial Audit regarding the administration of grant funds; subsequently, there were no findings in the 2013 Financial Audit.
- Completed a needs assessment specific to recruitment and retention of volunteer firefighters. This project was funded with a federal 2011 Staffing for Adequate Fire and Emergency Response (SAFER) grant. The findings outlined barriers to recruitment and retention, methodology for determining appropriate volunteer staffing levels, and an overview of opportunities for collaboration with other agencies in the region that also deploy volunteers.
- Applied an award from the federal 2013-14 Hazardous Materials Emergency Preparedness Grant to conduct specialized training for the Hazardous Materials Response Team in February 2014. The coursework enhanced the team's ability to rapidly determine the safest and most efficient interventions during responses and eliminate the loss of mission-critical time in their initial size-up.

Update for FY 2015-16:

- Awarded three State Seismic Rehabilitation Grants in December 2014, totaling \$2,358,000, to conduct seismic upgrades to Stations 62 (Aloha), 64 (Somerset), and 69 (Aloha/Cooper Mountain) up through March 2017.

C. Pursued greater financial diversification.

While TVF&R remains almost entirely reliant on property taxes, significant progress was made during 2013 in the development of new service and revenue options, specifically in areas of health care delivery. The District is listed as a subcontractor on a new ambulance franchise awarded in Clackamas County, and two different hospital systems have expressed strong interest in committing to patient-focused partnerships that utilize the unique Mobile Health Care capabilities of TVF&R paramedics. Payment for services is established in the ambulance agreement, and the hospital systems have acknowledged that if patient health is improved and system cost-savings are achieved, TVF&R should share in the accrued financial benefits.

D. Increased environmentally friendly practices and behaviors for daily operations.

A greater emphasis on the sale of surplus items resulted in the discovery of new markets, an increase in sales, and a reduction in the number of items heading to a landfill. Energy conservation efforts continue with projects like remote sensing on HVAC systems and a light-bulb identification and standardization project designed to drive down purchase prices while maintaining compliance with energy-efficiency ratings. Deployment of the computer-based WebEx software has increased the number of employees participating in meetings on-line.

E. Demonstrated cost control and reduction strategies.

Now in its third year, the Asset Management Program (AMP) has changed the manner by which material and capital items associated with emergency operations are acquired. Integrated Operations personnel are vested with the responsibility to clearly identify the need and functional requirements well before any consideration

Strategic Plan, continued

of a specific product is contemplated. Full-circle consideration of policies, training, maintenance, and surplus considerations must also be developed. As part of the procurement phase, research is conducted into leveraging regional opportunities such as existing purchasing agreements or selections processes. In addition to a more disciplined and holistic approach to materials and capital acquisition, AMP encourages research and project management skill development in line personnel, and has produced outcomes that squarely achieve both cost control and reduction, i.e., purchase of a combination fire suppression foam rather than maintaining two types, and purchase of a common District jacket rather than multiple options.

Preventative maintenance programs in Fleet Services and Facilities are extending the life-cycle of capital items.

Progress Toward the Previous Calls for Action

1. *Encourage innovative ideas and partnerships to achieve revenue diversification, cost control, service efficiency efforts, and service enhancements.*

The District worked closely with Clackamas County, other public responders, and private ambulance providers to encourage a more integrated EMS system. This work was reflected in a subsequent RFP that the county issued for ambulance transport services. After offering to work with any responding ambulance company, TVF&R was asked to serve as a sub-contractor to the eventual successful bid submitted by American Medical Response (AMR). In addition to generating revenue, the provision of paramedic response and transport by TVF&R personnel to Clackamas County residents in the District's service area should also enhance the continuity of their medical treatment.

Providence Health & Services and the District have entered into a research-based trial focused on the management of post-hospital discharge patients. While the immediate focus is testing the efficacy of Mobile Health Care with a TVF&R paramedic serving as an extension of the medical treatment team, there is an understanding that a financial partnership could develop if the model is deemed successful.

A TVF&R paramedic also participated in a health care pilot focused on providing integrated emergency response to individuals with significant mental health problems. Other partners included mental health case workers and the Washington County Sheriff's Office. Delivery of immediate medical services by the paramedic negated the need for several ambulance trips and hospital emergency room visits. The results of the pilot are being considered as a new program, and patient support structures are being rolled as part of the State and region's participation in health care reform.

Fleet Services' enterprise function grew again this year with the addition of services to the Boring Fire Department in October 2013. Current customers express very high levels of satisfaction, and yet another regional partner has expressed interest.

2. *Establish District goals and enhance internal coordination to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.*

After District leadership sharpened its emphasis on the sale of surplus equipment, the utilization of on-line auctions expanded the District's market reach and increased the sale and reuse of items. On a related note, the District accommodated an emergency need for tenders by Molalla Fire with an option in the Intergovernmental Agreement to purchase two surplus apparatus after six months of use; a choice this partner agency intends to exercise. Another success was repurposing older AEDs and cardiac monitors to community partners.

Smart technology is gaining greater acceptance with District personnel. Examples that moved forward in the last year included: an expansion of light sensors, metered laundry soap and cleaning chemicals, and remote HVAC controls in eight District buildings.

Comprehensive overhaul and replanting of bio swales on District properties enhanced treatment of storm water run-off.

Better coordination among the Logistics Managers and other District personnel resulted in increased District participation in training and networking opportunities sponsored by the Partners for a Sustainable Washington County Community. Focus areas included managing energy conservation programs, sustainable purchasing, and green fleet practices.

Challenges

TVF&R's predisposition to partnership and collaboration is healthy, but must also be weighed against the value achieved. That said, in some cases the value of the relationship alone may be worth pursuing; its value may only come clear at a later date. An example would be the 2013 Washington County Code changes associated with station siting.

There was disappointment with the inability to successfully advance school-based Hands-Only CPR education in the 2013 Legislature. Given multiple stress points experienced by Oregon's public school systems, this initial outcome is not surprising, and additional partnership-building and campaign results with school districts locally could prompt a different result in the future.

The human factor associated with the District's sustainability efforts remains inconsistent (e.g., utilization of recycling resources).

Pilot projects focused on mobile health care have underscored the importance of shared messaging around sensitive issues (i.e., the term "filling gaps" as a way to diffuse concerns about job rights).

Opportunities

Additional opportunities can be leveraged from the District's enterprise fleet maintenance agreements with partner organizations. Apparatus sharing and possible adoption of common standards (apparatus type, parts, and maintenance) could increase the efficiency and effectiveness of their use. As a precursory step, the Fleet Manager is now part of Clackamas Fire District's Apparatus Committee, where best practices are exchanged.

District interest in, and exploration of, Idle Reduction Technology for apparatus should continue to be an active element of new apparatus standards and purchase.

Energy-efficiency efforts would benefit from a more focused goal(s). The completion of the energy audit and greenhouse gas inventory provided several baselines against which to contrast annual energy consumption, but a more specific outcome would help build support for these efforts. Identifying and supporting a champion for this work will be important.

A logical next step for the District's inventory management and resource utilization is logo uniform items. While these items are almost entirely stocked and distributed from the Supply Department, a vendor-direct approach warrants consideration and is under review. On a related note, research into the e-Procurement element of the MUNIS business management software should be pursued to see if the ordering process can be streamlined. Both opportunities carry potential customer impacts that must be factored in.

The 2015-16 Call for Action

To advance action toward this goal, leadership calls for strategies to:

1. Encourage innovative ideas and partnerships to achieve revenue diversification, cost control, service efficiency efforts, or service enhancements.

Strategic Plan, continued

2. Establish District goals and enhance internal coordination to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

Goal VII: Ensure ongoing financial and business operations stability and predictability.

Updated for 2014-15

Analysis of Targeted Outcomes

- A. *Maintained five months of operating funds in the ending fund balance to support the District's dry period financing requirements.*

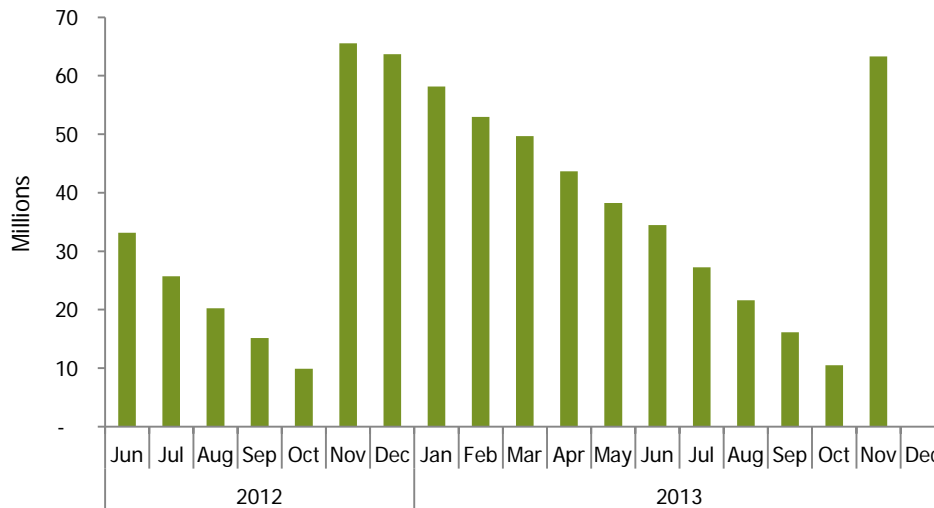
The District met its objective of maintaining at least five months of operating expenditures at the end of each fiscal year as depicted in Table 7.1 and Figure 7.1 on the following page.

Table 7.1 Months of Ending Fund Balance

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual
Beginning Fund Balance	\$ 30,880,694	\$ 32,752,110	\$ 32,870,970	\$ 33,873,850	\$ 33,165,053
Property Tax Revenue	65,060,487	67,867,374	70,775,306	72,127,769	74,187,616
Investment & Interest Income	610,134	202,263	180,535	178,919	149,414
Charges for Services	728,157	583,312	763,085	1,308,643	1,227,268
Insurance Refunds	230,529	415,446	655,797	179,479	526,133
Miscellaneous	104,683	220,507	140,766	215,498	239,710
Total Revenue	97,614,684	102,041,012	105,386,459	107,884,158	109,495,194
Personnel Services	53,795,595	57,031,104	60,203,978	61,740,442	63,749,453
Materials & Services	7,801,526	7,457,909	7,783,312	7,509,188	7,874,725
Transfers Out	3,265,453	4,681,029	3,525,319	5,469,475	3,400,120
Total Expenditures	64,862,574	69,170,042	71,512,609	74,719,105	75,024,298
Ending Fund Balance	\$ 32,752,110	\$ 32,870,970	\$ 33,873,850	\$ 33,165,053	\$ 34,470,896
Months of Fund Balance	6.1	5.7	5.7	5.3	5.5

(Source: 2009-13 Comprehensive Annual Financial Reports)

Figure 7.1 Ending Fund Balance by Month



(Source: Monthly Financial Statements)

- B. *Monitored, maintained, and adjusted expenditures so that a balance is achieved between revenue and expenditure growth rates on both a current operational and long-term forecasted basis.*

The District's multi-year focus on expenditures in the General Fund helped accommodate the anticipated end of the Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant in the 2012-13 fiscal year. The SAFER grant had been providing funding for nine additional firefighters. Budgetary management and adjustments in Transfers Out to capital funds were utilized to achieve fund balance and stability targets despite the continued sluggish growth in the District's primary revenue source—property taxes.

Table 7.2 Annual Revenues and Expenditures

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Revenues	\$ 66,733,990	\$ 69,288,902	\$ 72,515,489	\$ 74,010,308	\$ 76,330,141
Growth Rate	1.8%	3.8%	4.7%	2.1%	3.1%
Expenditures	\$ 61,597,121	\$ 64,489,013	\$ 67,987,290	\$ 69,249,630	\$ 71,624,178
Growth Rate	5.7%	4.7%	5.4%	1.9%	3.4%

(Source: 2009-13 Comprehensive Annual Financial Reports)

- C. *Measured actual financial performance against the financial forecasts, and ensured adequate plans are in place for various fluctuations.*

Monthly financial reports continued to measure organizational financial performance against budget and budget targets. Long-term forecasts were continually updated to reflect current actual revenues and expenditure forecasts, long-term capital and operational deployment strategies, and Standards of Cover goals. These forecasts were utilized extensively in determining the amount of the proposed replacement local option levy that will be presented to the voters in May 2014.

Strategic Plan, continued

D. *Preserved the District Moody's Aaa bond rating.*

The bond rating was preserved by the timely filing of municipal disclosures and financial statements to the Municipal Securities Rulemaking Board. These filings and financial statements continue to indicate that District management is meeting its financial targets.

E. *Developed and maintained financial forecasts that include long-term financing and levy plans; long-term equipment, apparatus, facility maintenance, and replacement plans; and the modifications needed to serve the District's changing population and service roles.*

The District's financial forecasts continued to improve as a result of including long-term plans from additional departments as part of the budget process. These department forecasts were incorporated into the long-term financial modeling with different response deployment scenarios. The scenarios address plans to meet growing population and response volume projections in an operationally responsible and effective manner.

New Targeted Outcome for 2014-15

As discussed in the "Challenges" section below, consistently preparing employees to assume progressive leadership or specialist roles is integral to maintaining business operations stability. **Moving forward, this will be reflected in a new targeted outcome, which will read: "Delivered measureable talent management practices to attract, develop, and retain a highly qualified workforce."**

Progress Toward the Previous Calls for Action

1. *Develop outreach efforts to promote awareness of the value of service provided by the District and its performance.*

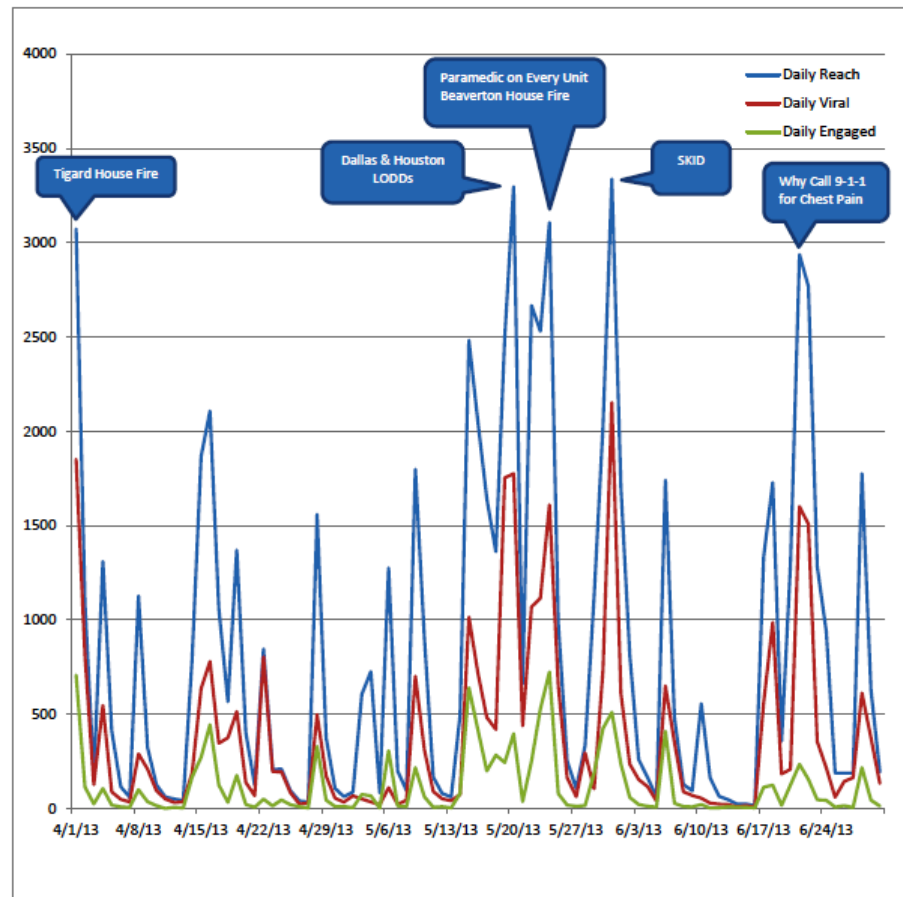
TVF&R's first Popular Annual Financial Report (PAFR) was prepared for the fiscal year ended June 30, 2013. The PAFR is a high-level financial summary intended to provide an accessible and easily understandable view of the financial activities of the District. The data reported is taken from the audited financial statements.

In fiscal year 2013-14, TVF&R hosted two community "academies" focused on the District's EMS role and potential contribution to a more integrated health care system. Key state and regional leaders involved in Oregon's implementation of changes to the health care system participated. As a result, a number of new collaborations with hospital systems and other medical providers are providing District paramedics a chance to move beyond reactive (i.e., response only) and to contribute toward Oregon's "triple-aim" goal of better health, better care, and lower cost.

A variety of District-sponsored campaigns utilized both traditional and social media formats to convey public safety messages and to enhance awareness of TVF&R's role in the community. Examples included YouTube videos showing healthy cooking for diabetes awareness, heart health messaging, and PulsePoint mobile application promotional campaigns designed to increase CPR training and bystander response. A remodeled external website (www.tvfr.com) was rolled out with a simplified user experience and expanded options for subscription updates that are automatically delivered to interested parties. The Quarterly Electronic and Social Media Metrics report assists in measuring the effectiveness of informational campaigns in reaching target audiences (see Figure 7.2).

Figure 7.2 Quarterly Electronic and Social Media Metrics

How Many People Are We Reaching?



(Source: TVF&R Intranet — Public Affairs and Information site)

New metrics obtained from the Campbell and DeLong public attitude survey, conducted in fall 2013, suggest strong community awareness and support for District programs. These results were shared with the Board of Directors, union leadership, and company officers as part of establishing a foundation with common messaging for the May 2014 proposed replacement local option levy election.

2. *Expand reporting mechanisms that can be easily understood and shared among personnel and budget managers, thereby communicating the financial “health” of the District and allowing the managers to affect positive financial change.*

Monthly financial statements that are presented to the Board each month, and shared with managers at monthly District Staff meetings, were improved to reflect comparative data for a two-year period. The new, easier-to-read format and additional data are expected to assist management in identifying any concerns with revenue and spending trends in a timely fashion. Outreach meetings with various work groups were held to explain the financial statements and the underlying transactions. These smaller settings have allowed employees an opportunity to ask questions that they may not ordinarily ask in a larger setting.

Strategic Plan, continued

The resulting benefit has been that budget managers are reviewing their own accounts at a deeper level of understanding than in the past and are asking questions about their own department's financial activities. This awareness also has been apparent during budget season as people look to their historical spending to budget for the future.

MUNIS budget trainings were conducted during the Budget Kickoff event. Both group and one-on-one sessions were offered and have been popular with the station Captains and budget managers. These opportunities also allowed for questions in a more personal environment.

3. *Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.*

The Union was informed of financial matters at Board meetings and in other meetings where financial statements were presented, as well as through the forward-looking economic and financial presentation given at the Budget Kickoff for all budget managers. Financial information, survey results, and operational decisions were reviewed with Union leadership to ensure continued focus on long-term financial stability.

4. *Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.*

The 2013 *Standards of Cover* document highlighted continued operational performance issues with increasing response times in the Metro/Urban and Suburban Planning Zones. While the reasons for this performance trend are numerous (and addressed in the report card for Strategic Goal 1), none change the fact that the community's top priority for TVF&R is fast and effective fire and medical response. In response, considerable long-term planning and modeling was completed to inform decisions concerning the District's May 2014 proposed replacement local option levy. Of particular focus were incident density, response times, effective response force, and growth and demographic data. Numerous deployment models, including additional units, stations, and other options, have been analyzed.

For the third year in a row, the Assessed Value (AV)/Real Market Value (RMV) mapping study revealed that, during economic downturns in which housing values drop and remain low for extended periods of time, value compression has a negative effect on District property tax assessment growth rates. More recent increases in RMV suggest that this trend is beginning to turn around.

5. *Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery).*

While other departments have been contributing capital plans for several years, the Training Center, Specialty Teams, EMS, Media, and long-term capital project (bond) plans were developed for utilization and incorporation into the future forecasts as part of the fiscal year 2014-15 budget process.

Updated for 2015-16

6. *Pro-actively plan and message for levy elections and debt financing.*

Planning was conducted for the replacement local option levy vote for May 2014, which was approved by the voters. Related messaging and information was shared with the public and employees.

Update for FY 2015-16:

7. *Expand understanding of federal grant compliance. Train program managers to recognize the required roles and necessary contributions in each grant opportunity to ensure the District's ability to participate in future revenue streams.*

Finance offered grant compliance training internally, taught by our audit firm partner to all concerned parties. This brought a greater awareness to the management level, created more communication, and has resulted in marginally more involvement in the grant application process. More communication with granting agencies has helped inform us of risks and potential pitfalls. This awareness still needs to be pushed down to individuals involved in the Urban Areas Security Initiative (UASI) grant. The granting-agency's sub-recipient monitoring for this particular grant has been minimal, leaving the compliance mainly resting on the District.

The Planning Division has added value to the grant application and monitoring process by acting as the gatekeeper for new applications (exclusive of UASI). Unfortunately, the UASI grant continues to be the most problematic to determine and administer compliance. Given the nature of the UASI grant administration structure, whereby TVF&R receives pass-through benefits from the primary grant recipient agency, TVF&R is further removed from the application and administration process for federally funded equipment than experienced with other federal grant programs. The same circumstances result in less communication from the granting agency than experienced with other grants.

More District involvement in the Regional Disaster Preparedness Organization (RDPO) Grant and Finance Committee has allowed for an earlier awareness of potential grant resources, primarily UASI funded. This will, in the future, ensure a more accurate Schedule of Expenditures of Federal Awards (SEFA) to withstand the rigorous single audit.

Challenges

Recent and upcoming retirements in key positions will cause leadership to look at depth for certain strategic areas in order to avoid disruption to vital services. There is a need to develop and maintain leadership and general bench strength in the succession plan. Employees are retiring from the District with decades of experience that will be difficult to replace. The development of leaders will continue to be an important focus.

A positive result of the local option levy election would cause the implementation of various deployment models. A close eye should be kept on the financial position to ensure the cost of any new deployment does not outweigh its benefit.

The Oregon Supreme Court litigation surrounding the latest round of Oregon Public Employee Retirement System (PERS) changes had a direct impact on TVF&R. This litigation will need to be monitored, and as well, any new legislation that will need to be implemented. The Affordable Care Act (ACA) provisions will have a direct impact on the financial position of the District going forward. Changes have been coming fast, sometimes with little advance warning. Additionally, there is a possibility of potential state tax system reforms that could also have a financial impact.

Opportunities

Voter support of the May 2014 replacement local option levy request would allow enhancements to service delivery capabilities, that wouldn't otherwise be affordable.

District leadership has developed a shared vision of an integrated talent management approach and has made a commitment to proactively develop the needed workforce capacities.

The 2015-16 Call for Action

To advance action toward this goal, leadership calls for strategies to:

1. Monitor and model the impacts of the Affordable Care Act (ACA) on future health care costs, including implementation of provisions with effective dates up through 2018.
2. Maintain Union collaboration to successfully negotiate a labor contract that will become effective July 1, 2015.
3. Model the financial, personnel, and capital requirements of District operations and support functions, as well as long-term impacts of funding fluctuations.
4. Implement and support talent management components, including competency modeling, learning and development, and performance management.

Budget Policies

Operating Budget Policies

Tualatin Valley Fire and Rescue is committed to providing high quality services to the community at an acceptable level of taxation. Specific policies that drive the budget preparation are:

- The District will maintain high service levels in emergency services operations, which include responses to fire and medical emergencies. These services receive the highest priority for funding.
- The District will avoid adopting budgetary procedures that result in balancing current operational costs at the expense of future years' operations.
- The District will maintain a budgetary control system to ensure compliance with the adopted budget, especially with regard to State of Oregon Budget Law, and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The Board receives monthly "budget to actual" financial statements on the funds and programs.
- Performance measurement and productivity indicators shall be integrated into the budget as outlined in stated goals and objectives. The Divisions then must report regularly to the Fire Chief's Office on the status of these goals. The budget highlights key performance objectives and performance against the District's prior goals. The budget is designed to educate the community about TVF&R's objectives, priorities, and the goals set for the organization. It is also designed to serve the needs of District employees by providing budgetary accounts and descriptions of funded programs.
- The District's **balanced budget policy** is that a budget is considered balanced when the funds' total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance.

The Budget as a Policy Document

The Budget Process. Prior to the budget process each year, staff updates the multi-year **financial forecast** to identify critical issues and set preliminary goals. Staff analyzes ongoing and long-term capital needs and future staffing requirements. These forecasts are performed with consideration of future economic variables including labor costs; PERS rate projections, healthcare, interest, and inflation rates. Additionally in 2013-14, the District finalized its long-term forecasts to plan for station and response unit additions with associated firefighters and support staff to address current and projected response challenges as the call volume, traffic congestion, and population in the District continue to increase. These forecasts were the basis of the replacement local option levy. The replacement local option levy will begin with the budget year 2015-16.

The 2015-16 annual budget is designed to reflect the District's **Strategic Plan** for the 2015-16 fiscal year. Reference is frequently made to the performance within the budget document, which is developed to serve as the financial plan to carry out these desired goals and objectives. Staff attempts to focus their performance objectives on significant changes and improvements they wish to make over and above "daily operations."

Accounting and budget policies are similar to the prior year. The **Strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the budget review process, staff will analyze performance against the goals and objectives.

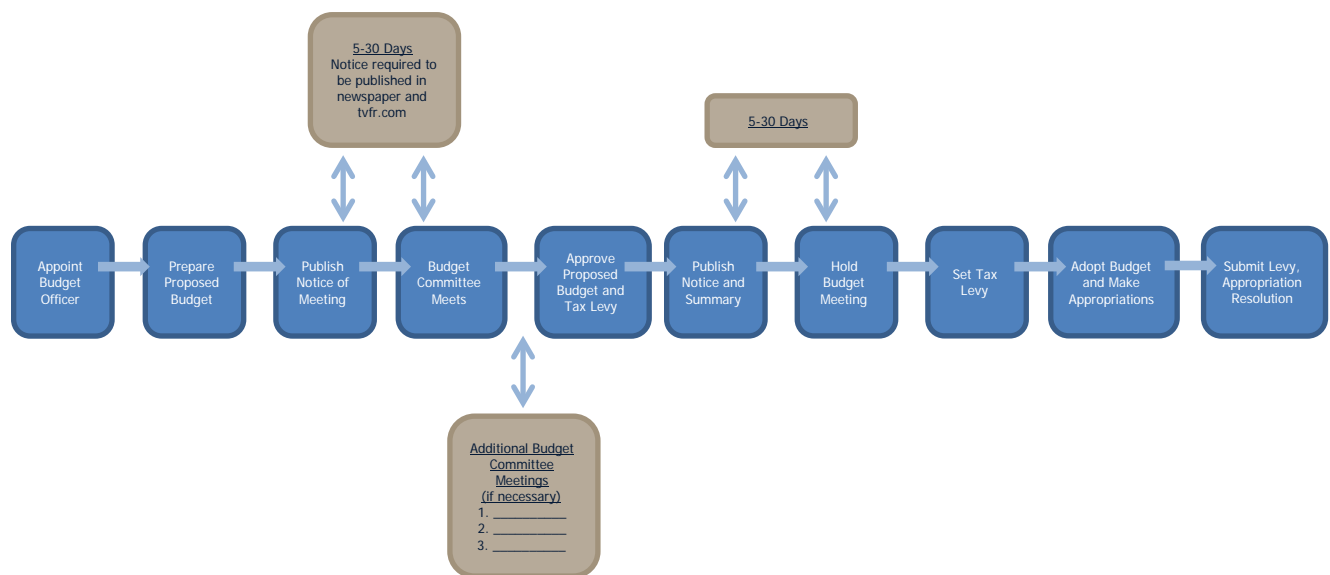
Budget Policies, continued

The budget, or financial plan, began in earnest in the late **fall of 2014**, when **planning sessions** were held between Assistant Chiefs, Division Chiefs, Directors, and Budget and Union Managers. Here, programs and plans were outlined, and strategies for implementing these programs were developed. These plans were refined in the following months, and goals and objectives were developed for each worksite location, department, and program. During this time, **forms and budget preparation information** were distributed. The Executive Staff discussed proposed new programs or personnel with the Budget Officer for overall planning and direction.

The worksite manager completed the **budget proposal requests** utilizing an electronic format. The information provided contained the prior year budgeted expenditure amount for each line item, the actual expenditure, and the current year budget. The worksite manager filled in the requested amount and this information was sent to their Division Chief or Assistant Chief, who reviewed and analyzed the budget requests before sending them to the Budget Officer. The department manager also included backup information related to requested line item accounts. The Finance Division entered this data into the budget modules and sent the updated budget document back to the requesting party for review. The data is primarily oriented around the ensuing year.

The Chief of the proposed department's budget then **reviewed the requested budget** for his or her program and/or worksite with the Budget Officer and other staff. The results of the negotiation and review were then presented to the Internal Budget Committee and Fire Chief for review and final approval. The budget module allowed several named budget versions and thus, the review committee could compare "Requested" budgets with "Budget Officer Recommended" budgets and all available current and prior year data. Revised requests were entered into the data processing budget module and corrected worksite and/or program budgets were sent back to the requesting party. From this revised budget, the Budget Officer and Internal Budget Committee worked through several refinements to ensure the budget met both key strategic goals in program funding and in overall financial health of the District.

The Budget Process



Budget Calendar

September	<ul style="list-style-type: none"> ▪ Strategic Plan Report Card assessment
October – December	<ul style="list-style-type: none"> ▪ Revenue forecasting ▪ Capital planning ▪ Bond modeling ▪ Strategic plan validation ▪ Budget forecast to managers
January	<ul style="list-style-type: none"> ▪ Budget packets and instructions available to Station Captains and Department Managers online at SharePoint site ▪ Personnel Services budgets are prepared and uploaded ▪ Budgets, accomplishments, and performance objectives due to Division and Assistant Chiefs
February – March	<ul style="list-style-type: none"> ▪ Station and department budgets, accomplishments, and performance objectives reviewed by Division and Assistant Chiefs and submitted to Budget Officer ▪ Finance Division reviews budgets and returns to Department Heads for review ▪ Budget Officer reviews budgets ▪ Internal Budget Committee meetings
April	<ul style="list-style-type: none"> ▪ Budget closed for changes ▪ Finance Division prepares draft budget document for Budget Committee Meeting
May	<ul style="list-style-type: none"> ▪ Budget draft document distributed in early May ▪ Publish Notice of Budget Committee Meeting in newspaper and on tvfr.com ▪ Budget Committee Meeting is held
June	<ul style="list-style-type: none"> ▪ Publish Public Notice of Budget Hearing in newspaper ▪ Budget Hearing is held to adopt budget and levy taxes
July	<ul style="list-style-type: none"> ▪ Tax levy certified by court clerks of Washington, Clackamas, and Multnomah counties ▪ Budgets delivered to citizens and government agencies

Budget Adoption

A **final budget** was developed in **April of 2015**. From this adjusted data, the Finance Division prepared the annual budget document, which was then assembled for presentation to the **Budget Committee** after being reviewed by the Fire Chief's Office. Changes to the budget due to new information and Budget Committee recommendations may be incorporated through the **June 23, 2015 adoption of the budget** by the governing Board.

Budget Amendments

The process for **amending the budget** is provided for by Board policy contained in the Board Policy Manual and by state budget laws as outlined in Chapter 294 of the Oregon Revised Statutes. The governing body's spending authority within existing appropriations (set at personnel services, materials and services, and capital outlay by the levels in the adopting resolution on pages 27-31) may be increased by (1) transferring amounts among appropriations in the same fund, or (2) transferring from an appropriation in the General Fund to an appropriation category in another fund. The governing body must enact a resolution or ordinance providing for the transfer. This enactment must be made before any over-expenditure has incurred. Once a transfer is authorized, increased expenditures can occur.

Supplemental Budgets

By transferring appropriations, the District usually has enough flexibility to carry out the programs prescribed in the adopted budget. There may be times when an adopted budget gives no authority to make certain expenditures or when revenues are received for which the governing body has no previous knowledge. In these cases, it is possible to use a **supplemental budget** to authorize expenditures or spend additional revenues in a current fiscal year. Supplemental budgets cannot be used to authorize a tax levy.

The governing Board of Directors may adopt a supplemental budget through a resolution if the supplemental budget does not exceed ten percent of the fund's most recent amended budget appropriation. For supplemental budgets greater than that or that do not meet a legal budget law exception, a longer process is required. A special hearing must be held by the governing body and the proposed supplemental budget must be published before this hearing.

The District may utilize budget transfer resolutions during the year as more information becomes available.

The Budget Document as an Operational Guide

It has been the philosophy of the Board of Directors to have sufficient resources on hand at the beginning of the fiscal year to carry the District up to the time when tax turnovers are received from the county tax assessors' offices. This tax collection turnover generally begins in the third week of November. The District anticipates that it will receive approximately **94.4** cents of each tax dollar in the year in which it is levied.

The District's operations are generally accounted for as departments within the General Fund. The District accounts for its program operations under four directorates which then have department cost centers that range from individual stations to support departments. The cost centers related to Integrated Operations are grouped by the three Operating Centers for budget presentation purposes. The individual cost centers included in the jurisdiction of each Operating Center are included for day-to-day management by the individual captains and program managers, who are responsible for their assigned budgets. Each manager will also manage capital requests from the capital funds, ranging from the Apparatus Fund to the Capital Projects Fund.

The Budget as a Financial Plan

The budget document was developed to serve as the **financial plan** required to carry out the goals and objectives for the ensuing fiscal year. It is intended to provide financial guidelines for programs and functions within the Fire District. Separate summary pages are presented for these areas and each summary page includes data for:

- **Personnel Services**-includes the salaries and fringe benefits of full-time and part-time employees.
- **Materials and Services**-includes supplies, maintenance and repairs, rent, utilities, and contracts for professional services, such as for the District's 9-1-1 dispatch services, supervising physician, communication or IT professionals, legal counsel, audits, and insurance.
- **Capital Outlay**-includes the costs of land, buildings and improvements, furniture, and equipment.
- **Other Expenditures**-includes special appropriations not included in the above categories such as interfund operating transfers, debt service, and contingency funds.

Funds included in the annual budget document are *governmental*, *internal service*, and *fiduciary trust fund types*. Included in the former are those funds that require a tax levy such as the **General Fund** and the **Bonded Debt Service Fund**. The **Apparatus Fund**, **Capital Improvements Fund**, **Emergency Management Fund**, **Grants Fund**, **Property and Building Fund**, and **Capital Projects Fund**, which are *governmental fund types*, do not require a tax levy. Rather, the sources of revenues for these funds are largely transfers from the General Fund and interest earnings on unexpended cash on hand. The **Pension Trust Fund** and the **Volunteer LOSAP Fund** are budgeted as *fiduciary trust fund types*. The **Insurance Fund** is an *internal service fund type*.

Important parts of TVF&R's financial system, but which are not parts of the budget process, are the **Capital Assets Account Group** and the **Long-Term Debt Account Group**. Capital assets for the District total over \$79 million at depreciated cost or donated value. The long-term debt account group records the District long-term obligations for compensable time-off accrued by employees as well as long-term debt, such as general obligation bonds.

The District's policy is to annually inventory all capital assets.

Capital expenditures within the **Capital Improvements Fund** were proposed while keeping in mind the effect that these items would have upon operations and operating expenditures. Budgeted within the Capital Improvements Fund are replacement items as well as new capital items to provide District personnel with the tools with which to perform their tasks in an efficient, productive, and cost effective manner. Items budgeted in the capital funds are compared with the long-term capital plan, where their replacement and expected lives must be estimated. Not all items in the **Capital Plan** can be funded, but it will also provide a frame of reference for decisions. Because the majority of items are capital replacement, there is usually no significant operating budget effect that must be planned for. Certain new equipment to be funded as part of the local option levy will require planning as to operating budget effects to incorporate into the District's overall capital replacement plan.

Basis of Accounting

The *governmental fund types* are budgeted and accounted for on the **modified accrual basis** of accounting, whereas revenues are recorded in the accounting period in which they become measurable and available, and expenditures are recorded at the time liabilities are incurred, except for:

- Interfund transactions for services, which are recorded on the accrual basis
- Interest expense on general obligation bonds, which is recorded as due

Significant revenues, which are measurable and available at June 30 under the modified accrual basis of accounting, will be property tax revenues, which are collected within sixty days subsequent to year end.

The Pension Trust Fund and Volunteer LOSAP Fund are budgeted on the **accrual basis** of accounting, whereas revenue is recognized when earned and expenses are recognized when incurred.

The basis of accounting described above is in accordance with generally accepted accounting principles.

The purpose of this section and the summary below is to outline the financial structure of the District. Listed are the primary funds, the respective major sources of revenue for those funds, and the types of services provided within the fund.

Budget Policies, continued

General Fund

The **General Fund** accounts for the basic financial operations of the District that are not accounted for in other funds. It is considered a major fund.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Property taxes▪ Interest on surplus cash and investments▪ Miscellaneous and other revenues	<ul style="list-style-type: none">▪ Board of Directors and Civil Service Commission▪ Emergency Management▪ Command and Business Operations▪ Human Resources▪ Occupational Health/Wellness▪ Logistics▪ Media Services▪ Finance▪ Integrated Operations▪ EMS▪ Training▪ Transfers to other funds

Property tax revenue provides the primary source of revenue for this fund.

Debt Service Fund

The **Debt Service Fund** accounts for the accumulation of resources and payment of general long-term debt principal and interest.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Property taxes▪ Interest on invested funds	<ul style="list-style-type: none">▪ Payment of maturing principal and interest on general long-term debt. Similar to the General Fund, the resources required for operations of this fund are derived from taxes levied.

Apparatus Fund

The **Apparatus Fund** accounts for the acquisition of emergency response vehicles.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Transfers from the General Fund▪ Earned interest from invested surplus cash▪ Sales of surplus apparatus	<ul style="list-style-type: none">▪ Purchase of emergency response vehicles, including fire and rescue apparatus and hazardous materials vehicles.

This fund was established to accumulate funds for the purchase of high cost apparatus, which includes fire engines, fire trucks, heavy brush units, hazardous materials and other specialized response units such as emergency medical, high angle, water, and cave-in rescue units. Resources are supplied by beginning working capital, transfers from the General Fund with property tax resources provided from the local option levy, sales of surplus apparatus, and interest on invested funds.

Capital Improvements Fund

The **Capital Improvements Fund** accounts for the resources provided for and expenditures related to capital assets having a useful life of more than one year and a dollar value in excess of a predetermined amount.

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> Transfers from the General Fund Interest on invested surplus cash Revenues from sales of surplus property 	<ul style="list-style-type: none"> Acquisition of furniture, fixtures, equipment, and automobiles as outlined in the District's capital program.

Nearly all of the resources of this fund are the result of working capital on hand at the beginning of the fiscal year and transfers from other funds. Other revenues are provided by invested surplus cash on hand. Resources are earmarked for the acquisition of furniture, fixtures, and equipment. The District budgets amounts for expected capital replacements, as well as ongoing new capital needs. The impacts, if any, on the operating budgets due to these purchases are identified in the requesting department's General Fund operating budget.

Emergency Management Fund

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> Intergovernmental revenues 	<ul style="list-style-type: none"> Disaster preparedness

Grants Fund

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> Grant revenues 	<ul style="list-style-type: none"> Acquisition of items approved to be funded through the awarded grant

Retiree Medical Insurance Stipend Fund

This fund was established for the purpose of accounting for post-retirement healthcare stipends to retired or disabled employees, and was closed as of June 30, 2015.

Property and Building Fund

This fund, a *capital projects fund type*, accounts for the expenditures for building site acquisition and construction projects.

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> Transfers from the General Fund Interest on invested surplus cash Sales of surplus buildings and property 	<ul style="list-style-type: none"> Major infrastructure repairs and maintenance Future station construction

Capital Projects Fund

The **Capital Projects Fund** accounts for the resources and expenditures related to the proceeds of general obligation bonds and the respective projects for which the resources are targeted. It is considered a major fund.

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> Proceeds from debt issuance Interest revenue 	<ul style="list-style-type: none"> Land for fire stations, new fire stations, and seismic reconstruction of other stations and Operating Centers, and emergency response apparatus

Budget Policies, continued

Insurance Fund

The **Insurance Fund** was established for the purpose of accounting for revenues and expenses for claims associated with insurance retention and risk management.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Proceeds from claims handling▪ Interest earned from invested cash	<ul style="list-style-type: none">▪ Satisfy claims presented▪ Claims handling administrative costs▪ Safety requirements

Pension Trust Fund

The **Pension Trust Fund** accounts for the activities related to the in-house management of the District's pension plan for its pre-1981 retirees.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Transfers from the General Fund	<ul style="list-style-type: none">▪ Retiree benefit payments▪ Investment purchases▪ General benefits administration

Volunteer LOSAP Fund

The **Volunteer LOSAP Trust Fund** accounts for the activities related to the in-house management of the District's length of service award program for its volunteer firefighters.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Interest on invested funds▪ Transfers from the General Fund▪ Gains and losses on investments (realized and unrealized)	<ul style="list-style-type: none">▪ Retiree benefit payments▪ Investment purchases▪ General benefits administration

Capital Program

The District's **Capital Program** and policies encompass the entire area of capital purchasing for the District. The District's Capital Program operates under the purview of four strategic goals:

- Reduce the number and severity of emergency incidents.
- Enhance preparedness for catastrophic and unforeseen events.
- Leverage use of existing resources and seek efficiencies for the greatest community good.
- Ensure ongoing financial and business operations stability and predictability.

Tualatin Valley Fire and Rescue strongly believes in building and funding the primary response system to accomplish its mission of saving lives and preventing emergency incidents. The response system's impact is enhanced by a well thought out supporting infrastructure to the District's primary and most important resource – its people.

Capital Program, continued

While personnel are the District's most important tool in achieving its primary mission to serve the public as their fire and rescue and emergency preparedness agency, those personnel must be equipped with the response and prevention tools to ensure their safety and success. These tools include:

- Standardized and quality fire apparatus and fire equipment
- A technologically current voice and data communications link to the dispatch agency and other responding agencies
- Strategically placed fire stations, which allow responding personnel the ability to reach the most citizens possible within targeted timeframes
- A well-developed and constantly reevaluated deployment and planning process that considers current and projected demographics, technological changes, and industry trends

Because the equipment and capital infrastructure to support quality service to the District's citizenry is expensive, staff must plan for its best utilization considering cost of ownership, expected useful life, ease of use and training, and its funding. It is this strategic goal of **"Leverage use of existing resources and seek efficiencies for the greatest community good"** that drives the objective of standardizing as much of the District's firefighting and support equipment as possible. Standardizing fire apparatus, tools, and support equipment reduces training costs, maintenance costs, inventory support costs, and can reduce initial purchase costs.

Because the strategic goal of **"Ensure ongoing financial and business operations stability and predictability"** drives the District's financial planning policies, long-term financial forecasts are regularly prepared that consider funding sources, personnel, and capital infrastructure needs, among other areas. The District has utilized this planning process for apparatus, station construction, and other capital requirements to set aside reserve funds for these ongoing projects. Because of the costs of these items, the capital budget could range from a low of \$0.8 million a year to over \$15 million a year. Accordingly, the District plans funding on a multi-year plan to ensure citizens' needs are met.

The District, which was formed through the combination of several smaller fire departments, is a regional service provider, serving nine cities and regions in three counties in Oregon. Until 1998, the District had been able to utilize its previous tax base and operating efficiencies achieved from the mergers to set aside reserve funds to fund the majority of its capital needs. However, in 1997, the Oregon voters passed Measure 50, which significantly affected the District's primary revenue source – property taxes. The Measure reduced 1997-98 property tax revenues over 16.5% and restricted the growth of tax collections in future years below prior legal levels. In 1998, voters overwhelmingly approved a \$10,000,000 bond to be issued in two phases to provide capital funding. In addition, voter approval was achieved to supplement operating requirements through a four year local option tax levy that ended 2004-05, and which has been consecutively renewed through November 2014-15. Proceeds of this levy have been utilized to add additional firefighters, support personnel, and to provide supplemental capital funding. In November 2006, TVF&R asked its voters for approval of a series of bond issues to be made to provide construction, station renovation, and response apparatus funding. The District received voter approval in the amount of \$77.5 million of general obligation bonds authority, which is expected to fund capital projects through approximately 2018. The replacement five year local option levy beginning in fiscal year 2015-16 includes funding for capital projects as well.

The District utilizes several **reserve funds**, as defined under Oregon laws for purposes of managing capital purchases. These include the Apparatus Fund, Capital Improvements Fund, Property and Building Fund, and Capital Projects Fund. The **Apparatus Fund** has been utilized to fund fire engines, fire trucks, special rescue and hazardous materials response apparatus, water tenders, brush units, and other specialized fire response apparatus. The **Capital Improvements Fund** has accounted for items or projects generally costing less than \$5,000. This has included automobiles and light trucks, firefighting equipment, fire hose, office equipment and furniture, building equipment that includes appliances as well as physical fitness items, information technology software and equipment, communications equipment, and emergency medical services equipment. Purchases in this fund are also items largely considered to be non-bondable capital items.

Budget Policies, continued

Capital Program, continued

Within the **Property and Building Fund**, land acquisitions and improvements were accounted for, as well as major building improvements and construction. With the issuances of the general obligation bonds, the **Capital Projects Fund** has been utilized for these purposes, and reserves were maintained in the Apparatus and Property and Building funds for future years and projects. In addition, the Property and Building Fund is planned to be utilized for station projects identified through the local option levy. The Board of Directors recently approved an update to the long-term capital plan, which identifies projects and funding requirements beyond the bond authority and utilization of the reserve funds.

Policy Statement

Effective financial management of available resources requires that budgetary plans for any one fiscal year be consistent with intermediate and long-range plans. Because capital acquisitions and programs generally require a well-developed plan covering a span of several years, a capital program and related budget should be developed. The District has an evolving multi-year capital replacement plan in place that forecasts capital needs and related budget requirements for each projected fiscal year. The District's primary focus is to maintain the vehicle replacement schedule, identify years in which station land purchases and construction should be performed, as well as perform ongoing equipment capital replacement based upon estimated population increases and commercial and planned community developments.

Specific budgetary and operating policies are as follows:

Apparatus Policies:

1. Standardize new vehicle purchases to the maximum extent possible.
2. Utilize a rotation system to maximize the useful lives of apparatus.
3. Purchase response vehicles designed for a specific and planned use.
4. Consider future service, planning, and demographic trends.
5. Consider "life cycle costing" in the initial purchase evaluation. Perform ongoing and regular preventative maintenance on apparatus to maximize the longest effective and useful life.
6. Maintain a fleet with an average age not to exceed 15 years.

Facility Policies:

1. Construct fire stations according to stage of surrounding development:
 - a) Construct 50-year facilities in areas that are largely developed.
 - b) Proactively place facilities in areas that are rapidly developing and may have road condition and population shifts as the areas develop.
2. Incorporate community rooms into fire stations where appropriate to assist the communities, cities, and law enforcement agencies with achieving community-oriented goals not specific to the fire service.
3. Consider "life cycle costing" in the design of new facilities.
4. Utilize cooperative relationships with other governments, where possible, to jointly site facilities and share in costs of construction.
5. Construct facilities that accommodate both male and female response personnel.
6. Achieve "good neighbor" relationships when designing, developing, and working out of fire stations.
7. Provide regular preventative maintenance on facilities to ensure longest useful life.
8. Consider apparatus, potential personnel deployment, and response times effect of standardization when designing facilities.
9. Consider environmental policy initiatives in facility design, repair, and maintenance.

Equipment Policies:

1. Equip District firefighters with the tools and equipment necessary to maximize the margin of safety and survivability in an inherently dangerous job.
2. Consider safety, training ease, life cycle costing, and length of useful life when evaluating equipment purchases.
3. Standardize equipment where possible to save training costs, increase safety, and support mobile workforce working throughout the fire station system.
4. Provide regular preventive maintenance and provide resources for replacement of equipment with predictable useful lives.

The District's Capital Program identifies capital expenditures necessary to accomplish long-range objectives and meet the needs of the area for which services are provided.

The Capital Program is categorized by the type of capital outlay or expenditure within the individual capital funds alluded to above as follows:

- **Public Safety Vehicles:** Includes automobiles, light trucks, firefighting apparatus, and special purpose units
- **Equipment:** Includes firefighting, building and office equipment, as well as emergency medical services and voice/data communications equipment
- **Property and Building:** Includes land acquisition, land improvements, building construction, and major building improvements

Relationship of Capital Budget to Annual Operating Budget

When a capital project is developed, the **new operating or maintenance costs** associated with that new project are determined and this impact on the Operating Budget is considered as part of the District's **budget justification pre-planning process**. Any savings to the Operating Budget are also considered when developing a new capital project. The seismic construction of a fire station may generate increased maintenance costs, for example, because the new facility may be larger than the old facility, requiring more telecommunication and computer services. However, these increased costs may be offset by reduced utility costs, resulting from energy efficient lighting, doors, windows, and construction materials.

Capital projects impacting the Operating Budget are considered either routine in nature or non-recurring projects. Routine or recurring projects usually include projects that receive funding on an annual or regular cycle to conduct ongoing capital initiatives such as equipment or fleet replacement. Non-recurring projects do not receive annual appropriations in the Capital Projects Funds and are typically one-time or stand-alone projects. The construction of a new fire station could be considered a non-recurring capital project that could potentially impact the Operating Budget. The District considers as significant, in both budgeting and its long-term forecasts, the costs of additional firefighting or other supporting personnel.

The District maintains long-term capital replacement schedules for all equipment, facilities, and apparatus, which are incorporated into the District's long-term financial forecasts. As new equipment, software, or other apparatus are planned, the District's processes require identification of annual operating costs, life expectancy, and/or any additional labor costs, to these costs can be identified. Because costs of personnel and operating new stations are our most financially significant operating costs, we plan these additional capital projects to coincide with the financial resources in the Operating Budget to support the cost of firefighting personnel to operate additional response units and stations.

Budget Policies, continued

Capital Project Summary

The summary of 2015-16 approved capital projects is as follows. Detailed capital outlay descriptions, as well as the operating impact from each project, can be found within the individual funds.

Fund	2015-16
<u>Apparatus Fund</u>	
Vehicles & Apparatus	\$ 1,445,600
Firefighting Equipment	25,000
Total Apparatus Fund	1,470,600
<u>Capital Improvements Fund</u>	
Training Center Props	25,548
Vehicles & Apparatus	465,800
Firefighting Equipment	306,305
EMS Equipment	184,524
Office Equipment & Furniture	214,000
Building Equipment	56,000
Physical Fitness Equipment	30,100
Communications Equipment	293,300
Data Processing Software	393,320
Computer Equipment	235,000
Total Capital Improvements Fund	2,203,873
<u>Grants Fund</u>	
Building & Bldg Improv	2,358,000
Computer Equipment	100,000
Total Grants Fund	2,458,000
<u>Property and Building Fund</u>	
Land	2,830,000
Land Improvements	60,000
Building Improvements	2,604,000
Total Property and Building Fund	5,494,000
<u>Capital Projects Fund</u>	
Land	2,000,000
Building & Improvements	8,600,000
Vehicles & Apparatus	1,961,200
Total Capital Projects Fund	12,561,200
Total Capital Outlay for 2015-16	\$ 24,187,673

Debt Policies

Debt financing for long-term capital projects or equipment items is based upon the "pay-as-you-use" method, which in its purest form means that every long-term item or project is financed by a serial debt issue with maturities arranged so that the retirement of debt coincides with the depreciated or expected life of that item or project. Under this "pay-as-you-use" method of financing, the interest and debt retirement charges paid by each generation of taxpayers should coincide with their use of the physical assets or improvements and parallel the productivity of the item or improvement.

In contrast to what often occurs under "pay-as-you-go" or "pay-as-you-acquire" financing methods, under "pay-as-you-use," desirable or urgently needed capital items or projects need not be delayed until sufficient funds can be accumulated. Moreover, no one is forced to provide what is essentially free use of capital projects or items for a future generation of users, or taxpayers, or to contribute funding to a governmental unit in which he or she will not live. Furthermore, new members to the District will not be able to enjoy the fruits of capital acquisitions without having contributed to their financing. In actual practice, the District has used a mix of these two basic methods to finance its capital program.

Specific **debt policies** are:

1. Long-term borrowing is confined to meet the needs outlined in the capital program.
2. Long-term capital projects may not be financed by the issuance of debt obligations for periods unless correlated with the projected useful life of the project or item.
3. Revenue sources that will be used to pay long-term debt will be conservatively forecasted to ensure that such debt is adequately financed.
4. Long-term debt will be used only when it has been determined that future generations of citizens and/or taxpayers will derive benefit from the improvement.
5. The District's total general obligation debt will not exceed 1.25% of the true cash value of assessed property.
6. The District will continue to maintain effective communications with bond rating agencies to keep them informed of its financed condition, and to obtain a review of its bond rating when it is indicated that a regrade would be prudent.
7. The District will maintain its policy of full financial disclosure on financial reports and any bond prospectus.
8. A separate debt service fund will be maintained for the District's bonded obligation.





Salary Administration

Represented Employees

The District's current three-year labor contract, which was due to expire June 30, 2015, was renegotiated and extended to June 30, 2018. Employees covered by the collective bargaining agreement between IAFF Local 1660 and Tualatin Valley Fire and Rescue are paid according to the contract. The scheduled rates for bargaining unit positions follow this summary.

Non-Represented Employees

The District's compensation program is designed to attract, retain, motivate, and reward a diverse, highly skilled workforce; promote equity among similarly situated employees; consider market conditions; represent fiscal responsibility; and provide pay increases in accordance with employee performance.

Components of Salary Administration

The District's non-represented salary administration program consists of the following:

Base Wages: The District's base wage model represents a two-tiered model for Managerial and Administrative Support personnel.

- **Management:** Management includes positions at the M1 level and above. Most of these positions are unique to the organization in their scope of duties and responsibilities; and therefore, base wages are established using primarily internal factors. The management structure includes five pay ranges, each with a 30% width and separated by 5%. (The Fire Chief is not included on this chart as his salary is determined by contract.)
- **Administrative Support:** The administrative support group includes all other non-represented positions. These positions are more closely related to outside comparators, making ranges in this category dependent upon both internal and external comparators. This group includes 13 ranges, constructed with a 30% width and separated by 7.5% between pay range midpoints. An employee's position within the range is generally reflective of experience, performance, and qualifications; however, employees shall not be paid below the minimum of their salary grade or higher than the maximum of their salary grade. The Human Resources Department is responsible for placement of any new positions into the salary grades and for review and reclassification of any current positions.
- **Pay-for-Performance:** A second component to the non-represented system is the salary increase program. The District believes that regular employee pay increases should be based on performance. An employee with exceptional performance adds high value to the organization and is rewarded through the evaluation and pay increase process. This program is tied to the performance appraisal system. The employee's salary increase is based on the performance rating that he or she receives during the performance appraisal process, and the employee's position within the salary range. Thus, individual pay is dependent upon performance. The Performance Matrix Chart outlining these allowed increases follows this summary.
- **Other Rewards:** The District has an Outstanding Employee of the Quarter award program. Nominations are solicited District-wide and reviewed by a peer review committee. The names of the nominees and Outstanding Employee of the Quarter are announced to the workforce. The awardee is recognized at the quarterly District Staff Meeting, and the Board of Directors is notified.

Salary Range Adjustments: Traditionally, Tualatin Valley Fire and Rescue has adjusted the non-represented manager and administrative support salary ranges annually by the same total percentage change that will affect the bargaining unit salary structure. Wage compression between the top Union supervisory position and the first level of non-Union management that supervises Union positions is periodically reviewed to determine appropriate

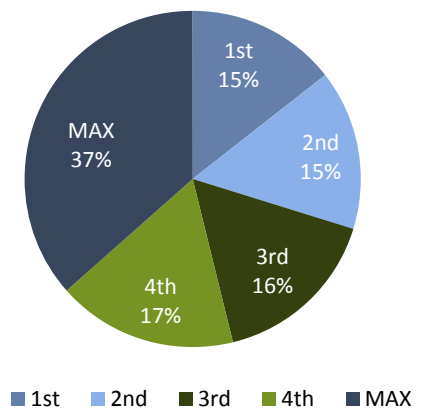
Salary Administration, continued

management compensation as compared to the highest paid Union employees. Management ranges have been directly connected to the Union pay structure, and therefore, management ranges have typically been increased corresponding to the Union range increase to maintain this equivalency.

The administrative support salary ranges are more closely related to outside comparators, so ranges in this category are dependent upon both internal and external comparators. Again, these ranges have traditionally been adjusted by the same percentage applied to the management ranges.

The District supports a total rewards strategy which includes salary, employer-paid benefits, deferred compensation match, employer's PERS contribution, the employer-paid PERS pick-up, and the value of leave accruals. The value of the employee's compensation package is the total of direct compensation and the value of other benefits. The effect is to incorporate increases in insurance premiums and other benefits into the employee's total compensation package, thus also serving to communicate to the employee the true cost and value of that package.

Non Union Staff Placement in Range by Quartile (As of June 30, 2015)



Performance Matrix

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceptional Achievement	7-8%	6-8%	5-7%	4-6%*
Expectations Exceeded	6-6.9%	5-5.9%	4-4.9%	3-3.9%*
Expectations Met	4-5.9%	3-4.9%	2-3.9%	1-2.9%*
Expectations Almost Attained	0-2%	0-2%	0-2%	0-1%
Below Expectations	0%	0%	0%	0%

*Not to exceed range maximum

Instructions for Use: The supervisor completes the annual performance appraisal for an employee and then determines an appropriate salary increase for that individual. The supervisor should match the individual's performance and placement within the salary range with the corresponding increase as shown in the matrix above. If the requested salary increase is different than the amount matched in the salary increase matrix, the increase should be reviewed in advance by the Director of Human Resources.

The recommendation is forwarded with the performance appraisal to the next level of department supervision (the Director, Assistant Chief, etc.) for approval of both the performance appraisal and the pay increase. If this level of supervision falls below the Assistant Chief (AC) or Chief Financial Officer (CFO), the pay increase request and appraisal must be approved by a supervisor at the AC or CFO level. Once the Director, Assistant Chief or higher level of authority reviews and approves the appraisal and salary recommendation, the immediate supervisor meets with the employee to discuss the final, approved performance appraisal. Both documents are forwarded to Human Resources for review and administration.

The supervisor should follow those standards as provided through performance management training and information available on the Human Resources site on the District's intranet.

Non-Represented Manager Monthly Salary Grade Chart
(July 1, 2015 – June 30, 2016)

Grade	Min	Mid	Max	Position
5	9,506	11,183	12,860	Deputy Chief
4	9,053	10,650	12,248	Assistant Chief, Chief Financial Officer
3	8,622	10,143	11,664	Controller, Division Chief, Human Resources Director, Fire Marshal, Logistics Director
2	8,211	9,660	11,109	Emergency Management Director
1	7,820	9,200	10,580	Assistant Fire Marshal, Chief of Staff, Public Affairs Chief, Public Education Chief Officer

30% width, Grades M1 (40hr) to M5 separated by 5%, Midpoint of Grade M1 calculated as 2.0% above 2013 Grade M1 Midpoint

Grade	Min	Mid	Max	Position
13	7,430	8,741	10,052	
12	6,911	8,131	9,351	Construction Projects Manager, Financial Operations Manager
11	6,429	7,564	8,699	Emergency Mgmt Program Manager, Facilities Operations Manager, Fleet Operations Manager, Human Resources Manager, Network Engineer, Senior Database Administrator, Senior Systems Administrator
10	5,981	7,036	8,091	Management Analyst, Media Services Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,563	6,545	7,527	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	5,175	6,088	7,001	Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,814	5,663	6,512	Communications Technician, Facilities Maintenance Technician(LME), Fleet Technician, Nurse, Planning Analyst, Public Affairs Coordinator, Senior Employment Coordinator
6	4,478	5,268	6,058	Facilities Maintenance Technician, Human Resources Generalist, Service Desk Specialist, Wellness Program Coordinator
5	4,165	4,900	5,635	EMS Specialist, Executive Assistant, Planning Specialist, Records Analyst, Supply Operations Supervisor
4	3,874	4,558	5,242	Accounting Specialist, Communications Program Assistant, EMS Assistant, Medical Assistant, Medical Equipment Technician, Operations Technician, Senior Payroll Accounting Specialist
3	3,604	4,240	4,876	Capital Construction Project Coordinator, Facilities Maint. Admin Specialist, Fleet Operations Assistant, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Asst.-Fire Prevention, Logistics Assistant, Supply Purchasing Specialist, Training Division Specialist
2	3,352	3,944	4,536	Administrative Assistant II, OHW Program Assistant
1	3,119	3,669	4,219	Administrative Assistant, Fleet Utility Worker, Maintenance Utility Worker, Supply Assistant, Supply Customer Service Clerk

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 2.0% above 2013 Grade 1 Midpoint.

Salary Administration, continued

Bargaining Unit Employees' Hourly and Monthly Wage Schedules (July 1, 2015 – June 30, 2016)

51-Hour (24-on/48-off) Schedule (Kelly shift 1 every 10 shifts)

Based on Annual Hours 2,629.68 (Monthly 219.14, Pay Period 109.57)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	20.4527	23.8888	25.1322	26.3758	27.7011	29.1083
Monthly	4,482.01	5,234.99	5,507.47	5,779.98	6,070.43	6,378.79
Engineer	21.8434	25.4760	26.8012	28.1920	29.6155	31.0554
Monthly	4,786.77	5,582.81	5,873.22	6,177.99	6,489.95	6,805.48
Lieutenant	23.5451	27.5048	28.9938	30.3681	31.9717	33.5425
Monthly	5,159.68	6,027.41	6,353.70	6,654.87	7,006.28	7,350.51
Captain	25.9504	30.2863	31.8899	33.4769	35.2276	36.9131
Monthly	5,686.76	6,636.95	6,988.34	7,336.13	7,719.79	8,089.13
Battalion Chief	Entry level Battalion Chief starts at 4-Year Pay Step (90% of Top Step)				43.4550	48.2817
Monthly					9,522.72	10,580.46

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.0453	2.3889	2.5132	2.6376	2.7701	2.9108
Monthly	448.20	523.50	550.75	578.00	607.04	637.88
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.2272	1.4333	1.5079	1.5825	1.6621	1.7465
Monthly	268.92	314.10	330.45	346.80	364.23	382.73
Hazmat Tech (4%)	0.8181	0.9556	1.0053	1.0550	1.1080	1.1643
Monthly	179.28	209.40	220.30	231.20	242.82	255.15
FTO (3%)	0.6136	0.7167	0.7540	0.7913	0.8310	0.8732
Monthly	134.46	157.05	165.22	173.40	182.11	191.36
Internship FTO (1%)	0.2045	0.2389	0.2513	0.2638	0.2770	0.2911
Monthly	44.82	52.35	55.07	57.80	60.70	63.79

Bargaining Unit Employees' Hourly and Monthly Wage Schedules, continued

40-Hour Schedule

Based on Annual Hours 2,080 (Monthly 173.34, Pay Period 86.67)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	25.8567	30.2007	31.7727	33.3448	35.0203	36.7993
Monthly	4,482.01	5,234.99	5,507.47	5,779.98	6,070.43	6,378.79
Engineer	27.6149	32.2073	33.8826	35.6409	37.4406	39.2609
Monthly	4,786.77	5,582.81	5,873.22	6,177.99	6,489.95	6,805.48
Lieutenant	29.7662	34.7722	36.6545	38.3920	40.4193	42.4051
Monthly	5,159.68	6,027.41	6,353.70	6,654.87	7,006.28	7,350.51
Captain	32.8070	38.2886	40.3158	42.3222	44.5355	46.6663
Monthly	5,686.76	6,636.95	6,988.34	7,336.13	7,719.79	8,089.13
Fire Inspector	Entry level Fire Inspector starts at 4-Year Pay Step				37.4406	39.2609
Monthly					6,489.95	6,805.48
Deputy Fire Marshal 1	29.7662	34.7722	36.6545	38.3920	40.4193	42.4051
Monthly	5,159.68	6,027.41	6,353.70	6,654.87	7,006.28	7,350.51
Deputy Fire Marshal 2	32.8070	38.2886	40.3158	42.3222	44.5355	46.6663
Monthly	5,686.76	6,636.95	6,988.34	7,336.13	7,719.79	8,089.13
Training Officer	32.8070	38.2886	40.3158	42.3222	44.5355	46.6663
Monthly	5,686.76	6,636.95	6,988.34	7,336.13	7,719.79	8,089.13
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step				54.9367	61.0388
Monthly	(90% of Top Step)				9,522.72	10,580.46

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.5857	3.0201	3.1773	3.3345	3.5020	3.6799
Monthly	448.20	523.50	550.75	578.00	607.04	637.88
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.5514	1.8120	1.9064	2.0007	2.1012	2.2080
Monthly	268.92	314.10	330.45	346.80	364.23	382.73
Hazmat Tech (4%)	1.0343	1.2080	1.2709	1.3338	1.4008	1.4720
Monthly	179.28	209.40	220.30	231.20	242.82	255.15
FTO (3%)	0.7757	0.9060	0.9532	1.0003	1.0506	1.1040
Monthly	134.46	157.05	165.22	173.40	182.11	191.36
Internship FTO (1%)	0.2586	0.3020	0.3177	0.3334	0.3502	0.3680
Monthly	44.82	52.35	55.07	57.80	60.70	63.79

Day EMS Battalion Chief premium based on Firefighter position - top step

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Day EMS Battalion Chief (6%)						2.2080
Monthly						382.73



Fund Description

The General Fund budget is the operations budget for the District and is presented in this document by organizational totals first, followed by combined programs and departments. The individual cost centers are generally combined as they are operationally organized. Within each of the units, the following categories are presented where appropriate: Personnel Services, Materials and Services, Capital Outlay, Contingency, Transfers, and Ending Fund Balance.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget
Personnel Services	\$ 63,749,453	\$ 66,849,131	\$ 77,476,261	\$ 81,326,128
Materials and Services	\$7,879,019	8,213,196	10,611,112	12,154,007
Operating Transfers Out	3,400,120	2,595,018	3,256,559	7,957,170
Operating Contingency			3,129,325	5,248,500
Ending Fund Balance	34,470,896	36,719,738	19,101,108	22,772,291
Total Expenditures	\$ 109,499,487	\$ 114,377,083	\$ 113,574,365	\$ 129,458,096

2015-16 Significant Changes

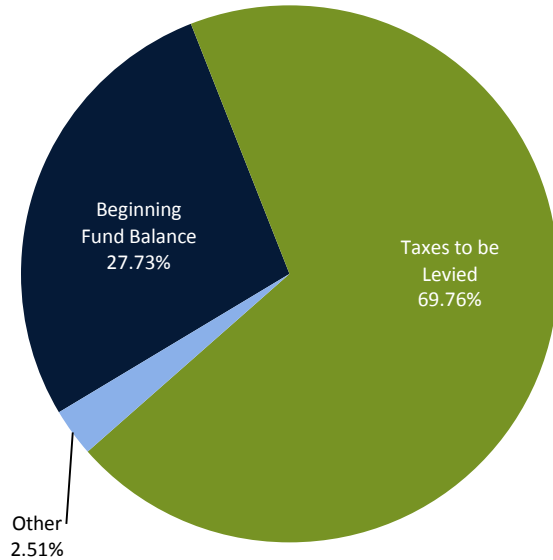
The General Fund personnel strength for the 2015-16 fiscal year is budgeted at 506 full-time equivalent (FTE) positions, an increase of 7.42 positions. The General Fund's personnel services increased \$3,849,867 or 5.0% over the prior year. This is due largely to negotiated wage and benefits through the labor contract including a lump sum contract signing incentive payment, additional firefighters for new fire stations and units to be deployed and some additional operational support staff. Ten firefighter positions are added to staff new sites, including Station 70 (two), a unit of six firefighters for the Charbonneau area, and two additional positions to be deployed in Integrated Operations after further need analysis as to the best location. These positions are funded with the increase in the local option levy and are offset in part by reductions in staff time in the recruit academy of 4.08 for one academy budgeted versus the prior year's two academies; and elimination of one Battalion Chief position in Integrated Operations, plus two additional EMS Officer positions in EMS; one additional Training Officer in Training and two and a quarter less positions in Fleet; one less in Information Technology, plus one new position in Supply for response equipment support; and additional one and a quarter positions in Occupational Health/Wellness to support firefighter wellness and physical training and a half-time position in Finance are added.

Materials and Services expenditures increased \$1,542,895 or 14.5% over the prior year. Within Materials and Services, an increase in EMS supplies, account 5320, reflects planning for additional response units and equipment; account 5325, Protective Clothing, includes additional funding for wildland firefighter uniform replacements for all firefighter personnel. Account 5330 reflects an increase in items within the Information Technology budget for laptops and other equipment within the General Fund in lieu of the Capital Improvement Fund. Similarly, account 5340, Software Licenses/Upgrades, includes funding for hosted or cloud-based Learning Management and Integrated Talent Management systems. Account 5361, Building Maintenance, reflects increases for station specific projects based upon the facility maintenance schedules. Dispatch fees in account 5420 reflect charges from the county-wide 9-1-1 dispatch agency. Increases in External Training and Travel and Per Diem reflect increased funding for new programs.

Operating transfers out were budgeted at an increase due to the planned funding for new fire stations, apparatus, and equipment as part of the increased replacement local option levy.

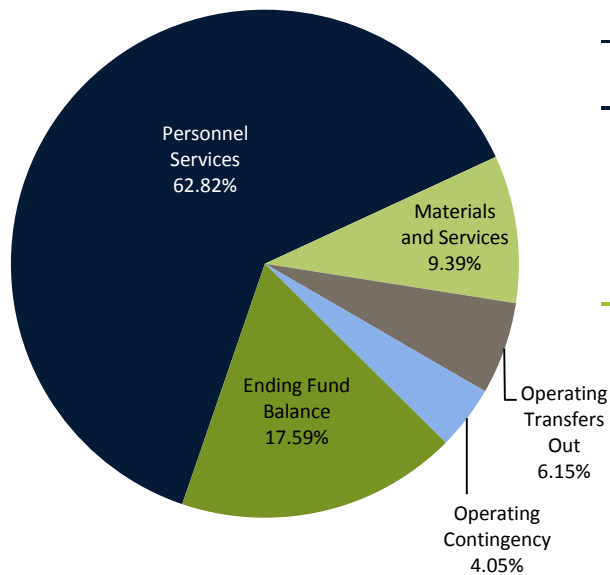
General Fund, continued

General Fund Resources by Budget Category



Resources	2014-15 Budget	Percent of Budget
Beginning Fund Balance	\$ 35,893,297	27.73%
Taxes to be Levied	90,309,896	69.76%
Previously Levied Taxes	1,470,940	1.14%
Taxes in Lieu of Property Taxes	13,408	0.01%
Interest on Investments	94,978	0.07%
Interest on Property Tax	15,348	0.01%
Program Revenue	854,729	0.66%
Regional Hazmat Responses	30,000	0.02%
Special Service Charges	2,750	<0.1%
Training Classes	24,300	0.02%
Rental Income	75,600	0.06%
Insurance Refunds	201,000	0.16%
Donations & Grants	450,000	0.35%
Surplus Property	1,000	<0.1%
Miscellaneous Revenue	20,850	0.02%
Transfers In from Other Funds	0	0.00%
Total Resources	\$ 129,458,096	100.00%

General Fund Requirements by Budget Category



Requirements	2014-15 Budget	Percent of Budget
Personnel Services	\$ 81,326,128	62.82%
Materials and Services	12,154,007	9.39%
Operating Transfers Out	7,957,170	6.15%
Operating Contingency	5,248,500	4.05%
Ending Fund Balance	22,772,291	17.59%
Total Requirements	\$ 129,458,096	100.00%

Consolidated Budget Summary by Requirements for the General Fund by Directorate and Departments

Requirements	Personnel Costs	Materials & Services	Other	2015-16 Budget
Command Directorate				
Board of Directors	\$ 500	\$ 39,265		\$ 39,765
Civil Service Commission	97,089	22,605		119,694
Fire Chief's Office	2,907,052	1,125,169		4,032,221
Emergency Management	189,291	58,473		247,764
Total Command Directorate	3,193,932	1,245,512		4,439,444
Business Operations Directorate				
Human Resources	1,057,579	188,034		1,245,613
Logistics	349,828	112,022		461,850
Fleet Maintenance	1,537,781	724,763		2,262,544
Facilities Maintenance	933,674	180,812		1,114,486
Information Technology	901,485	1,528,524		2,430,009
Communications	468,571	2,324,450		2,793,021
Supply	648,212	188,621		836,833
Media Services	293,416	31,480		324,896
Occupational Health and Wellness	650,701	204,055		854,756
Total Business Operations Directorate	6,841,247	5,482,761		12,324,008
Finance Directorate				
Finance	1,339,194	545,089		1,884,283
Total Finance Directorate	1,339,194	545,089		1,884,283
Integrated Operations Directorate				
Integrated Operations Administration	1,269,494	762,159		2,031,653
Volunteer Program	52,200	203,013		255,213
Relief Pool Personnel	9,502,030	16,850		9,518,880
North Integrated Operations	20,363,727	1,222,551		21,586,278
Central Integrated Operations	17,032,191	719,111		17,751,302
South Integrated Operations	16,745,443	807,221		17,552,664
EMS	1,279,673	602,616		1,882,289
Training	1,949,985	438,462		2,388,447
Recruits	1,757,012	108,662		1,865,674
Total Integrated Operations Directorate	69,951,755	4,880,645		74,832,400
Non-Organizational				
Operating Transfers Out			\$ 7,957,170	7,957,170
Operating Contingency			5,248,500	5,248,500
Ending Fund Balance			22,772,291	22,772,291
Total Requirements	\$ 81,326,128	\$ 12,154,007	\$ 35,977,961	\$ 129,458,096

General Fund, continued

General Fund Personnel Summary

Program	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	Increase (Decrease)	
Command Directorate						
Fire Chief's Office	10.00	11.00	12.00	16.00	4.00	(1)
Emergency Management	1.00	1.00	1.00	1.00		
Planning	5.00	5.00	4.00	0.00	(4.00)	(1)
Total Command Directorate	16.00	17.00	17.00	17.00		
Business Operations Directorate						
Human Resources	6.00	7.00	7.00	7.00		
Planning	0.00	0.00	0.00	0.00		
Logistics	2.00	2.00	2.00	2.00		
Fleet Maintenance	14.25	15.25	15.25	13.00	(2.25)	(2)
Facility Maintenance	8.00	8.00	8.00	8.00		
Information Technology	8.00	8.00	8.00	7.00	(1.00)	(4)
Communications	4.00	4.00	4.00	4.00		
Supply	5.50	5.50	5.50	6.50	1.00	(3)
Media Services	2.00	2.00	2.00	2.00		
Occupational Health/Wellness	0.00	0.00	4.25	5.50	1.25	(3)
Total Business Operations Directorate	49.75	51.75	56.00	55.00	(1.00)	
Finance Directorate						
Finance	9.50	9.50	9.50	10.00	0.50	(3)
Total Finance Directorate	9.50	9.50	9.50	10.00	0.50	
Integrated Operations Directorate						
Integrated Operations Admin	0.00	2.00	3.00	4.00	1.00	(3)
Volunteers	0.00	1.00	0.00	0.00		
Relief Pool Personnel	44.57	45.00	60.00	60.00		
North Division Command	14.00	13.38	13.00	13.00		
Station 60 (Cornell Road)	9.00	12.00	12.00	12.00		
Station 61 (Butner Road)	13.00	13.00	13.00	13.00		
Station 62 (Aloha)	14.00	14.00	14.00	14.00		
Station 64 (Somerset)	12.00	12.00	12.00	12.00		
Station 65 (West Slope)	12.00	12.00	12.00	12.00		
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00		
Station 67 (Farmington Road)	25.00	25.00	25.00	25.00		
Station 68 (Oak Hills)	9.00	12.00	12.00	12.00		
Station 70 (Raleigh Hills)	0.00	0.00	0.00	2.00	2.00	(3)
Central Division Command	13.50	14.50	15.00	15.00		
Station 33 (Sherwood)	12.00	12.00	12.00	12.00		
Station 35 (King City)	14.00	14.00	14.00	14.00		
Station 50 (Walnut)	13.00	13.00	13.00	13.00		
Station 51 (Tigard)	24.00	24.00	24.00	24.00		
Station 53 (Progress)	14.00	14.00	14.00	14.00		
Station 69 (Cooper Mountain)	9.00	12.00	12.00	12.00		
South Division Command	12.38	12.00	12.00	12.00		
Station 34 (Tualatin)	13.00	13.00	13.00	13.00		
Station 52 (Wilsonville)	12.00	12.00	18.00	18.00		
Station 54 (Charbonneau)	0.00	0.00	0.00	6.00	6.00	(3)
Station 56 (Elligsen Road)	12.00	12.00	12.00	12.00		
Station 57 (Mountain Road)	12.00	12.00	12.00	12.00		
Station 58 (Bolton)	12.00	12.00	18.00	18.00		
Station 59 (Willamette)	12.00	12.00	12.00	12.00		
EMS	0.00	0.00	5.00	7.00	2.00	(3)
EMS/Occupational Health/Wellness	8.50	10.00	0.00	0.00		
Training	9.00	9.00	9.00	10.00	1.00	(3)
Recruits	7.19	6.54	13.08	9.00	(4.08)	
Total Integrated Operations Directorate	374.14	387.42	416.08	424.00	7.92	
Total Full-Time Equivalents (FTE)	449.39	465.67	498.58	506.00	7.42	

(1) Planning department consolidated into Fire Chief's Office.

(2) Fleet personnel reduced at end of external service contract.

(3) Additional personnel added to support response and District operations.

(4) Elimination of department Manager position.

Non-Organizational

Operating Transfers

Transfers are made to five funds for the purpose of providing resources for those funds as depicted below:

Fund	2015-16 Budget
Apparatus Fund	\$ 1,750,000
Capital Improvements Fund	1,725,000
Emergency Management Fund	30,000
Property and Building Fund	4,101,085
Pension Trust Fund	351,085
Total Transfers	\$ 7,957,170

Operating Contingency

The Operating Contingency appropriation allows the District the ability to transfer appropriations into other appropriation categories during the year through either resolution or a supplemental budget process. The District, by law, is authorized to do so only for expenditures not anticipated or determinable at the time of budget adoption. The appropriation of Operating Contingency allows for a measure of disaster preparedness. During 2015-16, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2016-17.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$22,772,291. While listed as a requirement, it is actually a resource for the ensuing fiscal year and cannot be expended in this fiscal year. It is the District's philosophy to provide funding for the ensuing year's requirements until levied taxes are received, which is a period of approximately five months. When calculating the budgeted ending fund balance necessary, the District includes an expectation that a percentage of budgeted funds will not be expended based upon historical expenditure ratios. It is believed the actual ending fund balance will be sufficient to provide operating reserves in the 2016-17 fiscal year.

General Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2015-16</i>			
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 33,165,053	\$ 34,470,896	\$ 33,259,733	Beginning Fund Balance	\$ 35,893,297	\$ 35,893,297	\$ 35,893,297
1,097,118	1,413,822	1,269,061	Prior Years Prop Tax	1,470,940	1,470,940	1,470,940
9,872	12,887	10,271	Taxes In Lieu of Prop Tax	13,408	13,408	13,408
131,561	94,505	123,451	Interest Income	94,978	94,978	94,978
4,170	2,627	4,191	Interest on Taxes	2,640	2,640	2,640
13,683	12,645	13,751	Unsegregated Tax Interest	12,708	12,708	12,708
1,011,412	1,096,072	1,274,395	Program Revenue	854,729	854,729	854,729
45,077	34,845	30,000	Haz Mat Response Revenues	30,000	30,000	30,000
58,663	713	450	Accounting Service Revenue	500	500	500
6,752	6,017	2,250	Fire Reports/Permits	2,250	2,250	2,250
4,635	46,618	31,510	Training Classes	24,300	24,300	24,300
100,729	153,636	84,000	Rental Revenue	75,600	75,600	75,600
	4,048		Donations & Grants	450,000	450,000	450,000
526,133	859,922	197,389	Insurance Refunds WC	201,000	201,000	201,000
4,294	12,442	4,410	Surplus Property	1,000	1,000	1,000
238,772	523,985	86,323	Miscellaneous	20,000	20,000	20,000
	149,113	25,000	Transfers In from Other Funds			
938	1,742	780	Discounts Earned	850	850	850
36,418,862	38,952,389	36,416,965	Total Resources, Except Taxes to be Levied	39,148,200	39,148,200	39,148,200
		77,157,400	Taxes Necessary to Balance	90,309,896	90,309,896	90,309,896
73,080,625	75,424,694		Taxes Collected in Year Levied			
\$ 109,499,487	\$ 114,377,083	\$ 113,574,365	Total Resources	\$ 129,458,096	\$ 129,458,096	\$ 129,458,096

<i>Historical Data</i>			<i>Budget for Next Year 2015-16</i>			
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 63,749,453	\$ 66,849,131	\$ 77,476,261	Personnel Services	\$ 81,326,128	\$ 81,326,128	\$ 81,326,128
7,879,019	8,213,196	10,611,112	Materials and Services	12,150,507	12,150,507	12,154,007
3,400,120	2,595,018	3,256,559	Operating Transfers Out	7,957,170	7,957,170	7,957,170
		3,129,325	Operating Contingency	5,252,000	5,252,000	5,248,500
34,470,896	36,719,738	19,101,108	Ending Fund Balance	22,772,291	22,772,291	22,772,291
\$ 109,499,487	\$ 114,377,083	\$ 113,574,365	Total Requirements	\$ 129,458,096	\$ 129,458,096	\$ 129,458,096

General Fund, continued

		Actual Prior FY 2013	Actual Prior FY 2014	Budget Prior FY 2015	Budget Proposed FY 2016	Budget Approved FY 2016	Budget Adopted FY 2016
5001	Salaries & Wages Union	\$ 22,842,054	\$ 24,385,314	\$ 28,013,105	\$ 30,995,789	\$ 30,995,789	\$ 30,995,789
5002	Salaries & Wages Nonunion	8,070,062	8,417,211	9,447,041	8,321,979	8,321,979	8,321,979
5003	Vacation Taken Union	3,188,365	3,473,714	3,633,148	3,855,431	3,855,431	3,855,431
5004	Vacation Taken Nonunion	690,206	642,604	717,331	636,843	636,843	636,843
5005	Sick Leave Taken Union	559,330	504,777	804,932	810,955	810,955	810,955
5006	Sick Taken Nonunion	181,752	183,138	143,508	127,406	127,406	127,406
5007	Personal Leave Taken Union	343,353	355,056	371,734	399,603	399,603	399,603
5008	Personal Leave Taken Nonunion	49,135	33,891	61,537	54,641	54,641	54,641
5009	Comp Taken Union	5,386	10,424				
5010	Comp Taken Nonunion	15,857	18,684				
5015	Vacation Sold	181,730	136,762	364,674	380,812	380,812	380,812
5016	Vacation Sold at Retirement	107,206	145,214	133,537	122,882	122,882	122,882
5017	PEHP Vac Sold at Retirement	394,056	239,695	103,164	176,327	176,327	176,327
5018	Comp Time Sold Union	313	111				
5019	Comp Time Sold Nonunion	684	3,727				
5020	Deferred Comp Match Union	985,756	1,042,153	1,437,937	1,693,884	1,693,884	1,693,884
5021	Deferred Comp Match Nonunion	345,456	372,644	523,436	591,863	591,863	591,863
5041	Severance Pay	69,892	3,988				
5090	Temporary Services-Backfill	45,391	69,414				
5101	Vacation Relief	2,870,342	2,998,719	3,429,091	3,628,045	3,628,045	3,628,045
5102	Duty Chief Relief	335,689	394,763	376,512			
5105	Sick Relief	563,714	494,256	715,907	665,468	665,468	665,468
5106	On the Job Injury Relief	91,872	89,323	179,942	124,956	124,956	124,956
5107	Short Term Disability Relief	15,084	3,687	109,550	73,783	73,783	73,783
5110	Personal Leave Relief	343,144	356,961	443,748	416,734	416,734	416,734
5115	Vacant Slot Relief	208,182	240,242				
5118	Standby Overtime	23,477	24,851	32,710	30,230	30,230	30,230
5120	Overtime Union	810,102	1,027,445	973,784	1,536,043	1,536,043	1,536,043
5121	Overtime Nonunion	25,448	41,119	40,913	41,273	41,273	41,273
5123	Comp Time Sold Nonunion	310	22				
5150	Pension Benefit		15,000	20,000	20,000	20,000	20,000
5201	PERS Taxes	8,121,006	8,458,061	10,408,593	10,558,474	10,558,474	10,558,474
5203	FICA/MEDI	3,041,547	3,229,795	3,989,368	4,119,369	4,119,369	4,119,369
5206	Worker's Comp	1,124,170	1,015,500	1,356,038	1,453,341	1,453,341	1,453,341
5207	TriMet/Wilsonville Tax	285,165	307,792	382,755	395,186	395,186	395,186
5208	OR Worker's Benefit Fund Tax	15,443	17,705	36,806	39,079	39,079	39,079
5210	Medical Ins Union	5,649,316	5,919,520	6,577,388	7,455,910	7,455,910	7,455,910
5211	Medical Ins Nonunion	1,324,704	1,366,656	1,610,121	1,498,959	1,498,959	1,498,959
5220	Post Retire Ins Union	192,406	195,150	228,647	258,300	258,300	258,300
5221	Post Retire Ins Nonunion	100,400	87,134	105,600	94,800	94,800	94,800
5230	Dental Ins Nonunion	169,066	171,919	190,574	158,402	158,402	158,402
5240	Life/Disability Insurance	92,750	91,363	131,600	136,856	136,856	136,856
5250	Unemployment Insurance	19,619	6,184	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	11,583	11,880	11,880	11,880	11,880	11,880
5270	Uniform Allowance	146,857	145,749	207,824	242,705	242,705	242,705

General Fund, continued

		Actual Prior FY 2013	Actual Prior FY 2014	Budget Prior FY 2015	Budget Proposed FY 2016	Budget Approved FY 2016	Budget Adopted FY 2016
5290	Employee Tuition Reimburse	19,540	20,785	70,626	104,920	104,920	104,920
5295	Vehicle/Cell Allowance	72,531	79,025	73,200	75,000	75,000	75,000
Total Personnel Services		63,749,453	66,849,131	77,476,261	81,326,128	81,326,128	81,326,128
5300	Office Supplies	23,041	21,983	35,119	32,780	32,780	32,780
5301	Special Department Supplies	180,923	165,633	209,821	248,353	248,353	248,353
5302	Training Supplies	55,098	61,995	89,854	79,060	79,060	79,060
5303	Physical Fitness	10,867	9,022	12,700	23,000	23,000	23,000
5304	Hydrant Maintenance	3,181	3,376	4,200	4,500	4,500	4,500
5305	Fire Extinguisher	6,727	4,116	7,150	6,996	6,996	6,996
5306	Photography Supplies & Process	124		200	1,110	1,110	1,110
5307	Smoke Detector Program	2,541	4,440	6,300	6,075	6,075	6,075
5311	Haz Mat Response Materials	503		3,000	3,000	3,000	3,000
5320	EMS Supplies	252,540	245,749	464,205	487,045	487,045	487,045
5321	Fire Fighting Supplies	72,396	101,643	233,435	343,333	343,333	343,333
5325	Protective Clothing	174,451	262,078	473,803	255,769	255,769	255,769
5330	Noncapital Furniture & Equip	119,448	137,761	341,179	545,003	545,003	545,003
5340	Software Licenses/Upgrade/Host	33,882	369,133	640,858	842,610	842,610	842,610
5350	Apparatus Fuel/Lubricants	363,886	382,115	429,114	448,940	448,940	448,940
5361	M&R Bldg/Bldg Equip & Improv	707,610	558,274	884,253	1,312,178	1,312,178	1,315,678
5363	Vehicle Maintenance	438,033	462,147	466,512	554,950	554,950	554,950
5364	M&R Fire Comm Equip	19,372	15,001	16,243	26,308	26,308	26,308
5365	M&R Firefight Equip	57,559	76,314	106,336	94,685	94,685	94,685
5366	M&R EMS Equip	974	12,011	7,300	67,118	67,118	67,118
5367	M&R Office Equip	93,902	88,731	96,041	99,822	99,822	99,822
5368	M&R Computer & Network Hdwe	380,020	106,817	104,236	256,629	256,629	256,629
5400	Insurance Premium	323,622	322,650	353,500	357,722	357,722	357,722
5410	General Legal	256,956	331,481	365,000	340,000	340,000	340,000
5411	Collective Bargaining	2,791	53,419	15,000	15,000	15,000	15,000
5412	Audit & Related Filing Fees	32,945	44,750	44,225	44,225	44,225	44,225
5413	Consultant Fees	147,531	152,983	193,220	203,480	203,480	203,480
5414	Other Professional Services	471,506	538,334	532,871	804,584	804,504	804,504
5415	Printing	27,574	33,679	32,015	38,215	38,215	38,215
5416	Custodial & Bldg Services	113,199	146,229	174,855	178,275	178,275	178,275
5417	Temporary Services	81,974	120,643	133,392	87,960	87,960	87,960
5418	Trustee/Administrative Fees	17,204	29,775	33,850	70,595	70,595	70,595
5419	Chaplains Reimbursement	2,359					
5420	Dispatch	1,567,102	1,597,011	1,677,059	1,786,070	1,786,070	1,786,070
5421	BOD Allowance	5,800	7,350	6,000	6,000	6,000	6,000
5430	Telephone	215,000	207,063	271,868	260,932	260,932	260,932
5432	Natural Gas	103,338	118,463	141,078	143,539	143,539	143,539
5433	Electricity	389,422	407,647	466,744	475,645	475,645	475,645
5434	Water/Sewer	147,435	159,607	179,042	198,016	198,016	198,016
5436	Garbage	49,157	54,680	59,620	63,262	63,262	63,262

General Fund, continued

		Actual Prior FY 2013	Actual Prior FY 2014	Budget Prior FY 2015	Budget Proposed FY 2016	Budget Approved FY 2016	Budget Adopted FY 2016
5437	Cable Access	221,131	201,593	214,910	218,870	218,870	218,870
5445	Rent/Lease of Building	105,722	11,200	5,170	5,726	5,726	5,726
5450	Rental of Equip	8,818	21,222	10,360	13,740	13,740	13,740
5461	External Training	62,670	73,564	139,059	179,744	179,744	179,744
5462	Travel and Per Diem	103,110	105,990	197,084	208,251	208,251	208,251
5471	Citizen Awards	2,249	1,499	4,175	2,350	2,350	2,350
5472	Employee Recog & Awards	10,921	15,040	23,000	24,215	24,215	24,215
5473	Employ Safety Pro & Incent	7,461	9,080	13,000	13,000	13,000	13,000
5474	Volunteer Awards Banquet	9,002	9,795	9,500	9,500	9,500	9,500
5480	Community/Open House/Outreach	10,828	13,904	22,650	34,880	34,880	34,880
5481	Community Education Materials	30,042	37,333	38,810	48,025	48,025	48,025
5484	Postage UPS & Shipping	39,185	38,941	43,264	42,359	42,359	42,359
5500	Dues & Subscriptions	46,055	48,784	63,885	70,569	70,569	70,569
5501	Volunteer Assn Dues	8,000	8,000	8,000	12,000	12,000	12,000
5502	Certifications & Licensing	42,599	6,774	59,073	11,648	11,648	11,648
5570	Misc Business Exp	36,807	39,492	60,564	60,337	60,337	60,337
5571	Planning Retreat Expense	4,753	2,232	11,650	15,600	15,600	15,600
5572	Advertis/Public Notice	33,084	33,236	55,200	85,775	85,775	85,775
5573	Inventory Over/Short/Obsolete	1,767	1,913	3,000	3,200	3,200	3,200
5574	Elections Expense	56,052	14,393	65,000			
5575	Laundry/Repair Expense	86,770	105,107	132,560	127,934	127,934	127,934
5599	Uncompensated Care				150,000	150,000	150,000
	Total Materials & Services	7,879,019	8,213,196	10,491,112	12,150,507	12,150,507	12,154,007
5800	Transfers Out	3,400,120	2,595,018	3,256,559	7,957,170	7,957,170	7,957,170
	Total Op Transfer Out	3,400,120	2,595,018	3,256,559	7,606,085	7,606,085	7,606,085
5900	Contingency			3,224,325	5,252,000	5,252,000	5,248,500
	Total Contingency			3,224,325	5,252,000	5,252,000	5,248,500
5999	Budgeted Ending Fund Balance	34,470,896	36,719,738	19,101,108	22,772,291	22,772,291	22,772,291
	Total Ending Fund Bal	34,470,896	36,719,738	19,101,108	22,772,291	22,772,291	22,772,291
	Total General Fund	\$ 109,499,487	\$ 114,377,083	\$ 113,549,365	\$ 129,458,096	\$ 129,458,096	\$ 129,458,096



Program Description

The governing board is comprised of five elected citizens of the District who are responsible for the overall budgetary and policy direction of the District. The Board of Directors (Board) approves the scope and direction of the services to be provided to the citizens and ensures that the needs of the citizens are met, in so far as possible, with available resources. In addition to setting policy and hiring the Fire Chief/Administrator, the Board appoints committee and commission members, including the Budget Committee and the Civil Service Commission.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services		\$ 87	\$ 500	\$ 500
Materials & Services	\$ 88,149	37,531	104,025	39,265
Total Expenditure	\$ 88,149	\$ 37,618	\$ 104,525	\$ 39,765

2015-16 Significant Changes

The most significant item reduced in this budget is the budget for election expenses. Within Materials and Services, consultant fees of \$12,000 are budgeted for legislative expenses. Additional budgeted expenses include \$3,000 legal expenses for monthly Board meetings and workshops, \$6,000 allowance for Board Member meeting reimbursements, \$2,625 for Board Member conference registrations, \$6,400 in travel and per diem, and \$2,000 for dues and subscriptions for District membership fees to the Special Districts Association of Oregon and the Oregon Fire District Directors Association, among others.

Board of Directors



Robert C. Wyffels
President



Randy J. Lauer
Vice President



Gordon L. Hovies
Secretary-Treasurer



Clark I. Balfour
Member



Brian J. Clopton
Member

Board Of Directors, continued

Status of 2014-15 Service Measures

- Provide policy direction to the District.

Goal(s)/Call(s) for Action: All
Service Type(s): Mandatory
Measured By: Board policy review, input at Board and Budget Committee meetings, and action upon request.
Status or Outcome: The TVF&R Board of Directors continues to complete regular board policy review, actively participate in the annual budget process, validate the Strategic Plan, adopt the parameters of the Standards of Cover and provide policy direction at the request of staff.

- Provide strategic direction and policy position on regional economic, taxation, and land use issues that have an impact on the District.

Goal(s)/Call(s) for Action: All
Service Type(s): Essential
Measured By: Participation in local, regional, and state forums that allows for the direct interaction and subsequent policy position statement on economic, taxation, and land use processes.
Status or Outcome: The TVF&R Board of Directors continues to provide both direction and policy position on key issues pertaining to regional issues of all types. In this past year the Board provided critical policy direction on the Senate Bill 122/Grand Bargain process, which resulted in a definitive service line between the District and the City of Hillsboro.

2014-15 Change Strategies

- Strategic regional coordination – In an effort to establish safer communities and ensure ongoing service provisions, emphasize policy positions that maximize preparedness for catastrophic events, and leverage existing systems/infrastructure in which the District has already invested. Specific attention should be paid to regional radio, regional CAD, regional preparedness (UASI, MACS), and regional risk reduction strategies.

Goal(s)/Call(s) for Action: III/1; VI/1; VII/3
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: None
Partner(s): Washington County Consolidated Communications Agency (WCCCA), C800, Emergency Management Cooperative, Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties
Status or Outcome: Numerous regional efforts continue to be underway at the direction of the Board. Current emphasis is being placed on the Washington/Clackamas County radio replacement project and the Washington/Clackamas County Computer Aided Dispatch (CAD) project.

Additional 2014-15 Accomplishments

- Attended several OFDDA and SDAO events specific to Board Members.
- Completed a Board of Directors training session that focused on board policy and ethics.
- Recognized request for Battalion Chiefs to organize under Local 1660.

2015-16 Service Measures

- Provide policy direction to the District.

Goal(s)/Call(s) for Action: All
 Service Type(s): Mandatory
 Measured By: Board policy review, input at Board and Budget Committee meetings, and action upon request.

- Provide strategic direction and policy position on regional economic, taxation, and land use issues that have an impact on the District.

Goal(s)/Call(s) for Action: All
 Service Type(s): Essential
 Measured By: Participation in local, regional, and state forums that allows for the direct interaction and subsequent policy position statement on economic, taxation, and land use processes.

2015-16 Change Strategies

- Strategic regional coordination – In an effort to establish safer communities and ensure ongoing service provisions, emphasize policy positions that maximize preparedness for catastrophic events, and leverage existing systems/infrastructure in which the District has already invested. Specific attention should be paid to regional radio, regional CAD, regional preparedness (UASI, MACS), and regional risk reduction strategies.

Goal(s)/Call(s) for Action: III/1; VI/1; VII/3
 Budget Impact: Resource neutral
 Duration: Year 5 of 5
 Budget Description: None
 Partner(s): Washington County Consolidated Communications Agency (WCCCA), C800, Emergency Management Cooperative, Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties

Board Of Directors, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10120 General Fund						
5270 Uniform Allowance		\$ 87	\$ 500	\$ 500	\$ 500	\$ 500
Total Personnel Services		87	500	500	500	500
5300 Office Supplies	\$ 23		50	50	50	50
5301 Special Department Supplies	378		400	400	400	400
5410 General Legal	3,078	\$ 2,242	3,000	3,000	3,000	3,000
5413 Consultant Fees	12,000		12,000	12,000	12,000	12,000
5421 BOD Allowance	5,800	7,350	6,000	6,000	6,000	6,000
5461 External Training	1,782	1,700	2,625	2,625	2,625	2,625
5462 Travel and Per Diem	2,371	4,560	6,400	6,400	6,400	6,400
5500 Dues & Subscriptions	2,000	2,000	2,000	2,000	2,000	2,000
5570 Misc Business Exp	1,269	1,166	2,950	2,950	2,950	2,950
5572 Advertis/Public Notice	3,397	4,120	3,600	3,840	3,840	3,840
5574 Elections Expense	56,052	14,393	65,000			
Total Materials & Services	88,149	37,531	104,025	39,265	39,265	39,265
Total General Fund	\$ 88,149	\$ 37,618	\$ 104,525	\$ 39,765	\$ 39,765	\$ 39,765

Program Description

This activity accounts for the District's employee Civil Service program. The budget supports the employment application processes, testing, job description reviews, and hearings processes, for the positions covered by Civil Service, predominately union personnel and Chief Officers. The Civil Service Examiner and five person Civil Service Commission members are appointed by the Board of Directors.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 36,348	\$ 107,811	\$ 74,853	\$ 97,089
Materials & Services	15,497	26,159	23,346	22,605
Total Expenditure	\$ 51,845	\$ 133,970	\$ 98,199	\$ 119,694

2015-16 Significant Changes

The 2015-16 budget provides for personnel costs to cover the cost of overtime relief for personnel participating in hiring and promotional interview processes. The District has planned to develop promotional lists for Battalion Chiefs, Captains, Training Officers, Deputy Fire Marshals, and Lieutenants, and to select firefighters for the 2015-16 recruit academy, among other processes.

Highlights within Materials and Services represent funding of \$14,009 in Other Professional Services for the contract with the Chief Examiner of \$9,579 and \$3,605 to administer the open and continuous testing process; and \$1,785 of Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements. Account 5471, Citizen Awards, for \$900, provides nominal gifts for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$3,911, represents the anticipated number of meals provided to interview panels and assessment testers for all day interview panels.

Status of 2014-15 Service Measures

- Continue to manage selection processes from eligible lists for Civil Service positions in an equitable manner with effective staffing outcomes. An anticipated increase in the number of selection processes necessary to fill vacancies in the fiscal year creates a need for additional and temporary staff support in Human Resources for the employment function during peak periods.

Goal(s)/Call(s) for Action:	All - effective staffing outcomes undergird all strategic goals.
Service Type(s):	Mandatory
Measured By:	Equity measured in part by the number of instances of Commission or other regulatory or judicial body's action taken to address selection process irregularities. Effectiveness of staffing outcomes measured by percentage of employees hired or promoted into Civil Service classifications who also complete trial service.
Status or Outcome:	All exam processes were conducted equitably, measured by no adverse actions by the Chief Examiner or Commission. The percentage of employees hired and promoted who also complete trial service remains high.

Civil Service Commission, continued

Status of 2014-15 Service Measures, continued

- Continue to update classification specifications as needed to accurately reflect duties and requirements.

Goal(s)/Call(s) for Action:	All - to the extent they support individual performance; accurate classification specifications undergird all strategic goals.
Service Type(s):	Mandatory
Measured By:	Accuracy measured in part by number of instances of Commission or other regulatory or judicial body's action taken to address inaccuracy in classification specifications.
Status or Outcome:	Several job class specifications were updated over the year (addressed below in Change Strategies).

Status of 2014-15 Change Strategies

- Incorporate competency modeling into classification specifications.

Goal(s)/Call(s) for Action:	VII/4
Budget Impact:	Significant staff resources must be devoted to this task. Also, a software platform to manage job descriptions is required to effectively conduct the needed revisions.
Duration:	Year 1 of 4
Budget Description:	This Change Strategy is part of a larger one to incorporate competency modeling into all job descriptions, so that those descriptions can provide an effective foundation for employee selection, performance management, and development. The Civil Service classification specifications are subject to Commission review and typically require additional vetting with Local 1660 and impacted incumbents in order to gain approval of the Commission.
Partner(s):	Departments with classified employees, Local 1660, and the Civil Service Commission.
Status or Outcome:	The class specifications for line positions (Firefighter, Firefighter/Paramedic, Apparatus Operator, Lieutenant, Captain, and Battalion Chief) were revised to align the essential functions and requirements so that changes to lower ranking class specifications no longer require corresponding updates to the higher ranking class specifications.

Additional 2014-15 Accomplishments

- Successfully coordinated the planning and recruitment of Lateral Firefighter recruitment for up to 16 vacancies in addition to the recruitment of entry-level Firefighters for 12 vacancies.
- Successful recruitment and selection of two Civil Service Commissioners.

2015-16 Service Measures

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	13	19	19	18	19
Number of Civil Service examinations (to develop eligible lists)	8	5	5	5	6
Number of Civil Service Commission meetings	4	3	3	4	4
Number of appeals heard before Commission	0	0	1	0	0
Number of actions taken by Commission or other entities to address exam or selection irregularities or inaccuracies in classification specifications	0	0	0	0	0
Days to establish eligible list (from kick-off meeting)			75	90	90
Days to fill vacancies – entry level firefighter (from pulling list)		175	182	168	175
Days to fill vacancies – all other Civil Service classifications (from department request)			16	30	30
Number of classification specifications revised and approved by Commission	3	2	0	8	5
Percentage of employees hired into Civil Service classifications who completed trial service during period	88 22 of 25	92 11 of 12	89 16 of 18	89 16 of 18	89
Percentage of employees promoted into Civil Service classification who completed trial service during period	93 14 of 15	92 11 of 12	100 25 of 25	100 13 of 13	100
Number of applications processed*				100	140

* This service measure was added in fiscal year 2014-15.

- Manage selection processes from eligible lists for Civil Service positions in an equitable manner with effective staffing outcomes.

Goal(s)/Call(s) for Action: All
Service Type(s): Mandatory
Measured By: Equity measured in part by the number of instances of Commission or other regulatory or judicial body's action taken to address selection process irregularities. Effectiveness of staffing outcomes measured by percentage of employees hired or promoted into Civil Service classifications who also complete trial service.

Civil Service Commission, continued

2015-16 Service Measures, continued

- Update classification specifications as needed to accurately reflect duties and requirements.

Goal(s)/Call(s) for Action:	All
Service Type(s):	Mandatory
Measured By:	Accuracy measured in part by number of instances of Commission or other regulatory or judicial body's action taken to address inaccuracy in classification specifications.

2015-16 Change Strategies

- Incorporate competency modeling into classification specifications.

Goal(s)/Call(s) for Action:	VII/4
Budget Impact:	Significant staff resources must be devoted to this task. Also, a software platform to manage job descriptions is required to effectively conduct the needed revisions.
Duration:	Year 2 of 4
Budget Description:	This change strategy is part of a larger one to incorporate competency modeling into all job descriptions, so that those descriptions can provide an effective foundation for employee selection, performance management, and development. The Civil Service classification specifications are subject to Commission review and typically require additional vetting with Local 1660 and impacted incumbents in order to gain approval of the Commission.
Partner(s):	Departments with classified employees, Local 1660, and the Civil Service Commission

Civil Service Commission, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10110 General Fund						
5102 Duty Chief Relief	\$ 3,380	\$ 3,150	\$ 11,136			
5120 Overtime Union	24,610	80,578	50,118	\$ 77,118	\$ 77,118	\$ 77,118
5201 PERS Taxes	5,695	17,208	9,001	13,764	13,764	13,764
5203 FICA/MEDI	2,108	5,850	3,449	4,663	4,663	4,663
5206 Worker's Comp	352	395	812	1,098	1,098	1,098
5207 TriMet/Wilsonville Tax	192	595	337	446	446	446
5208 OR Worker's Benefit Fund Tax	11	37				
Total Personnel Services	36,348	107,811	74,853	97,089	97,089	97,089
5410 General Legal		5,331	2,000	2,000	2,000	2,000
5414 Other Professional Services	12,800	12,784	14,006	14,009	14,009	14,009
5417 Temporary Services		268				
5462 Travel and Per Diem		70				
5471 Citizen Awards	175	575	1,725	900	900	900
5570 Misc Business Exp	1,639	5,836	4,365	3,911	3,911	3,911
5572 Advertis/Public Notice	883	1,295	1,250	1,785	1,785	1,785
Total Materials & Services	15,497	26,159	23,346	22,605	22,605	22,605
Total General Fund	\$ 51,845	\$ 133,970	\$ 98,199	\$ 119,694	\$ 119,694	\$ 119,694



Fund or Program Description

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

Budget Summary

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

Personnel Summary

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

¹ Business Manager promoted to Chief of Staff, effective January 16, 2014.

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

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

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

⁵ Administrative Supervisor reclassified to Executive Assistant, effective November 1, 2012.

⁶ Planning personnel moved from Cost Center 10505, effective July 1, 2014.

Fire Chief's Office, continued

2014-15 Significant Changes

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

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

Status of 2014-15 Service Measures

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

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

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

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

Status of 2014-15 Service Measures, continued

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

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

- Administration of the District's risk management process.

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

- Facilitate internal District communications.

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

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

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

Status of 2014-15 Change Strategies

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

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

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

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

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

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

Status of 2014-15 Change Strategies, continued

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

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

Additional 2014-15 Accomplishments

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



Fire Chief's Office, continued

2015-16 Service Measures

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

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.

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

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

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

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

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

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

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

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

2015-16 Service Measures, continued

- Administration of the District's risk management process.

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

- Facilitate internal District communications.

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

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

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

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

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

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

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

2015-16 Service Measures, continued

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

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

2015-16 Change Strategies

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

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

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

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

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

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

2015-16 Change Strategies, continued

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

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

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

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



Fire Chief's Office, continued

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

Fire Chief's Office, continued

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



Emergency Management

Fund 10 • Directorate 01 • Division 75 • Department 750

Program Description

This cost center funds the District's Emergency Manager, who is tasked with maintaining organizational preparedness for disruptive and catastrophic events through a combination of planning, training, exercises, building specific supplies for extended response, and incorporating seismic mitigation into District practices. The Emergency Manager is responsible for maintaining the District's Emergency Operations Plan (EOP) and Hazard Vulnerability Analysis (which is used in the EOP and District's Standard of Cover). The Emergency Manager manages the District's Incident Management Team program (also budgeted under this cost center), which includes recruitment, training, equipment, and exercises for five teams rotating through 24/7 coverage. The Emergency Manager works with counterparts in member cities, partner counties, and other partner agencies, represents the District on the Washington County Emergency Management Cooperative (EMC), participates in internal and external public education, maintains internal and external emergency management and related websites, and serves as the District's compliance officer for the National Incident Management System (NIMS). The Emergency Manager reports to the Deputy Chief.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 148,898	\$ 153,605	\$ 173,756	\$ 189,291
Materials & Services	23,898	8,195	13,750	58,473
Total Expenditure	\$ 172,796	\$ 161,800	\$ 187,506	\$ 247,764

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2015-16 Significant Changes

Personnel Services reflects wage and benefit cost increases, as well as Union and non-Union overtime for off-duty training and exercises for Incident Management Team (IMT) members and city or county exercises and drills. Additionally within account 5270, uniform items for IMT members are budgeted. Materials and Services costs are increased, largely due to account 5414, which provides \$44,000 to conduct two 5 day and two 6 day classes at District facilities for Federal Emergency Management Agency (FEMA) All Hazard IMT members in the District. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

Emergency Management, continued

2014-15 Service Measures

- Identify, assign responsible parties, and implement prioritized recommendations from District preparedness assessment and related sources.

Goal(s)/Call(s) for Action:	III
Service Types:	Mandatory, Essential, Management
Measured By:	Going forward, this is likely to be the District Emergency Management focus, although it will involve other (to some extent, all) District divisions. Highest-priority action items will generate assignments from the executive level to specific responsible parties (and clearly communicated to the District), contributing to performance goals for that year; few are likely to represent full- or multi-year objectives, and many are likely to require some flexibility in timelines. The ultimate objective represented by this Service Measure will remain the same, but will be assessed relative to specific assignments; evaluation will be an important component.
Status or Outcome:	Highest-priority needs identified and assigned, including internal protocols, interagency staff-sharing agreements, enhanced employee notification, facility security and emergency procedures.

Status of 2014-15 Change Strategies

- None

Additional 2014-15 Accomplishments

- Represented District and SDAO on Oregon Resilience Task Force (appointed by governor as Vice Chair), which was established to lead implementation of Oregon Resilience Plan. Developed list of proposed action for 2015-17 Oregon Legislature, including establishment of State Resilience Officer, funding for mitigation, planning, and research, strengthening transportation and liquid fuel infrastructure, and adjusting land-use policies.
- Developed regional EOC Logistics class. As part of small regional working group, developed scope of work, evaluated and selected contractor, provided content, direction, multiple reviews, developed policy for delivery and instructor qualification, coordinated and helped deliver pilot class, (which included selected District and other agency staff), internal training, and first regional class. This met an important regional and District need and should be a durable resource.
- Added final group from initial 2013 developmental recruitment to Incident Management Teams; initiated second developmental recruitment in January 2015.

2014-15 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
State earthquake drill requirement	✓	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓	✓
Exercises/drills: small/single IMT	5	2	5	5	5
Exercises/drills: IMT+MCO or multi-IMT	2	1	0	2	2
District-wide exercise	✓	0	0	✓	✓

- Identify, assign responsible parties, and implement prioritized recommendations from District preparedness assessment and related sources.

Goal(s)/Call(s) for Action:

III

Service Types:

Mandatory, Essential, Management

Measured By:

District Emergency Management priorities will remain tied to the District Preparedness Assessment of 11/2013 and subsequent assignments and progress. Expanding and formalizing IMT training, as well as reconfiguring IMT structure to incorporate succession planning, account for much of the 2015-16 budget and likely much of the year's activities. Successful completion of 2015 objectives will include implementation of a second District-wide IMT developmental recruitment, delivery of up to four week-long All Hazard IMT classes, and continued expansion and decentralization of FOC and BHQ training and staffing.

2014-15 Change Strategies

- None



Emergency Management, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10750 General Fund						
5002 Salaries & Wages Nonunion	\$ 88,118	\$ 89,353	\$ 86,602	\$ 94,955	\$ 94,955	\$ 94,955
5004 Vacation Taken Nonunion	2,811	3,947	6,662	7,305	7,305	7,305
5006 Sick Taken Nonunion	439		1,333	1,461	1,461	1,461
5008 Personal Leave Taken Nonunion			571	627	627	627
5015 Vacation Sold	6,339	6,473	3,661	4,014	4,014	4,014
5021 Deferred Comp Match Nonunion	3,655	4,199	4,759	5,218	5,218	5,218
5102 Duty Chief Relief	1,268	873	6,528			
5120 Overtime Union	487	1,536	9,255	15,769	15,769	15,769
5121 Overtime Nonunion			2,000	1,000	1,000	1,000
5201 PERS Taxes	21,600	22,380	24,227	27,137	27,137	27,137
5203 FICA/MEDI	7,277	7,521	9,286	9,573	9,573	9,573
5206 Worker's Comp	1,491	1,327	2,185	2,346	2,346	2,346
5207 TriMet/Wilsonville Tax	674	707	892	944	944	944
5208 OR Worker's Benefit Fund Tax	29	32	67	66	66	66
5211 Medical Ins Nonunion	11,685	11,905	12,330	13,950	13,950	13,950
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,245	1,276	1,302	1,266	1,266	1,266
5240 Life/Disability Insurance	880	896	1,196	1,208	1,208	1,208
5270 Uniform Allowance		278		1,552	1,552	1,552
Total Personnel Services	148,898	153,605	173,756	189,291	189,291	189,291
5300 Office Supplies	182	84	200	200	200	200
5301 Special Department Supplies	15,876	725	950	1,950	1,950	1,950
5302 Training Supplies		454	150	150	150	150
5320 EMS Supplies	9		25	25	25	25
5321 Fire Fighting Supplies	390	56	103	188	188	188
5325 Protective Clothing	70	335	899	360	360	360
5330 Noncapital Furniture & Equip	1,419	173	535	330	330	330
5350 Apparatus Fuel/Lubricants	345	422	528	500	500	500
5414 Other Professional Services		1,500	2,500	48,000	48,000	48,000
5415 Printing	1,425	19	1,275	1,275	1,275	1,275
5461 External Training	330	345	700	700	700	700
5462 Travel and Per Diem	2,507	2,273	3,750	2,550	2,550	2,550
5480 Community/Open House/Outreach		540				
5481 Community Education Materials	4		50	50	50	50
5500 Dues & Subscriptions	295	321	385	385	385	385
5502 Certifications & Licensing				250	250	250
5570 Misc Business Exp	1,048	948	1,700	1,560	1,560	1,560
Total Materials & Services	23,898	8,195	13,750	58,473	58,473	58,473
Total General Fund	\$ 172,796	\$ 161,800	\$ 187,506	\$ 247,764	\$ 247,764	\$ 247,764

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	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget ¹
Personnel Services	\$ 683,325	\$ 520,703	\$ 485,541	
Materials & Services	168,966	241,384	90,899	
Total Expenditure	\$ 852,292	\$ 762,087	\$ 576,440	

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget ¹
Planning Division Chief	1.00	1.00	0.00	
Program Planner	1.00	1.00	1.00	
Data Analyst	1.00	1.00	0.00	
Planning Analyst	1.00	1.00	2.00	
GIS Specialist	1.00	1.00	0.00	
Response Aid Program Specialist	1.00	1.00	0.00	
Planning Specialist	0.00	0.00	1.00	
Total Full-Time Equivalents (FTE)	5.00	5.00	4.00	

¹ All personnel and budget moved to the Fire Chief's Office budget.

Planning, continued

Status of 2014-15 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: Completed an update of the Strategic Plan, including revisions to the organizational Report Card and the Calls for Action Matrix to support 2015-16 budget and operational planning. This Service Measure will move to the Fire Chief's Office in FY15-16.

- 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: Efforts this year were focused on educating personnel of the services available via the Planning Analysts. Staff engaged in the Occupancy Database implementation project as well as various projects in the Integrated Operations and Training Divisions. Deployment, Standards of Cover, and E-GIS analysis continue to be a primary focus of these staff members. This Service Measure will move to the Fire Chief's Office in FY15-16.

- 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: Assisted with reporting and reimbursement for the 2014-15 Hazardous Materials Emergency Preparedness Grant, for specialized training for the hazardous materials response team. Assisted in grant action planning and successful application for the 2014 Seismic Rehabilitation Grants secured for Stations 62, 64 and 69, as well as the 2015-16 Hazardous Preparedness Grant. This Service Measure will move to the Fire Chief's Office in FY15-16.

Status of 2014-15 Service Measures, continued

- Assist other divisions/departments with program development and assessment with a focus in the coming year on managing Phase 2 of Enterprise Geographic Information System (E-GIS) program development, and continuing support to the Occupational Health and Wellness program for operational planning to strengthen program stability and succession planning for key retiring staff to ensure business continuity.

Goal(s)/Call(s) for Action: I/3
 Service Type(s): Essential
 Measured By: Facilitation of collaborative work teams; development and implementation of targeted strategies and work activities that support program development and assessment.

Status or Outcome: The Planning Specialist coordinated and supported all aspects of the project team, multi-year work plan, consulting contracts, and budget toward achievement of the project deliverables. Initial components of the unit level performance module was implemented and deployed to Integrated Operations. Work continued toward the Standards of Cover module. Work was initiated on the Community Risk Reduction, EMS, and Pre-plan Modules, and a sub-contractor was identified to assist in the conversion of the District's static building pre-plans. This Service Measure will not move forward in FY15-16.

- Manage the CFAI reaccreditation process with focus in the coming year on conducting a self-assessment to the CFAI competencies, preparing required written documentation, and hosting a peer review site visit.

Goal(s)/Call(s) for Action: All
 Service Type(s): Essential
 Measured By: Meeting the CFAI deadlines for submittal of self-assessment documents and successful completion of a site visit in time to be reaccredited at the commission hearing in August 2015.

Status or Outcome: Leadership put the reaccreditation initiative on hold prior to submittal in order to allow for review and updating to the District's core strategic and operational planning processes. This Service Measure will not move forward in FY15-16.

Planning, continued

Status of 2014-15 Change Strategies

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

Goal(s)/Call(s) for Action:	All
Budget Impact:	Increase required
Duration:	Year 3 of 4
Budget Description:	Increase in funding required for consulting and integration services to conduct the Phase 2 scope of work (pre-plan integration, EMS metrics, and community risk metrics), and to expand Planning staff technical skill development/training to support the program.
Partner(s):	All departments
Status or Outcome:	Integration of the pre-plans into E-GIS was a primary focus for the year. Thousands of obsolete files were audited and cleaned out in preparation for the conversion which will occur in early spring with beta testing to begin prior to the summer months. Efforts for year four will be focused to align with strategic planning efforts and include completion of the Pre-Plan, Standards of Cover, Unit Performance, and Sit-Stat modules. This Change Strategy will move to the Fire Chief's Office in FY15-16.

Additional 2014-15 Accomplishments

- Transition of the planning function to the Fire Chief's Office.

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10505 General Fund						
5002 Salaries & Wages Nonunion	\$ 329,185	\$ 338,582	\$ 259,178			
5004 Vacation Taken Nonunion	26,722	11,164	19,154			
5006 Sick Taken Nonunion	8,165	2,836	3,832			
5008 Personal Leave Taken Nonunion	3,176	1,619	1,644			
5010 Comp Taken Nonunion	23	432				
5015 Vacation Sold	17,155	3,649	9,551			
5016 Vacation Sold at Retirement	1,629					
5017 PEHP Vac Sold at Retirement	76,851					
5021 Deferred Comp Match Nonunion	12,784	8,507	13,682			
5120 Overtime Union	4,638	6,115	13,520			
5121 Overtime Nonunion	959	2,853	2,150			
5201 PERS Taxes	90,427	37,876	64,416			
5203 FICA/MEDI	27,951	27,061	24,689			
5206 Worker's Comp	6,083	5,967	5,809			
5207 TriMet/Wilsonville Tax	2,715	2,589	2,369			
5208 OR Worker's Benefit Fund Tax	123	140	192			
5211 Medical Ins Nonunion	55,039	54,538	51,972			
5221 Post Retire Ins Nonunion	3,825	2,850	3,600			
5230 Dental Ins Nonunion	6,103	6,371	5,404			
5240 Life/Disability Insurance	2,914	2,015	4,379			
5295 Vehicle/Cell Allowance	6,860	5,540				
Total Personnel Services	683,325	520,703	485,541			
5300 Office Supplies	306	110	600			
5301 Special Department Supplies	215	53	225			
5330 Noncapital Furniture & Equip			1,400			
5350 Apparatus Fuel/Lubricants	85	95	200			
5367 M&R Office Equip	1,921	1,821	4,079			
5400 Insurance Premium	250					
5414 Other Professional Services	149,550	221,289	48,000			
5415 Printing	5,876	563	750			
5461 External Training	4,054	6,903	12,130			
5462 Travel and Per Diem	5,454	7,423	18,970			
5484 Postage UPS & Shipping	7		75			
5500 Dues & Subscriptions	246	1,825	1,770			
5570 Misc Business Exp	1,003	369	1,600			
5571 Planning Retreat Expense		933	1,100			
Total Materials & Services	168,966	241,384	90,899			
Total General Fund	\$ 852,292	\$ 762,087	\$ 576,440			



Program Description

The Human Resources function encompasses several programs and services designed to support the District and its employees and volunteers in the achievement of its mission and objectives. Human Resources oversees areas pertaining to the people, personnel practices, and leadership aspects of the District. Included in these areas are staffing, performance management, salary administration, integrated talent management, workers' compensation, light duty, employee relations (including labor relations), Civil Service, personnel policy maintenance, and other areas essential to the management of the District's human resources.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Adopted Budget
Personnel Services	\$ 820,427	\$ 884,724	\$ 1,053,079	\$ 1,057,579
Materials & Services	68,983	127,381	123,599	188,034
Total Expenditure	\$ 889,410	\$ 1,012,105	\$ 1,176,678	\$ 1,245,613

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00
Sr. Benefits Administrator	1.00	1.00	1.00	1.00
Human Resources Data Analyst	1.00	1.00	1.00	1.00
Sr. Employment Coordinator	1.00	1.00	1.00	1.00
Human Resources Generalist	0.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	7.00	7.00	7.00

2015-16 Significant Changes

Union overtime in 5120 provides for relief shift funding for union personnel to participate in Integrated Talent Management and Diversity outreach initiatives, as well for relief shift funding for line positions during investigation leaves in the amount of \$10,000.

Within Materials and Services, account 5410, General Legal, for \$10,000; and account 5411, Collective Bargaining, \$15,000 are budgeted for ongoing labor and employment issues. Other Professional Services for \$78,270, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity; \$10,000 for development of a TVFR recruitment brand; \$10,000 for post conditional offer psychological evaluations; \$29,300 for leadership and management assessment, development, and training; \$9,500 for drug and alcohol testing for pre-employment, and fees for background checks; and other matters, including HR consulting services for \$6,000.

Human Resources, continued

2015-16 Significant Changes, continued

Account 5472 includes funding of \$6,000 for retirement recognition and \$6,000 for the Meritorious Awards Ceremony, in addition to Employee of the Quarter recognition and Length of Service Awards. Account 5461, External Training, for \$11,683, including \$7,394 for web-based supervisor training. Account 5570, Miscellaneous Expenses, includes \$2,925 for job fair entry and sponsorship fees, and \$1,100 for awards and promotional ceremonies among other items.

Status of 2014-15 Service Measures

- Gather data on injured workers who return to light duty and submit to SAIF for reimbursement.

Goal(s)/Call(s) for Action: IV/1
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.
Status or Outcome: [\\$25,566 collected in Employee-At-Injury Program \(EAIP\) funds since May 1, 2014.](#)

- Successfully attract, select, retain, and promote qualified personnel for all District positions. It is anticipated that the higher volume of employment activity experienced during the current fiscal year will continue at the same level, driving the need for additional resources in HR to support the employment function. The quality of the staffing outcomes remains critical to the success of the District.

Goal(s)/Call(s) for Action: VII/F
Service Type(s): Mandatory
Measured By: The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted; all reflect overall success in employment actions.
Status or Outcome: [Hiring manager satisfaction ratings continue to be very high, voluntary turnover remains very low, and the District continues to have new hires successfully complete trial service periods.](#)

- Ongoing analysis of positions to ensure jobs are appropriately described and classified within the District's salary structure. Job descriptions serve as the anchor for recruitment and selection, performance management, and learning and development.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to ensure that the correct work is being performed for any given position, and that positions are correctly placed in the District's salary structure as compared to both the external market and other positions internal to the organization.
Status or Outcome: [Position, reclassification and compensation analyses were performed throughout the year, resulting in salary grade and/or pay adjustments. The District continues to respond to adhoc surveys and participates in two formal salary surveys to ensure classifications are appropriately graded in the salary structure.](#)

Status of 2014-15 Service Measures, continued

- Administration of the annual performance evaluation process to include written appraisals, as well as ongoing feedback to employees in regard to their work performance.

Goal(s)/Call(s) for Action: VII/4
 Service Type(s): Essential
 Measured By: 100% compliance for all employees to receive a written performance evaluation annually on July 1st, delivered during a face-to-face meeting with the employee's manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss both positive and negative feedback.

Status or Outcome: The Human Resources Division continues to invest significant effort towards supporting compliance and quality of performance evaluations. For non-line employees, 85% compliance was achieved for this performance cycle. Performance evaluations were completed for 98% of the line employees. Compliance with quarterly trial service evaluations remains significantly less than 100%. The Human Resources Division recognizes the need for a software solution to support performance management processes (change strategy for next fiscal year).

- Accurately process personnel actions, with actions entered into Munis reflecting intentions of the authorizing manager.

Goal(s)/Call(s) for Action: VII
 Service Type(s): Mandatory
 Measured By: The number of payroll or benefits transactions entered accurately reflecting the intentions of the authorizing manager.

Status or Outcome: The accurate processing of personnel actions has been supported by additional auditing steps as well as by the addition of the HR Generalist role, one of whose primary duties is to support data entry and auditing.

- Coordinate employee recognition programs that support employee engagement and relationship building.

Goal(s)/Call(s) for Action: IV
 Service Type(s): Essential
 Measured By: Successful coordination of key recognition events, including the annual Meritorious Awards Ceremony, Employee-of-the-Quarter, promotional ceremonies, and other all personnel events that support relationship building among employees and volunteers (e.g., summer all-staff picnic).

Status or Outcome: Employee recognition events were successfully coordinated with strong employee attendance. Employees participated in the following events: 29 employees were recognized at several promotional ceremonies; 35 Employee-of-the-Quarter nominations were received and 5 employees were given awards; 36 employees were recognized at the annual Meritorious Awards and Recognition Ceremony. A new recognition program was implemented in which the Fire Chief can directly recognize outstanding employees extemporaneously.

Human Resources, continued

Status of 2014-15 Service Measures, continued

- Implement the Human Resource side of the current labor contract. Interpret and adapt policies and procedures that reflect the current contract language.

Goal(s)/Call(s) for Action: VII/2
Service Type(s): Essential
Measured By: All terms of employment addressed in the collective bargaining agreement are consistent with policies and procedures for affected employees.
Status or Outcome: Human Resources is implementing changes associated with the labor contract effective July 1, 2012 through June 30, 2015. This includes updating salary schedules and administering other contract provisions. In January 2015, the Board of Directors ratified the July 1, 2015 through June 30, 2018 labor contract and settled the Battalion Chief's inclusion into the existing Local 1660 labor agreement.



Status of 2014-15 Change Strategies

- Support the development and implementation of a multi-year diversity plan, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s)/Call(s) for Action:	V/A, B, C, 1, 2, 3, and 4
Budget Impact:	Could be significant based on recommendations of steering committee
Duration:	Year 5 of 5
Budget Description:	In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work toward increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organizational diversity to reflect the communities served.
Partner(s):	Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office
Status or Outcome:	HR staff continued to work on implementing strategies to increase employee awareness on the benefits of a diverse workforce, increase cultural competency and increase organizational diversity. Training was delivered at Company Officer In-service meetings to increase awareness surrounding stereotypes through the "Ouch! That Stereotype Hurts", video and discussion. In October 2014, TVF&R participated as a sponsor of the NW Public Employees Diversity Conference and 11 employees participated in various break-out sessions. The Fire Chief's Office and Local 1660 used various avenues to communicate with employees on the topics of a diverse and inclusive workplace.

- Develop the framework for an integrated talent management system that aligns all HR functions (job descriptions, employee selection, professional development, performance evaluations, and succession planning) with one another and connects business objectives to talent management strategies, outcomes, and Calls to Action.

Goal(s)/Call(s) for Action:	VII/F, 3, and 4
Budget Impact:	Significant budget impact related to costs associated with project team leadership and member participation, staff training, materials, assessment tools, and software.
Duration:	Year 4 of 5
Budget Description:	The objective of this integrative approach to HR functions is talent assets that drive business outcomes and sustain the business. Competencies serve as the currency of the approach and provide the foundation of integration.
Partner(s):	All organizational units
Status or Outcome:	Competency modeling has continued, with core and managerial competencies having been identified. Work has also begun on identifying technical/functional competencies associated with company officer roles.

Software solutions have been identified to support the talent management initiative, and one solution has been implemented (NEOGOV).

Classes to support professional development training have been deployed, as have formal developmental assessment tools (e.g., 360-degree feedback tools).

Additional 2014-15 Accomplishments

- Successfully implemented changes in non-represented employee benefits plan designs, which included self-insuring dental, one medical plan option for active employees and retirees, partnering with Finance to establish an HRA/VEBA plan, and transitioned to a new vendor to administer the HRA/VEBA and FSA accounts for non-represented employees.
- Partnered with Health and Science High School in the Beaverton School District to pilot a Career Explorer Program which introduces students to the fire service and TVF&R. Twenty-five students participate throughout the school year in monthly workshops showcasing different aspects of the fire service.
- Implemented Human Resources side of labor contract, including updates to salary schedules, salary increases, moving from 52-hour to 51-hour work week, and adding Battalion Chiefs into the labor agreement.
- Developed and implemented a four month project plan to provide mandatory Sexual Harassment training to all employees through the online Target Solutions software. The training focused on the following objectives; 1) to define sexual harassment, 2) identify the different types of sexual harassment, 3) explain the impact of sexual harassment in the workplace, 4) recognize the employer's and the employee's role in providing a harassment-free work environment, 5) describe what to do if you are a victim of sexual harassment at work.



2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
HR FTE	6.0	6.0	6.0	7	7
Total number of employees	447	452	463	484	495
Union	330	340	349	376	383
Non-Union	117	112	114	108	112
Total number of volunteers	58	52	57	55	63
Number of employees hired	20	24	26	39	28
Volunteers on-boarded	11	15	15	0	12
Number of employee separations	5	6	7	7	7
Number of volunteer separations	9	21	10	2	4
Number of employee retirements	9	14	8	11	10
Average number of Union employees on STD (short term disability) per week	3.3	2.3	1.0	1.6	2.0
Average duration of weeks on STD per employee	10.1	12.5	12.0	9.3	11.0
Average weekly number of line personnel off- duty for injury or illness both work and non-work related	10.2	5.4	5.6	5.8	6.0
Number of selection processes completed (Total)	17	28	40	40	40
Civil Service	6	19	15	18	15
Non-Civil Service	11	9	25	22	25
Turnover (<i>not including retirements</i>)	.9%	1.6%	1.7%	1.5%	1.5%
Turnover (<i>including retirements</i>)	2.7%	4.7%	3.3%	3.8%	3.8%
Number of applications processed*	473	605	500	600*	600

*Beginning in fiscal year 2014-15, this service measure will be limited to non-Civil Service positions (applications for Civil Service positions will be tracked separately in the 10110 budget).

- Gather data on injured workers who return to light duty and submit to SAIF for reimbursement.

Goal(s)/Call(s) for Action: IV/3

Service Type(s): Essential

Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.

Human Resources, continued

2015-16 Service Measures, continued

- Successfully attract, select, retain, and promote qualified personnel for all District positions. The quality of the staffing outcomes remains critical to the success of the District.

Goal(s)/Call(s) for Action: VII/F and 4; V/5
Service Type(s): Mandatory
Measured By: The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted; all reflect overall success in employment actions.

- Ongoing analysis of positions to ensure jobs are appropriately described and classified within the District's salary structure. Job descriptions serve as the foundation for recruitment and selection, performance management, and learning and development.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to ensure that the correct work is being performed for any given position, and that positions are correctly placed in the District's salary structure as compared to both the external market and internal equity.

- Support the District's performance management system, including administration of the annual performance evaluation process as well as ongoing feedback to employees in regard to their work performance.

Goal(s)/Call(s) for Action: VII/4
Service Type(s): Essential
Measured By: Compliance rate for all employees to receive a written performance evaluation annually on July 1st, delivered during a face-to-face meeting with the employee's manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss both positive and negative feedback.

- Effectively manage all human resources records and data, including document files as well as data transactions.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Reliability of personnel-related data and records in designated repositories, including Munis, hardcopy personnel file folders, and electronic filing systems.

2015-16 Service Measures, continued

- Coordinate employee recognition programs that support employee engagement and relationship building.

Goal(s)/Call(s) for Action: IV
 Service Type(s): Essential
 Measured By: Successful coordination of key recognition events, including the annual Meritorious Awards Ceremony, Employee-of-the-Quarter, promotional ceremonies, individual recognition by the Fire Chief, retirement celebrations, and other all personnel events that support employee engagement and relationship building among employees and volunteers (e.g., summer picnics).

- Implement the Human Resource side of the current labor contract. Interpret and adapt policies and procedures that reflect the current contract language.

Goal(s)/Call(s) for Action: VII/2
 Service Type(s): Essential
 Measured By: All terms of employment addressed in the collective bargaining agreement are consistent with policies and procedures for affected employees.

2015-16 Change Strategies

- Support the development and implementation of a multi-year diversity plan, complete with benchmarks, staff resources and needs analysis. Include cost and budget impact.

Goal(s)/Call(s) for Action: V/A, B, C, and 1-5
 Budget Impact: Increase; materials and services, personnel time
 Duration: Year 1 of 5
 Budget description: In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work toward increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organization diversity to reflect the communities served.
 Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office

- As part of a multi-year strategy to provide infrastructure to the District's integrated talent management initiative, procure and implement software solution components, which will support competency profiles, job descriptions, and performance/workforce/succession management components. Update job descriptions to align functions and requirements, while incorporating competency profiles.

Goal(s)/Call(s) for Action: VII/F and 4
 Budget Impact: Increase
 Duration: Year 1 of 3
 Budget Description: While initial phased costs, software procurement, and first year subscription are anticipated to have been incurred during FY 2014-15, annual subscription costs and new implementation costs will impact FY 2015-16 and beyond.
 Partner(s): All work groups

Human Resources, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10304 General Fund						
5002 Salaries & Wages Nonunion	\$ 457,205	\$ 479,175	\$ 543,523	\$ 558,832	\$ 558,832	\$ 558,832
5004 Vacation Taken Nonunion	26,322	30,042	41,814	42,990	42,990	42,990
5006 Sick Taken Nonunion	7,210	7,453	8,364	8,601	8,601	8,601
5008 Personal Leave Taken Nonunion	465	1,827	3,587	3,688	3,688	3,688
5010 Comp Taken Nonunion	1,718	1,858				
5015 Vacation Sold	8,014	1,553	14,358	14,763	14,763	14,763
5016 Vacation Sold at Retirement						
5017 PEHP Vac Sold at Retirement		51,687				
5019 Comp Time Sold Nonunion		871				
5020 Deferred Comp Match Union						
5021 Deferred Comp Match Nonunion	19,640	22,130	29,866	37,197	37,197	37,197
5120 Overtime Union	5,806	4,244	31,216	34,548	34,548	34,548
5121 Overtime Nonunion	331	2,560	750	750	750	750
5201 PERS Taxes	99,249	91,163	135,819	113,786	113,786	113,786
5203 FICA/MEDI	36,561	39,232	52,058	51,346	51,346	51,346
5206 Worker's Comp	7,901	7,540	12,248	12,751	12,751	12,751
5207 TriMet/Wilsonville Tax	3,513	3,751	4,997	5,131	5,131	5,131
5208 OR Worker's Benefit Fund Tax	168	192	313	318	318	318
5211 Medical Ins Nonunion	86,802	90,081	108,715	110,628	110,628	110,628
5221 Post Retire Ins Nonunion	5,483	5,250	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	11,431	11,722	14,299	10,681	10,681	10,681
5240 Life/Disability Insurance	4,697	4,803	8,012	8,429	8,429	8,429
5250 Unemployment Insurance	19,619	6,184	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,583	11,880	11,880	11,880	11,880	11,880
5270 Uniform Allowance		27				
5290 Employee Tuition Reimburse		2,062				
5295 Vehicle/Cell Allowance	6,710	7,440	6,960	6,960	6,960	6,960
Total Personnel Services	820,427	884,724	1,053,079	1,057,579	1,057,579	1,057,579
5300 Office Supplies	236	483	700	500	500	500
5301 Special Department Supplies	139	762	500	500	500	500
5302 Training Supplies	2,612	3,966	2,750	1,750	1,750	1,750
5330 Noncapital Furniture & Equip		844		6,500	6,500	6,500
5367 M&R Office Equip	2,301	2,208	2,520			
5410 General Legal	10,460	4,422	10,000	10,000	10,000	10,000
5411 Collective Bargaining	2,791	53,419	15,000	15,000	15,000	15,000
5414 Other Professional Services	17,981	10,810	47,210	78,270	78,270	78,270
5415 Printing	874	19	400	400	400	400
5417 Temporary Services	4,478	13,577				
5461 External Training	8,210	9,772	11,683	8,409	8,409	8,409
5462 Travel and Per Diem	3,958	3,235	4,700	7,600	7,600	7,600
5472 Employee Recog & Awards	8,201	13,876	14,600	18,315	18,315	18,315
5484 Postage UPS & Shipping	30	27	100	100	100	100
5500 Dues & Subscriptions	2,985	2,426	3,531	5,015	5,015	5,015
5570 Misc Business Exp	2,898	4,769	4,505	10,775	10,775	10,775

Human Resources, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5571 Planning Retreat Expense	145	52	400	400	400	400
5572 Advertis/Public Notice	684	2,715	5,000	24,500	24,500	24,500
Total Materials & Services	68,983	127,381	123,599	188,034	188,034	188,034
Total General Fund	\$ 889,410	\$ 1,012,105	\$ 1,176,678	\$ 1,245,613	\$ 1,245,613	\$ 1,245,613



Program Description

The Logistics Division consists of five departments: Communications, Information Technology, Supply, Fleet Maintenance, and Facilities Maintenance. The Service Measures for these departments are found within their respective program information.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 308,822	\$ 252,305	\$ 322,629	\$ 349,828
Materials & Services	13,499	37,331	40,965	112,022
Total Expenditure	\$ 322,321	\$ 289,635	\$ 363,594	\$ 461,850

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Logistics Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2015-16 Significant Changes

Personnel Services reflect projected salary and benefit costs for assigned personnel. Within Materials and Services, Other Professional Services reflects professional service fees for appraisals, engineering services, and land surveys for scoping for future fire stations. The increases in this account are directly associated with local option levy commitments to purchase additional station sites.

Status of 2014-15 Service Measures

- Provide for the planning, resource allocation, service delivery, and accountability for the departments and programs assigned to the Logistics Division.

Goal(s)/Call(s) for Action: I; III; VI; VII/3
 Service Type(s): Mandatory, Essential, Discretionary, Management
 Measured By: The combined Service Measures of the departments and program assigned to the Logistics Division.
 Status or Outcome: In partnership with EMS, Fleet and Supply successfully outsourced the filling of oxygen bottles. Provided input on a number of AMP projects that impacted Logistics.

Logistics Administration, continued

Status of 2014-15 Service Measures, continued

- Administer the respiratory protection program to assure compliance with federal and state regulations for all divisions within the District.

Goal(s)/Call(s) for Action: IV/1
Service Type(s): Mandatory, Management
Measured By: Annual compliance review and inspection of all divisions' respiratory forms and tests.
Status or Outcome: An annual audit was performed in September 2014 by the Respiratory Program Administrator. The District was found to be in compliance.

Status of 2014-15 Change Strategies

- Pursue a relationship with an energy savings performance contract provider to identify an integrated and comprehensive approach to energy efficiencies and the utilization of renewable energy leveraging budget neutral solutions.

Goal(s)/Call(s) for Action: VI
Budget Impact: Budget neutral
Duration: Year 1 of TBD
Budget Description: This is a multi-phase project with the duration still to be determined in Year 1. Issue a request for proposal to secure a provider. The provider performs a District-wide audit to uncover areas for cost savings from energy efficiency, renewable energy options, and energy management. The provider will also identify financing options and provide a timetable for estimated return on investment.
Partner(s): Fleet, Facilities, Supply, Finance, Fire Chief's Office
Status or Outcome: An RFP was issued in October 2014. A consultant was selected to perform a Technical Energy Audit in FY16. The Facilities Operations Manager assigned as the lead for this initiative.

- Act as the primary liaison for the District to engage with the WCCCA CAD replacement project team and executives throughout the project to ensure TVF&R's core functional requirements are met.

Goal(s)/Call(s) for Action: VI/1
Budget Impact: Budget neutral
Duration: Year 1 of 2
Budget Description: Provide support and staffing resources as necessary to ensure a successful project completion.
Partner(s): Communications, Information Technology, Integrated Operations
Status or Outcome: IT and Communications have engaged with WCCCA as needed. IT recommended the server hardware, and designed the virtual and shared storage solution.

Additional 2014-15 Accomplishments

- In November 2014, the Board of Directors approved the recommendation to replace SCBA masks with Scott High Temperature masks to address potential life safety issues. The masks were put into service in February 2015.

2015-16 Service Measures

- Provide for the planning, resource allocation, service delivery, and accountability for the departments and programs assigned to the Logistics Division.

Goal(s)/Call(s) for Action: I; III; VI; VII/3
 Service Type(s): Mandatory, Essential, Discretionary, Management
 Measured By: The combined Service Measures of the departments and program assigned to the Logistics Division.

- Administer the respiratory protection program to ensure compliance with federal and state regulations for all divisions within the District.

Goal(s)/Call(s) for Action: IV/1
 Service Type(s): Mandatory, Management
 Measured By: Annual compliance review and inspection of all divisions' respiratory forms and tests.

2015-16 Change Strategies

- Pursue a relationship with an energy savings performance contract provider to identify an integrated and comprehensive approach to energy efficiencies and the utilization of renewable energy leveraging budget neutral solutions.

Goal(s)/Call(s) for Action: VI
 Budget Impact: Budget neutral
 Duration: Year 2 of TBD
 Budget Description: An ESCO provider performs a District-wide audit to uncover areas for cost savings from energy efficiency, renewable energy options, and energy management. The provider will also identify financing options and provide a timetable for estimated return on investment.
 Partner(s): Fleet, Facilities, Supply, Finance, Fire Chief's Office

- Act as the primary liaison for the District to engage with the WCCCA CAD replacement project team and executives throughout the project to ensure TVF&R's core functional requirements are met.

Goal(s)/Call(s) for Action: VI/1
 Budget Impact: Budget neutral
 Duration: Year 2 of TBD
 Budget Description: Provide support and staffing resources as necessary to ensure a successful project completion.
 Partner(s): Communications, Information Technology, Integrated Operations

Logistics Administration, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10170 General Fund						
5002 Salaries & Wages Nonunion	\$ 112,244	\$ 146,779	\$ 169,851	\$ 185,517	\$ 185,517	\$ 185,517
5004 Vacation Taken Nonunion	5,248	11,293	13,067	14,272	14,272	14,272
5006 Sick Taken Nonunion	1,582	2,245	2,614	2,855	2,855	2,855
5008 Personal Leave Taken Nonunion	204	106	1,121	1,225	1,225	1,225
5010 Comp Taken Nonunion	357	297				
5015 Vacation Sold			10,769	11,762	11,762	11,762
5016 Vacation Sold at Retirement	35,502					
5021 Deferred Comp Match Nonunion	4,740	7,232	9,334	16,683	16,683	16,683
5041 Severance Pay	55,460					
5121 Overtime Nonunion		60	100	100	100	100
5201 PERS Taxes	30,149	22,899	42,559	30,077	30,077	30,077
5203 FICA/MEDI	14,207	11,851	16,313	17,000	17,000	17,000
5206 Worker's Comp	2,148	2,499	3,838	4,301	4,301	4,301
5207 TriMet/Wilsonville Tax	1,465	1,155	1,565	1,730	1,730	1,730
5208 OR Worker's Benefit Fund Tax	37	52	86	89	89	89
5211 Medical Ins Nonunion	31,802	32,319	37,592	50,042	50,042	50,042
5221 Post Retire Ins Nonunion	1,290	1,575	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,953	4,018	3,444	3,110	3,110	3,110
5240 Life/Disability Insurance	991	1,494	2,216	2,730	2,730	2,730
5270 Uniform Allowance	34	72		175	175	175
5290 Employee Tuition Reimburse	1,791					
5295 Vehicle/Cell Allowance	5,617	6,360	6,360	6,360	6,360	6,360
Total Personnel Services	308,822	252,305	322,629	349,828	349,828	349,828
5300 Office Supplies	124	4	225	225	225	225
5301 Special Department Supplies	72	34	200	200	200	200
5330 Noncapital Furniture & Equip	222			6,700	6,700	6,700
5350 Apparatus Fuel/Lubricants	2,812	2,375	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv			7,500	7,500	7,500	7,500
5367 M&R Office Equip	1,921	1,821	2,148			
5400 Insurance Premium				137	137	137
5414 Other Professional Services	3,795	15,329	21,000	85,000	85,000	85,000
5415 Printing	435	510	500	500	500	500
5417 Temporary Services		14,226				
5461 External Training	825	2,473	3,350	3,910	3,910	3,910
5462 Travel and Per Diem	1,857	467	392	1,450	1,450	1,450
5500 Dues & Subscriptions	414			700	700	700
5570 Misc Business Exp	1,023	92	250	300	300	300
5571 Planning Retreat Expense			400	400	400	400
Total Materials & Services	13,499	37,331	40,965	112,022	112,022	112,022
Total General Fund	\$ 322,321	\$ 289,635	\$ 363,594	\$ 461,850	\$ 461,850	\$ 461,850

Program Description

The Fleet Maintenance section of the Logistics Department provides a full range of services for emergency apparatus, light trucks, automobiles, communications equipment, and self-contained breathing apparatus (SCBA). This department is responsible for delivering preventive and corrective maintenance services, mobile field repair, apparatus specifications, standardized vehicle setup, and computerized maintenance management to Tualatin Valley Fire and Rescue's vehicles. In addition, the District provides limited services to neighboring fire departments. The maintenance procedures provided are specifically designed in keeping with fire industry standards to preserve the investment in the apparatus and equipment and to ensure the operational capability to respond to emergencies. The Fleet Maintenance section is responsible for the annual testing and certification procedures conducted on fire pumps, SCBAs, aerial devices, lifting equipment, and for vehicle emissions.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,398,525	\$ 1,452,382	\$ 1,862,262	\$ 1,537,781
Materials & Services	575,615	594,482	653,207	724,763
Total Expenditure	\$ 1,974,140	\$ 2,046,863	\$ 2,515,469	\$ 2,262,544

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	2.00	2.00	2.00	1.00
Fleet Technician	8.00	9.00	9.00	8.00
Fleet Parts & Small Engine Technician	1.00	1.00	1.00	1.00
Respiratory & Emergency Equipment Tech	1.00	0.00	0.00	0.00
Fleet Utility Worker	0.00	1.00	1.00	1.00
Fleet Operations Assistant	1.00	1.25	1.25	1.00
Total Full-Time Equivalents (FTE)	14.00	15.25	15.25	13.00

2015-16 Significant Changes

Personnel costs are reduced reflecting the end of a service contract with Clackamas Fire District, as that District elected to implement an internal fleet maintenance program.

Fleet Maintenance, continued

Status of 2014-15 Service Measures

- Maintain non-capital fleet maintenance costs at or below established benchmarks - Averages based on 8,765 hours per year.

Goal(s)/Call(s) for Action:	VI/E
Service Type(s):	Mandatory
Measured By:	Benchmarks
	<ul style="list-style-type: none"> • Pumpers \$3.45/hour • Aerial Pumpers \$4.75/hour • Trucks \$4.75/hour • Code 3 Staff \$0.35/hour • Staff \$0.30/hour
Status or Outcome:	<ul style="list-style-type: none"> • Pumpers \$2.59/hour • Aerial Pumpers \$5.25/hour • Trucks \$4.29/hour • Code 3 Staff \$0.34/hour • Staff \$0.20/hour

- Percentage of apparatus preventative maintenance services completed within the annual scheduled service plan - Benchmark: 90%.

Goal(s)/Call(s) for Action:	VI/E and 2
Service Type(s):	Mandatory
Measured By:	The percentage of total preventative maintenance services completed within the annual scheduled service period.
Status or Outcome:	60% of the Fleet preventative maintenance services were completed within the annual scheduled service period.

- Report the percentages of resource allocation against program totals - Benchmark: Chargeable (billable) of 80%; management and non-chargeable (overhead) of 20%.

Goal(s)/Call(s) for Action:	VI/E
Service Type(s):	Management
Measured By:	The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.
Status or Outcome:	86% of resource hours were recorded as chargeable time to fleet functions; 14% of resource hours were recorded as non-chargeable overhead.

- Report the percentage of scheduled and non-scheduled maintenance events - Benchmark: 80% for scheduled corrective and preventative maintenance; 20% for emergency maintenance.

Goal(s)/Call(s) for Action:	VI/1
Service Type(s):	Mandatory
Measured By:	The percentage of total procedures completed that are scheduled and emergency.
Status or Outcome:	Less than 1% of all maintenance events are emergency maintenance events.

Status of 2014-15 Service Measures, continued

- Forecast Fleet Maintenance expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI/E; VII/E and 3
 Service Type(s): Essential
 Measured By: Provide Finance with a long-term capital plan for apparatus, staff, and pool vehicle replacements.
 Status or Outcome: Completed long-term capital plan for Finance; this plan is updated monthly as needed.

Status of 2014-15 Change Strategies

- Apply a telemetry-based program and infrastructure for District apparatus to provide real-time critical data reporting to departments.

Goal(s)/Call(s) for Action: VI/1
 Budget Impact: Budget Increase
 Duration: Year 1 of 2
 Budget Description: The first year will focus on evaluating and identifying opportunities to provide telemetry data from frontline, first out engine, truck, technical rescue, and rehab vehicles. The ability to collect this data will be instrumental to Logistics and Integrated Operations by providing the capacity to track critical vehicle information, vehicle performance, proactive alerting of diagnostic messages and fuel usage data. The possibility of sharing this data with the Planning department in the form of a “vehicle run log” may provide an option to cross check and verify E-GIS data regarding turnout and response times. Depending on the outcome, the second year will focus on implementation into secondary apparatus and medium duty emergency vehicles such as Medics, Cars, and Command Staff units.
 Partner(s): Fleet, Information Technology, Communications, Finance, Integrated Operations, Planning
 Status or Outcome: Fleet tested three telemetry solutions. It was determined that the system utilizing the vehicle’s existing Onboard Mobile Gateway was far superior. The ability to share the data in the form of a vehicle run log through E-GIS needs further tests to determine its value. Fleet will have the required hardware installed for front line apparatus before the end of FY15.

Additional 2014-15 Accomplishments

- Purchased, prepared and put into service two DC Interceptor vehicles.
- Finalized Medic contract with Braun NW for six Medic modules; three Medics will be completed by May 2015.
- Purchased, prepared and put into service three Fire Chief Office vehicles.
- Purchased, prepared and put into service one AFM vehicle.
- Developed specifications and signed contract for the purchase of three Tractor Drawn Aerial apparatus.

Fleet Maintenance, continued

2015-16 Service Measures

Service Measures	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimate
TVF&R Fleet					
Response Vehicles Maintained	116	117	118	124	127
Non-Response Vehicles Maintained	58	59	60	60	69
Total Vehicles Maintained	174	176	178	184	196
Maintenance Costs	\$ 1,127,546	\$ 1,210,532	\$1,291,143	\$1,360,000	\$1,450,000
Outside Agency Fleets					
Response Vehicles Maintained	115	116	125	128	49
Maintenance Costs	\$ 632,144	\$ 662,161	\$811,188	845,000	269,000*

*Reflects completion of Clackamas Fire IGA.

- Maintain non-capital fleet maintenance costs at or below established benchmarks - Averages based on 8,765 hours per year.

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: Benchmarks

- Pumpers \$3.45/hour
- Aerial Pumpers \$5.25/hour
- Trucks \$4.75/hour
- Code 3 Staff \$0.35/hour
- Staff \$0.30/hour

- Percentage of apparatus preventative maintenance services completed within the scheduled service period - Benchmark: 90%.

Goal(s)/Call(s) for Action: VI/2
Service Type(s): Mandatory
Measured By: The percentage of total preventative maintenance services completed within the scheduled service period.

- Ensure a program resource allocation of 80% chargeable (billable) and 20% management and non-chargeable (overhead) hours.

Goal(s)/Call(s) for Action: VI
Service Type(s): Management
Measured By: The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

- Forecast Fleet Maintenance expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI; VII/3
Service Type(s): Essential
Measured By: Provide Finance with a long-term capital plan for apparatus, staff, and pool vehicle replacements.

2015-16 Change Strategies

- Apply a telemetry-based program and infrastructure for District apparatus to provide real-time critical data reporting to departments.

Goal(s)/Call(s) for Action: VI/1
 Budget Impact: Budget Increase
 Duration: Year 2 of 2
 Budget Description: The second year will focus on implementation into secondary apparatus and medium duty emergency vehicles such as CARS, Command Staff, and general day staff units as applicable. Continue to research the ability to share the data through E-GIS to support IOPS and other departments.
 Partner(s): Fleet, Information Technology, Communications, Fire Chief's Office, and Integrated Operations

- Add two Fleet Technicians to support the increased workload due to program expansion related to the addition of apparatus from the planned capital bond and local option levy funded projects. In FY 2014-15, Fleet was unable to meet the established 90% benchmark to complete preventative maintenance services, completing 60% within the annual scheduled service plan. Fleet has historically proven that performing preventative maintenance in house is more cost effective than contracting out the work.

Goal(s)/Call(s) for Action: VII/3
 Budget Impact: Increase required
 Duration: Year 1 of 1
 Budget Description: Personnel Services
 Partner(s): Human Resources

Fleet Maintenance, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10571 General Fund						
5002 Salaries & Wages Nonunion	\$ 795,051	\$ 847,536	\$ 1,030,471	\$ 859,701	\$ 859,701	\$ 859,701
5004 Vacation Taken Nonunion	52,853	52,067	78,720	65,915	65,915	65,915
5006 Sick Taken Nonunion	47,671	23,227	15,749	13,188	13,188	13,188
5008 Personal Leave Taken Nonunion	4,993	4,656	6,754	5,658	5,658	5,658
5010 Comp Taken Nonunion	4,399	7,170				
5015 Vacation Sold	4,925	3,778	16,218	13,581	13,581	13,581
5019 Comp Time Sold Nonunion	684	1,364				
5021 Deferred Comp Match Nonunion	33,907	37,287	56,228	47,084	47,084	47,084
5121 Overtime Nonunion	7,242	11,201	8,000	12,000	12,000	12,000
5201 PERS Taxes	131,038	137,340	241,948	141,668	141,668	141,668
5203 FICA/MEDI	68,347	70,603	92,737	74,260	74,260	74,260
5206 Worker's Comp	14,511	14,798	21,819	18,319	18,319	18,319
5207 TriMet/Wilsonville Tax	6,327	6,638	8,899	7,374	7,374	7,374
5208 OR Worker's Benefit Fund Tax	360	420	534	455	455	455
5211 Medical Ins Nonunion	176,758	185,497	220,220	225,769	225,769	225,769
5221 Post Retire Ins Nonunion	14,175	11,700	13,725	11,700	11,700	11,700
5230 Dental Ins Nonunion	23,017	23,835	27,360	21,725	21,725	21,725
5240 Life/Disability Insurance	8,374	9,082	16,580	14,084	14,084	14,084
5270 Uniform Allowance	3,893	4,185	6,300	4,700	4,700	4,700
5295 Vehicle/Cell Allowance				600	600	600
Total Personnel Services	1,398,525	1,452,382	1,862,262	1,537,781	1,537,781	1,537,781
5300 Office Supplies	1,182	1,030	1,250	1,000	1,000	1,000
5301 Special Department Supplies	18,508	16,052	19,100	18,100	18,100	18,100
5302 Training Supplies			150	250	250	250
5305 Fire Extinguisher	237		225	225	225	225
5320 EMS Supplies	13					
5321 Fire Fighting Supplies	47	39	12,000	12,000	12,000	12,000
5330 Noncapital Furniture & Equip	4,969	1,834	3,075	7,950	7,950	7,950
5350 Apparatus Fuel/Lubricants	11,761	11,905	29,800	21,800	21,800	21,800
5361 M&R Bldg/Bldg Equip & Improv	30,222	22,778	15,206	13,255	13,255	13,255
5363 Vehicle Maintenance	430,280	458,249	461,512	546,850	546,850	546,850
5365 M&R Firefight Equip	37,091	40,887	56,236	56,710	56,710	56,710
5367 M&R Office Equip	3,952	4,342	5,400	4,200	4,200	4,200
5415 Printing	27	38	100	100	100	100
5416 Custodial & Bldg Services	4,136	4,622	5,998	6,238	6,238	6,238
5432 Natural Gas	5,705	5,647	5,200	5,350	5,350	5,350
5433 Electricity	14,656	15,004	15,900	16,400	16,400	16,400
5434 Water/Sewer	1,525	1,980	1,500	2,200	2,200	2,200
5436 Garbage	1,507	1,662	1,600	1,650	1,650	1,650
5461 External Training	3,470	3,605	6,650	2,900	2,900	2,900
5462 Travel and Per Diem	652	614	2,275			
5484 Postage UPS & Shipping	308	91	200			
5500 Dues & Subscriptions	300	420	330	210	210	210
5502 Certifications & Licensing	50	398	500	375	375	375

Fleet Maintenance, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5570 Misc Business Exp	271	199	300			
5572 Advertis/Public Notice		48	200	500	500	500
5573 Inventory Over/Short/Obsolete	(1,647)	(3,236)	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense	6,393	6,274	7,500	5,500	5,500	5,500
Total Materials & Services	575,615	594,482	653,207	724,763	724,763	724,763
Total General Fund	\$ 1,974,140	\$ 2,046,863	\$ 2,515,469	\$ 2,262,544	\$ 2,262,544	\$ 2,262,544



Program Description

Facilities Maintenance's primary responsibility is to protect the public's investment in emergency services facilities and ensure effective and uninterrupted emergency response by maintaining the District's facilities and equipment through inspection and preventive maintenance. Facilities Maintenance manages the District's environmental compliance efforts, including improving overall energy efficiency within the facilities and equipment. Staff also supervises the design and construction of new facilities and seismic upgrades and renovation/remodel projects of existing District facilities.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 819,877	\$ 832,169	\$ 948,778	\$ 933,674
Materials & Services	91,800	140,410	111,448	180,812
Total Expenditure	\$ 911,677	\$ 972,578	\$ 1,060,226	\$ 1,114,486

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Facilities Operations Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Lead Tech.	1.00	1.00	0.00	0.00
Facilities Maintenance Tech. - LME	4.00	3.00	4.00	3.00
Facilities Maintenance Technician	0.00	1.00	1.00	2.00
Facilities Maintenance Administrative Specialist	1.00	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00

2015-16 Significant Changes

Personnel Services in 2015-16 were adjusted to reflect current employees.

Increase in Materials and Services reflect building maintenance and repair projects budgeted in this department budget with account 5361. Remaining 5361 funds include budget for upkeep of surplus and property purchased for future use. Utility costs are also included and estimated for vacant properties until sold or repurposed or until fire station construction on acquired land is necessary. Account 5414, Other Professional Services, was increased to allow for a technical energy audit for \$40,000; and \$8,000 for roofing inspections.

Facilities Maintenance, continued

Status of 2014-15 Service Measures

- Maintain corrective maintenance work order efficiency.

Goal(s)/Call(s) for Action: VI/E and 2
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.

Status or Outcome: Met at two days to start, and an average of four days to complete corrective maintenance work orders.

- Total percentage of travel time is an average of less than 25 hours per month per technician.

Goal(s)/Call(s) for Action: VI/E and 2
Service Type(s): Essential
Measured By: An average travel time of less than 25 hours per month for each Facility Technician/Utility Worker.

Status or Outcome: Averages 22.5 hours of travel time for each Facility Technician/Utility worker.

- Total percentage of labor charged to administrative functions is less than 13%.

Goal(s)/Call(s) for Action: VI/E and 2
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 13% of total billable labor hours.

Status or Outcome: Averaged 12.5% total billable hours charged to an administrative function.

- Reduce cost and consumption of energy throughout the District.

Goal(s)/Call(s) for Action: VI/A, D, E, 1 and 2
Service Type(s): Essential
Measured By: Continue work with Energy Trust of Oregon for assistance in reducing energy costs by reinvestments and upgrades District-wide.

Status or Outcome: Obtained Energy Trust of Oregon funding to re-lamp Stations 51 and 52, for an estimated savings of \$1,400-\$1,500/year per station.

- Continually reassess and reinvest in infrastructure and lifecycle programs by tracking repairs in the work order system.

Goal(s)/Call(s) for Action: VI/A, E, 1 and 2
Service Type(s): Essential
Measured By: The percentage of billable labor hours charged to an asset to determine if it is more cost effective to replace or continue to repair that asset.

Status or Outcome: Completed a large concrete project at NOC.

Status of 2014-15 Service Measures, continued

- Forecast Facilities Maintenance expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI/E; VII/E and 3
 Service Type(s): Essential
 Measured By: Provide Finance with a long-term capital plan for Facilities life cycle planning.
 Status or Outcome: **Provided Finance with a long-term capital plan that is updated annually for life cycle and capital planning.**

Status of 2014-15 Change Strategies

- Upgrade, setup, and configure supported HVAC units for remote access capabilities to troubleshoot, diagnose, and repair units, reducing the need to physically access the buildings.

Goal(s)/Call(s) for Action: VI/ A, E, 1 and 2
 Budget Impact: Increase required
 Duration: Year 2 of 3
 Budget Description: Setup, graphic design fee, and connectivity for HVAC units at Fleet, Training Center, and Station 34 to be supported remotely on the network as a result of an energy audit recommendation. This request supports the District-wide energy related Facilities Change Strategy started in fiscal year 2013-14.
 Partner(s): Facilities, Information Technology, external vendors
 Status or Outcome: **Added five buildings: Stations 34, 61, 67, 66 and CBOC. Fleet and Training Center have been removed from this project until further decisions have been made about the future of the sites.**

- Provide mobile technology for quicker response, which will reduce travel time and provide real time information.

Goal(s)/Call(s) for Action: VI/ A, E, 1 and 2
 Budget Impact: Increase required
 Duration: Year 1 of 1
 Budget Description: Panasonic Toughbook's for five Facilities Technicians to replace existing assigned desktops. The solution will include mobile connectivity and mounting hardware for the trucks.
 Partner(s): Facilities, Information Technology, external vendors
 Status or Outcome: **Completed**

Additional 2014-15 Accomplishments

- Major repairs and upgrades to Station 35.
- Added intrusion alarms to 368, NOC, Fleet and Supply along with adding access control to 51, 52, 60, 61, and 67.
- Replaced the roof at the South Shop.
- Reconfigured station 62 to support the E92 recruit academy.
- Remodeled the second floor of the Training Center to provide a more collaborative working environment.

Facilities Maintenance, continued

2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Square footage maintained for facilities	351,385	354,036	366,868 ¹	362,874 ²	361,736 ³
District costs per square foot	\$ 3.34	\$ 3.91	\$ 4.13	\$4.22	\$4.17
Efficiency rating on completed work orders	87%	88%	88%	88%	88%
Average days to start corrective maintenance	2	2	2	2	2
Average days to complete corrective maintenance	2	4	4	4	4
Average percentage of labor charged to administrative functions	12%	12%	12%	12.5%	12%
Average travel hours per month by Technicians	23	24	23	22.5	24
Percentage of total available resource hours required to support capital bond projects	8%	8%	8%	8%	8%

¹ The South Shop and South Operating Center/Station 56 were added. The Jenkins Road facility was removed due to its sale.

² Includes the addition of new Station 68 and the sale of old Station 65.

³ Includes the addition of Station 70 and removal of old Station 68.

- Maintain corrective maintenance work order efficiency.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.

- Total percentage of travel time is an average of less than 25 hours per month per technician.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Essential
Measured By: An average travel time of less than 25 hours per month for each Facility Technician/Utility Worker.

- Total percentage of labor charged to administrative functions is less than 13%.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 13% of total billable labor hours.

- Reduce cost and consumption of energy throughout the District.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Essential
Measured By: Continue work with Energy Trust of Oregon for assistance in reducing energy costs by reinvestments and upgrades District-wide.

2015-16 Service Measures, continued

- Continually reassess and reinvest in infrastructure and lifecycle programs by tracking repairs in the work order system.

Goal(s)/Call(s) for Action: VI/1 and 2
 Service Type(s): Essential
 Measured By: The percentage of billable labor hours charged to an asset to determine if it is more cost effective to replace or continue to repair that asset.

- Forecast Facilities Maintenance expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI; VII/3
 Service Type(s): Essential
 Measured By: Provide Finance with a long-term capital plan for Facilities life cycle planning.

2015-16 Change Strategies

- Upgrade, setup, and configure supported HVAC units for remote access capabilities to troubleshoot, diagnose, and repair units, reducing the need to physically access the buildings.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Increase required
 Duration: Year 3 of 3
 Budget Description: Setup connectivity for HVAC units at Stations 50, 53, 56, 58, 59, 64, 65, 51, 52 and 68 to be supported remotely on the network as a result of an energy audit recommendation. This request supports the District-wide energy related Logistics Administration Change Strategy started in fiscal year 2013-14.
 Partner(s): Information Technology, external vendors

- Install District Standard turnout lockers in stations that can physically support them.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Increase required
 Duration: Year 1 of 2
 Budget Description: District-wide review of the turnout lockers has been completed to determine which stations can accommodate the District standard turnout lockers. During the fiscal year 2015-2016, installation will be completed in Stations 34, 57 and 61. During fiscal year 2016-2017 installation will be completed in 51, 52, and Station 60.
 Partner(s): Integrated Operations

Facilities Maintenance, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10582 General Fund						
5002 Salaries & Wages Nonunion	\$ 475,656	\$ 458,264	\$ 528,704	\$ 525,676	\$ 525,676	\$ 525,676
5004 Vacation Taken Nonunion	36,410	36,196	40,508	40,276	40,276	40,276
5006 Sick Taken Nonunion	13,379	11,103	8,106	8,058	8,058	8,058
5008 Personal Leave Taken Nonunion	4,067	3,404	3,474	3,455	3,455	3,455
5010 Comp Taken Nonunion	3,729	3,904				
5015 Vacation Sold			13,910	13,830	13,830	13,830
5016 Vacation Sold at Retirement		27,438				
5017 PEHP Vac Sold at Retirement		2,311				
5019 Comp Time Sold Nonunion		158				
5021 Deferred Comp Match Nonunion	21,186	22,160	28,935	28,769	28,769	28,769
5121 Overtime Nonunion	728	3,599	1,500	1,500	1,500	1,500
5201 PERS Taxes	97,434	97,400	124,781	103,683	103,683	103,683
5203 FICA/MEDI	39,262	40,175	47,826	45,352	45,352	45,352
5206 Worker's Comp	11,601	7,290	11,253	11,188	11,188	11,188
5207 TriMet/Wilsonville Tax	3,635	3,775	4,593	4,502	4,502	4,502
5208 OR Worker's Benefit Fund Tax	212	223	303	303	303	303
5211 Medical Ins Nonunion	86,036	88,926	101,989	115,869	115,869	115,869
5221 Post Retire Ins Nonunion	7,200	6,450	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,941	12,465	13,972	12,505	12,505	12,505
5240 Life/Disability Insurance	5,129	4,870	8,724	8,688	8,688	8,688
5270 Uniform Allowance	2,270	2,058	3,000	2,820	2,820	2,820
Total Personnel Services	819,877	832,169	948,778	933,674	933,674	933,674
5300 Office Supplies	1,779	1,038	1,200	1,200	1,200	1,200
5301 Special Department Supplies	10,821	12,522	10,500	10,500	10,500	10,500
5305 Fire Extinguisher	56		500	500	500	500
5320 EMS Supplies	12		100	100	100	100
5321 Fire Fighting Supplies	201	104	200	150	150	150
5330 Noncapital Furniture & Equip	2,746	6,554	5,300	5,900	5,900	5,900
5350 Apparatus Fuel/Lubricants	17,079	17,303	18,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	36,180	69,719	30,015	56,125	56,125	56,125
5367 M&R Office Equip	3,867	4,336	4,380	4,292	4,292	4,292
5413 Consultant Fees		200				
5414 Other Professional Services	947	1,223		48,000	48,000	48,000
5415 Printing	80	50	1,000	1,000	1,000	1,000
5416 Custodial & Bldg Services			1,200	1,260	1,260	1,260
5432 Natural Gas	2,608	5,185	6,286	5,940	5,940	5,940
5433 Electricity	3,017	7,371	11,871	9,840	9,840	9,840
5434 Water/Sewer	6,603	7,212	10,080	6,360	6,360	6,360
5436 Garbage	666	771	2,460	1,500	1,500	1,500
5450 Rental of Equip	3,522	4,154	5,000	5,000	5,000	5,000
5461 External Training		1,005	510	1,345	1,345	1,345
5462 Travel and Per Diem	990	146	446	1,145	1,145	1,145
5484 Postage UPS & Shipping	14	33	150	100	100	100
5500 Dues & Subscriptions	316	885	1,170	1,170	1,170	1,170

Facilities Maintenance, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5502 Certifications & Licensing	155		380	485	485	485
5570 Misc Business Exp	143	481	300	500	500	500
5571 Planning Retreat Expense			200	200	200	200
5572 Advertis/Public Notice		120	200	200	200	200
Total Materials & Services	91,800	140,410	111,448	180,812	180,812	180,812
Total General Fund	\$ 911,677	\$ 972,578	\$ 1,060,226	\$ 1,114,486	\$ 1,114,486	\$ 1,114,486



Program Description

The Information Technology (IT) Department is responsible for supporting the District's computing infrastructure, including the Local Area Network, Wide Area Network, and Wireless Local Area Network. IT manages the District's servers and file systems, network infrastructure equipment, VoIP switches and phones, Internet access, databases, and email resources. IT supports approximately 600 computing devices District-wide. The department maintains proper licensing and maintenance contracts for District owned software and hardware. The Information Technology Department partners with all divisions to evaluate technology needs and determine the best solutions to meet immediate needs, as well as the District's long-term needs. IT provides support for District-owned technology via the IT Service Desk. IT also provides 24x7 technical support for Integrated Operations through an after-hours on-call rotation. Limited external fire district service contracts have also been provided to two fire departments since 2013.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Adopted Budget
Personnel Services	\$ 994,440	\$ 846,322	\$ 1,157,260	\$ 901,485
Materials & Services	710,928	712,850	1,153,653	1,528,524
Total Expenditure	\$ 1,705,368	\$ 1,559,172	\$ 2,310,913	\$ 2,430,009

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
IT Manager	1.00	1.00	1.00	0.00
Senior Systems Administrator	1.00	1.00	1.00	1.00
Senior Database Administrator	1.00	1.00	1.00	1.00
IT Network Engineer	1.00	1.00	1.00	1.00
Systems Administrator-II	1.00	1.00	1.00	1.00
Systems Administrator-I	1.00	1.00	1.00	1.00
Service Desk Specialist	2.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	7.00

Information Technology, continued

2015-16 Significant Changes

The decrease in Personnel Services is due to the elimination of the IT Manager position.

The increase in Materials and Services is largely due to increases in accounts 5340 and 5368. The 2015-16 budget in 5330 includes \$25,600 for Toughbooks in response Cars utilized as MDCs; \$37,500 tablet replacements for Deputy Fire Marshal and Inspectors; Zero Client desktop replacements for \$4,500; computer monitor replacements for \$18,000; conference room phones for \$10,000; iPad replacements for \$13,140 and additional iPads for \$7,000; MacMinis for \$10,000; and other small equipment purchases. Account 5340 is expanded to include all hosted software solutions and annual subscription costs for software, and includes \$119,822 for Munis annual maintenance and support, \$100,000 for annual OnSceneRMS maintenance, as well as an additional \$76,000 for integrated talent management software, \$74,900 for Microsoft Office 365 Suite upgrade, \$64,000 for GIS annual software fee, \$46,000 for the District's learning management cloud-based system solution, \$40,000 for a cloud based project management tool, and the annual maintenance costs for all programs. Amounts in account 5368 relate to annual maintenance costs for hardware, telephone systems, District television, firewall maintenance and includes maintenance costs for new security and shared storage hardware. Account 5347 Cable Access, includes the broadband internet connections throughout the District.

Status of 2014-15 Service Measures

- Participate as an active partner in project management, planning, and implementation to support District-wide business technology solutions.

Goal(s)/Call(s) for Action: VI/1 and 2; VII
Service Type(s): Management
Measured By: Completed technology projects.
Status or Outcome: Implemented a solution to encrypt email sent to external recipients containing Protected Health Information and sensitive financial information. Partnered with the Fire Marshal's office to replace the current tablets. Deploying iPhones and iPads to front line apparatus. Exploring ways to automate apparatus checks and inventory.

- Forecast IT expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI/E; VII/E and 3
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
Status or Outcome: Complete

- Pursue opportunities and proactively engage with partner agencies to support and encourage efforts in the area of technology integration, support, and delivery.

Goal(s)/Calls for Action: VI/1
Service Type(s): Essential
Measured By: The creation of new and renewals of existing technology intergovernmental agreements. Other tasks and projects with partner agencies will also be cataloged.
Measured By: Intergovernmental Agreements
Status or Outcome: Provide service desk support for Canby Fire Department. Provide MobileCom access for Forest Grove and Banks fire departments. Performed research and systems design of the server and storage hardware solution for the new Tiburon Command CAD at WCCCA.

Status of 2014-15 Change Strategies

- Expand desktop virtualization – Multi-year plan to migrate users from existing physical desktops to a virtual environment. The conversion strategy is expected to affect 80-90% of District users.

Goal(s)/Call(s) for Action: III; VI/1 and 2; VII
 Budget Impact: Cost savings through lower energy consumption and longer lifespan for desktops as well as lower support and management overhead.
 Duration: Year 1 of 3 (phased migration)
 Budget Description: Expanded VMware View licenses, Zero client purchases to replace station computers, monitor refresh, and View server hardware purchase.
 Partner(s): District-wide
 Status or Outcome: Replaced legacy desktop hardware with all-in-one virtual desktop technology in all fire stations. Converted users of SSL-VPN remote access to virtual technology.

- Evaluate opportunities for IT to provide an external service delivery model to support regional agencies. Develop an enterprise service delivery model to accommodate technology needs over extended geographical locations.

Goal(s)/Call(s) for Action: VI/1
 Budget Impact: Resource neutral
 Duration: Year 1 of TBD
 Budget Description: Ongoing intergovernmental agreement with Canby Fire to provide IT support and two-year IGA with Forest Grove Fire & Rescue to provide MobileCom application services.
 Partner(s): Fire Chief's Office
 Status or Outcome: A service delivery model has been established. This change strategy will not be carried forward as the model has been integrated into daily operations.

- Develop document management roadmap – Work with the Records Management Specialist to determine the appropriate technology to address deficiencies in the management of specific electronic records. This is likely to include email, SharePoint, and network file shares.

Goal(s)/Call(s) for Action: VI/1
 Budget Impact: Based on the plan developed, this could include additional Microsoft licensing.
 Duration: Year 1 of TBD
 Budget Description: Increase
 Partner(s): Fire Chief's Office
 Status or Outcome: Implemented email SSL encryption and ViaWorks, an electronic search and discovery tool. Worked closely with the Records Analyst to implement records retention and electronic media policies.

Information Technology, continued

Additional 2014-15 Accomplishments

- Implemented new technology for encrypting internal web traffic to improve security.
- Installed new servers to increase performance of virtual desktops.
- Implemented a mobile device passcode policy.
- Received a \$90,000 grant.

2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
<u>Service Desk work orders</u>	1,310	862	773	554	498
Business hours	1,219	784	718	514	463
Non-business hours	91	78	55	40	35
<u>First Call Resolutions</u>	-	-	3648	3800	3800
<u>After-hours emergency alerts</u>	-	110	100	80	85
<u>Systems uptime target ¹</u>	99.95%	99.98%	99.98%	99.98%	99.99%
Network services	-	99.97%	99.93%	99.99%	99.99%
File and logon services	-	99.99%	100%	99.99%	99.99%
Critical applications ²	-	99.98%	99.98%	99.99%	99.99%
<u>Technology Inventory (total)</u>	-	579	663	768	782
Desktops in service ³	-	207	240	243	250
Virtual desktops in service	14	80	100	160	170
Laptops in service	-	65	65	76	76
Tablets in service	15	14	17	17	3
iPads in service	10	8	35	66	83
Servers in production	65	52	57	60	65
Network switches	81	81	81	81	81
Printers in service	-	72	68	65	62
<u>Total shared data size (TB)</u>		20.5	28.0	35.0	40.0
Offsite data protection (TB)		14.5	22.0	30.0	34.0
Total database size (TB)	-	1.15	1.34	1.6	1.9

¹ Uptime target measures only unplanned outages for services

² Critical application for this measure are Munis, OnSceneRMS, TeleStaff, and SharePoint

³ Includes traditional desktops and zero client deployments

- Participate as an active partner in project management, planning, and implementation to support District-wide business technology solutions.

Goal(s)/Call(s) for Action: VI/1 and 2
 Service Type(s): Management
 Measured By: Completed technology projects.

2015-16 Service Measures, continued

- Forecast IT expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VII/3
 Service Type(s): Essential
 Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

- Pursue opportunities and proactively engage with partner agencies to support and encourage efforts in the area of technology integration, support, and delivery.

Goal(s)/Calls for Action: VI/1
 Service Type(s): Discretionary
 Measured By: The creation of new and renewal of existing technology intergovernmental agreements. Other tasks and projects with partner agencies will also be cataloged.

2015-16 Change Strategies

- Develop document management roadmap – Work with the Records Management Specialist to determine the appropriate technology to address deficiencies in the management of specific electronic records. This is likely to include email, SharePoint, and network file shares.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Resource Neutral
 Duration: Year 2 of 2
 Budget Description: Not applicable
 Partner(s): Fire Chief's Office

- Replace shared storage solution – Shared storage supports the majority of the District's technology solutions. The network infrastructure and shared storage together create the foundation on which all of the District's technology is built. The request covers the hardware, professional services, and five years of support and maintenance. Considering data growth from the previous two to three years, storage expansion is anticipated in the fifth year. The expected lifecycle of the solution is estimated to be eight to nine years.

Goal(s)/Call(s) for Action: III; VI/1; VII
 Budget Impact: Increase
 Duration: Year 1 of 1
 Budget Description: Shared storage replacement project including hardware, professional services and five subsequent years of support and maintenance
 Partner(s): District-wide

- Evaluate a solution to provide an additional level of security for network passwords.

Goal(s)/Call(s) for Action: III; VI/1; VII
 Budget Impact: Increase
 Duration: Year 1 of 1
 Budget Description: Placeholder to evaluate a security solution to provide an additional level of security for network passwords.
 Partner(s): District-wide

Information Technology, continued

2015-16 Change Strategies, continued

- Evaluate the future of District productivity tools – Microsoft Office is the primary productivity suite used by the District. Explore options for a subscription-based model and web-based solutions to determine the best solution to move the District forward. Further research and discussion is necessary to determine the best solution for District productivity tools.

Goal(s)/Call(s) for Action: VI/1 and 2; VII
Budget Impact: Increase
Duration: Year 1 of 1
Budget Description: Microsoft Office Suite upgrade
Partner(s): District-wide

- Procure and implement an electronic Patient Care Reporting (ePCR) system. Patient Care Records enhance care by keeping track of historical information and current data about the patient. These records also can help to identify trends, system weaknesses/redundancies and serve as a data reservoir to advance the science of emergency medical services. Additionally, accurate record keeping is required and provides liability protection for the provider and agency. Our ability to ensure each of those outcomes would be greatly enhanced through the use of an integrated and comprehensive ePCR management system, rather than one that is paper-based. Unlike printed patient charts, electronic data can be accessed and analyzed more quickly and accurately by multiple authorized parties. This can speed up decision-making in patient care, while making it more accurate.

Goal(s)/Call(s) for Action: I/2, VI/1 and 2
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Placeholder to develop in-field patient care mobile platform to interface with First Onscene. Evaluate and implement if appropriate.
Partner(s): EMS, Training, Integrated Operations

Information Technology, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10215 General Fund						
5002 Salaries & Wages Nonunion	\$ 588,256	\$ 482,758	\$ 657,815	\$ 540,416	\$ 540,416	\$ 540,416
5004 Vacation Taken Nonunion	64,710	29,559	50,606	41,575	41,575	41,575
5006 Sick Taken Nonunion	20,259	26,159	10,125	8,318	8,318	8,318
5008 Personal Leave Taken Nonunion	4,014	1,895	4,341	3,568	3,568	3,568
5010 Comp Taken Nonunion	1,639	585				
5015 Vacation Sold			17,377	14,276	14,276	14,276
5016 Vacation Sold at Retirement		3,571				
5019 Comp Time Sold Nonunion		397				
5021 Deferred Comp Match Nonunion	23,822	22,988	36,147	29,696	29,696	29,696
5090 Temporary Services-Backfill		36,973				
5121 Overtime Nonunion	1,965	819	2,000	1,100	1,100	1,100
5201 PERS Taxes	103,054	87,260	156,093	89,736	89,736	89,736
5203 FICA/MEDI	50,492	40,320	59,829	46,841	46,841	46,841
5206 Worker's Comp	10,561	9,105	14,076	11,555	11,555	11,555
5207 TriMet/Wilsonville Tax	4,678	3,789	5,742	4,651	4,651	4,651
5208 OR Worker's Benefit Fund Tax	206	184	309	268	268	268
5211 Medical Ins Nonunion	93,065	77,310	110,008	84,185	84,185	84,185
5221 Post Retire Ins Nonunion	7,779	5,550	7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion	11,110	9,025	12,488	7,970	7,970	7,970
5240 Life/Disability Insurance	6,480	5,075	9,404	7,930	7,930	7,930
5270 Uniform Allowance			100	100	100	100
5295 Vehicle/Cell Allowance	2,350	3,000	3,600	3,000	3,000	3,000
Total Personnel Services	994,440	846,322	1,157,260	901,485	901,485	901,485
5300 Office Supplies	72	34	100	100	100	100
5301 Special Department Supplies	2,869	3,351	6,960	18,700	18,700	18,700
5302 Training Supplies				500	500	500
5330 Noncapital Furniture & Equip	26,779	8,695	167,889	160,140	160,140	160,140
5340 Software Licenses/Upgrade/Host	33,882	369,133	640,858	842,610	842,610	842,610
5350 Apparatus Fuel/Lubricants	600	217				
5367 M&R Office Equip	2,838	2,801				
5368 M&R Computer & Network Hdwe	380,020	106,817	104,236	256,629	256,629	256,629
5414 Other Professional Services	36,883	19,709	12,000	22,180	22,180	22,180
5437 Cable Access	221,072	201,593	214,910	218,870	218,870	218,870
5461 External Training	5,581		5,500	7,995	7,995	7,995
5462 Travel and Per Diem	132		1,050	600	600	600
5500 Dues & Subscriptions	200	500	150			
5570 Misc Business Exp				200	200	200
Total Materials & Services	710,928	712,850	1,153,653	1,528,524	1,528,524	1,528,524
Total General Fund	\$ 1,705,368	\$ 1,559,172	\$ 2,310,913	\$ 2,430,009	\$ 2,430,009	\$ 2,430,009



Program Description

The Communications Department ensures District-wide integration and coordination of all communication and technology applications. The department is responsible for support of the multitude of District-wide communications systems, including District-wide and site specific landline phone systems; all emergency response portable, mobile, and base station radios; cell phones and PDAs; pagers; and all mobile data computers (MDCs) in response apparatus and their requisite software and wireless communications systems. The Department budget also includes leased cellular tower contract revenue.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 386,591	\$ 356,487	\$ 470,761	\$ 468,571
Materials & Services	1,854,568	1,866,690	2,069,245	2,324,450
Total Expenditure	\$ 2,241,160	\$ 2,223,177	\$ 2,540,006	\$ 2,793,021

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	4.00	4.00	4.00	4.00

2015-16 Significant Changes

Within Materials and Services, account 5301 supports expendable supplies for communications equipment, WCCCA system pagers, and phone and tablet cases and accessories. Account 5330 supports a District-wide cell phone, communications lighting, radios, and fire ground communications equipment, including \$85,400 for InMotion OMG replacement, \$25,500 for Deputy Fire Marshal and Inspector tablet replacement and new base station desksets and junction boxes. Dispatch fees reflect the charges from WCCCA (\$1,772,440) and Clackamas C800 dispatch and service fees (\$13,630). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Communications, continued

Status of 2014-15 Service Measures

- Ensure intra- and inter-agency communication operability during disasters and/or exercises.

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide emergency communications equipment training to all District personnel.
Status or Outcome: New employees are trained on disaster communications as part of the Fire Operations Center (FOC) orientation. Continue to identify radio training throughout the year as appropriate, such as earthquake drills, annual CPR training, and other exercises. Infrastructure will be in place, reducing staffing resources assigned to the human repeater program during disaster operations to as few as three in designated fire stations. Continue to develop and maintain COML program.

- Maintain consistent up-time of mobile data computers. Ensure critical response aids resources are updated and function as expected.

Goal(s)/Call(s) for Action: IV; VI/1; VII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.
Status or Outcome: The OnBoard Mobility Manager (OMM) provides real time monitoring and Mobile Data Computer (MDC) connectivity to CAD. MDCs receive automatic response aids updates nightly.

- Provide technical support for and maintain the communications infrastructure, equipment, and maintenance needs of the District. Maintain a solid relationship with WCCCA. Manage policies and procedures to ensure proper operation and use of the District's communications resources.

Goal(s)/Call(s) for Action: VI/1; VII
Service Type(s): Mandatory
Measured By: Munis work orders are monitored to ensure issues are dealt with in a timely fashion. Partner with WCCCA on applicable projects and maintain active committee participation.
Status or Outcome: Communications is part of the CAD replacement team working with WCCCA to develop specs for the WCCCA CAD replacement next FY. Evaluated future mobile network options for FY16.

Status of 2014-15 Service Measures, continued

- Participate as an active partner in project management, planning, and implementation to support District-wide communications needs.

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Goal(s)/Call(s) for Action: VI/1 and 2
 Service Type(s): Management
 Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.
 Status or Outcome: Partnered with IOPs to provide new wildland VHF Radios with updated templates. Partnered with EMS to successfully deploy two medic units to transport for AMR. Active partner with Emergency Management to develop emergency communications plans, staff training and infrastructure improvements.

- Monitor opportunities at the regional, state, and national levels that support efforts in the area of voice and data interoperability.

Goal(s)/Call(s) for Action: III/1; VI/1
 Service Type(s): Essential
 Measured By: Ensure regular attendance at regional meetings. Exchange information and prioritize communications needs at the quarterly communication program management meetings.
 Status or Outcome: The Communications Program Management team meets as needed to address regional, state, and national initiatives. Actively participate in the CAD replacement project meetings. Partner with WCCCA to perform a portable and mobile radio template upgrade.

- Forecast Communications expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI/E; VII/E and 3
 Service Type(s): Essential
 Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
 Status or Outcome: Completed and posted to the SharePoint budget site.

Communications, continued

Status of 2014-15 Change Strategies

- Enhance use of station simplex protocol during disaster operations - Update the Disaster Operations Communications Protocol. Utilizing the 20 base station radios in the fire stations, eliminate the need to use Human Repeaters outside of District facilities. The plan is to use fewer human repeaters stationed in predetermined fire stations to provide repeater functions to the District on Simplex in the event of 800 MHz Trunking System failure. Simplex radio coverage in West Linn is problematic and there is the potential need for a base station radio in one of the city buildings. With the South Operating Center coming online later this year as the alternate FOC, the Disaster Operations Communications Plan will be updated.

Goal(s)/Call(s) for Action: III/1
Budget Impact: Minimal
Duration: Year 2 of 2
Budget Description: Year 1 – no increase
Year 2 – budget for recommended changes
Partner(s): Fire Chief's Office/Emergency Management
Status or Outcome: Base stations were purchased from WCCCA and will be installed at Stations 67 and 34 to provide additional resources during Emergency Operations. Antenna replacement for ten stations will be completed in FY15. Purchased and installed base station radio at West Linn City Hall to provide simplex coverage for stations 58 and 59. Continue working with Emergency Manager to update Disaster Operations Communications Plan.

- Evaluate future mobile network options – Based on the evaluation in fiscal year 2013-14, the duration of this change strategy has changed. This is a three-year plan to upgrade the District MDCs to 4G connectivity and potential replacement or upgrade of the Onboard Mobile Gateways (OMGs). The first phase is to evaluate 4G options, and test CradlePoint, along with other mobile platforms. The second phase will be to evaluate connectivity options that include vehicle telemetry. The third phase will be the recommendation for the future mobile network platform. There are many changes coming in the next two years, including CAD Replacement, Fleet Telemetry Change Strategy, and potential devices other than standard MDCs that will affect connectivity options. For these reasons, it is prudent to evaluate all of these options and extend this Change Strategy from two to three years.

Goal(s)/Call(s) for Action: VI/1 and 2
Budget Impact: Slight increase required
Duration: Year 2 of 3
Budget Description: Year 1 – R&D
Year 2 – R&D
Year 3 – budget for recommended changes
Partner(s): Information Technology, Integrated Operations, Fleet
Status or Outcome: Completed R&D of five devices and presented a five-year cost analysis for the upgrade. Worked closely with Fleet Operations to tie into the goal of adding telemetry to frontline apparatus.

Status of 2014-15 Change Strategies, continued

- Nationwide Public Safety Broadband Network - Ensure TVF&R is positioned to take advantage of the national public safety wireless broadband network initiative. This is a \$6.5 billion endeavor by the FCC to promote the next generation 9-1-1 and emergency alert systems for first responders. Additionally, the plan promotes critical infrastructure survivability. This is not intended to replace the current 800 MHz radio network, but will provide a secure, reliable, dedicated, and interoperable network for emergency responders. Communications will stay abreast of the progress and implementation of this network regionally, as well as nationally, to determine how this initiative meets current and future operational needs.

Goal(s)/Call(s) for Action: III/1; VI/1 and 2
 Budget Impact: Resource neutral
 Duration: Year 2 of 6
 Budget Description: Years 1-3: resource neutral
 Years 4-6: potential increase
 Partner(s): Fire Chief's Office/Emergency Management, Integrated Operations, Information Technology, WCCCA, BUG/BOT
 Status or Outcome: Continue to monitor activities and attend meetings, seminars, etc., as opportunities are presented.

Additional 2014-15 Accomplishments

- Code 3 and Comms install of FCO Tahoes.
- Code 3 and Comms install of DC vehicles.
- Code 3 lighting upgrades for pumper apparatus.
- Comms package installs of six new Medic units.
- Code 3 and Comms install of three CARS.

2015-16 Service Measures

Technical Services Provided	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimate
Mobile, portable, base station, patch	636	636	654	685	730
Mobile data computers, VRM, OMGs, and cellular connectivity devices	156	156	171	195	216
Cell phones	105	105	105	85	12
Smartphones	68	68/33 ¹	70/33	79/33 ¹	98/35 ¹
Pagers	150	150	150	150	150
Satellite phones	10	11	10	10	10
Work orders completed	585	625	294	325	325
Preventative maintenance inspections	400	400	250	650	400
Standalone GPS units	25	12	14	22	32
Installations – apparatus and vehicles	3	5	6	14	10

¹ Represents stipend.

Communications, continued

2015-16 Service Measures, continued

- Ensure intra- and inter-agency communication operability during disasters and/or exercises.

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide emergency communications equipment training to all District personnel.

- Maintain consistent up-time of mobile data computers (MDCs). Ensure critical response aids resources are updated and function as expected.

Goal(s)/Call(s) for Action: I/A; IV; VI/1; VII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.

- Provide technical support for and maintain the communications infrastructure, equipment, and maintenance needs of the District. Maintain a solid relationship with WCCCA. Manage policies and procedures to ensure proper operation and use of the District's communications resources.

Goal(s)/Call(s) for Action: VI/1; VII
Service Type(s): Mandatory
Measured By: Munis work orders are monitored to ensure issues are dealt with in a timely fashion. Partnering with WCCCA on applicable projects and maintain active committee participation.

- Participate as an active partner in project management, planning, and implementation to support District-wide communications needs.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

- Monitor opportunities at the regional, state, and national levels that support efforts in the area of voice and data interoperability.

Goal(s)/Call(s) for Action: III/1; VI/1
Service Type(s): Essential
Measured By: Ensure regular attendance at regional meetings. Exchange information and prioritize communications needs at the quarterly communication program management meetings.

- Forecast Communications expenditures and meet budgetary expectations.

Goal(s)/Call(s) for Action: VI; VII/3
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

2015-16 Change Strategies

- Evaluate future mobile network options – Based on the evaluation in fiscal year 2013-14, the duration of this change strategy has changed. This is a three-year plan to upgrade the District MDCs to 4G connectivity and potential replacement or upgrade of the Onboard Mobile Gateways (OMGs). The first phase is to evaluate 4G options, and test CradlePoint, along with other mobile platforms. The second phase will be to evaluate connectivity options that include vehicle telemetry. The third phase will be the recommendation for the future mobile network platform. There are many changes coming in the next two years, including CAD Replacement, Fleet Telemetry Change Strategy, and potential devices other than standard MDCs that will affect connectivity options. For these reasons, it is prudent to evaluate all of these options and extend this Change Strategy from two to three years.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Slight increase required
 Duration: Year 3 of 3
 Budget Description: InMotion (Sierra Wireless) OMG replacement (pre-plan).
 Partner(s): Information Technology, Integrated Operations, Fleet

- Nationwide Public Safety Broadband Network - Ensure TVF&R is positioned to take advantage of the national public safety wireless broadband network initiative. This is a \$6.5 billion endeavor by the FCC to promote the next generation 9-1-1 and emergency alert systems for first responders. Additionally, the plan promotes critical infrastructure survivability. This is not intended to replace the current 800 MHz radio network, but will provide a secure, reliable, dedicated, and interoperable network for emergency responders. Communications will stay abreast of the progress and implementation of this network regionally, as well as nationally, to determine how this initiative meets current and future operational needs.

Goal(s)/Call(s) for Action: III/1; VI/1 and 2
 Budget Impact: Varied
 Duration: Year 3 of 6
 Budget Description: Years 1-3: resource neutral
 Years 4-6: potential increase
 Partner(s): Fire Chief's Office/Emergency Management, Integrated Operations, Information Technology, WCCCA, BUG/BOT

- Evaluate future fire station alerting options – evaluate and test new fire station alerting (tap-out) options. The CAD replacement project presents an opportunity to upgrade the current tap-out system's functionality. Staff will evaluate options beyond the current Omron PLC type tap-out system, which was custom-built and is difficult to support. A preferred system would provide remote programming, zoning, alert verification, reader board/timer capabilities, multiple tones, etc.

Goal(s)/Call(s) for Action: VI/5; VII/1
 Budget Impact: Slight increase required
 Duration: Year 1 of 2
 Budget Description: Year 1 – Evaluate and budget
 Year 2 – Implementation
 Partner(s): IT, Integrated Operations, Facilities

Communications, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10175 General Fund						
5002 Salaries & Wages Nonunion	\$ 232,853	\$ 210,201	\$ 263,918	\$ 274,046	\$ 274,046	\$ 274,046
5004 Vacation Taken Nonunion	14,419	15,357	20,303	21,083	21,083	21,083
5006 Sick Taken Nonunion	10,035	10,634	4,062	4,217	4,217	4,217
5008 Personal Leave Taken Nonunion	2,194	1,581	1,741	1,809	1,809	1,809
5010 Comp Taken Nonunion	530	100				
5015 Vacation Sold			6,972	7,240	7,240	7,240
5016 Vacation Sold at Retirement		4,015				
5019 Comp Time Sold Nonunion		392				
5021 Deferred Comp Match Nonunion	9,941	8,338	14,504	15,059	15,059	15,059
5121 Overtime Nonunion	174	365	1,000	2,000	2,000	2,000
5201 PERS Taxes	34,395	32,758	62,736	41,746	41,746	41,746
5203 FICA/MEDI	19,407	18,123	24,046	23,886	23,886	23,886
5206 Worker's Comp	4,186	3,646	5,658	5,891	5,891	5,891
5207 TriMet/Wilsonville Tax	1,799	1,703	2,309	2,370	2,370	2,370
5208 OR Worker's Benefit Fund Tax	105	102	152	154	154	154
5211 Medical Ins Nonunion	42,415	37,045	47,075	53,058	53,058	53,058
5221 Post Retire Ins Nonunion	4,425	2,925	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	4,946	4,743	5,404	5,130	5,130	5,130
5240 Life/Disability Insurance	2,502	2,201	4,503	4,504	4,504	4,504
5270 Uniform Allowance	914	910	978	978	978	978
5295 Vehicle/Cell Allowance	1,350	1,350	1,800	1,800	1,800	1,800
Total Personnel Services	386,591	356,487	470,761	468,571	468,571	468,571
5300 Office Supplies	2		75			
5301 Special Department Supplies	19,586	14,943	18,735	33,480	33,480	33,480
5330 Noncapital Furniture & Equip	27,805	29,573	78,385	207,770	207,770	207,770
5350 Apparatus Fuel/Lubricants	2,041	1,576	2,500	2,250	2,250	2,250
5364 M&R Fire Comm Equip	19,372	15,001	16,243	26,308	26,308	26,308
5414 Other Professional Services				3,200	3,200	3,200
5415 Printing		128	250	700	700	700
5420 Dispatch	1,567,102	1,597,011	1,677,059	1,786,070	1,786,070	1,786,070
5430 Telephone	215,000	207,063	271,868	260,932	260,932	260,932
5450 Rental of Equip	1,632	1,259	1,920	1,920	1,920	1,920
5461 External Training	1,114		750	750	750	750
5462 Travel and Per Diem	716	16	1,000	850	850	850
5500 Dues & Subscriptions	120	120	360	120	120	120
5570 Misc Business Exp	80		100	100	100	100
Total Materials & Services	1,854,568	1,866,690	2,069,245	2,324,450	2,324,450	2,324,450
Total General Fund	\$ 2,241,160	\$ 2,223,177	\$ 2,540,006	\$ 2,793,021	\$ 2,793,021	\$ 2,793,021

Program Description

The Supply Department provides centralized purchasing of daily operating supplies and equipment and negotiates pricing, District-wide interdepartmental mail and delivery services, central inventory and fire equipment management, and management of surplus property.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 473,287	\$ 473,224	\$ 544,232	\$ 648,212
Materials & Services	135,796	168,157	184,929	188,621
Total Expenditure	\$ 609,083	\$ 641,381	\$ 729,161	\$ 836,833

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	1.00	1.00	1.00
Supply Purchasing Specialist	1.00	1.00	1.00	1.00
Supply Assistant	0.50	1.50	1.50	1.50
Supply Customer Service Clerk	1.00	1.00	1.00	1.00
Equipment Repair Technician	0.00	0.00	0.00	1.00
Supply Driver	1.00	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	5.50	5.50	5.50	6.50

2015-16 Significant Changes

The Personnel Services budget includes the addition of an Equipment Repair Technician to provide support for equipment used in emergency response.

Within Materials and Services, the purchase of hose sections for the District is accounted for in account 5321, Firefighting Supplies. Maintenance and Repair, account 5361, reflects routine building maintenance for \$5,000, access control and intrusion monitoring for \$3,580, and fire panel testing for \$800, among other items. Account 5575, for \$114,560, accounts for NFPA standard cleaning of all District firefighters' turnouts of their carcinogens and other particulates, as well as turnout repairs.

Supply, continued

Status of 2014-15 Service Measures

- Strengthen and build partnerships within regional fire agencies and the business community where relevant to District priorities to streamline delivery of services.

Goal(s)/Call(s) for Action: VI/A, E, 1 and 2
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.
Status or Outcome: Members of Supply and Finance continue to participate in the locally organized Regional Logistics Group, hosting two meetings in 14/15. This group has expanded to include Gresham Fire and Kent Fire Department RFA in Washington and Meridian Fire Department in Idaho who participate via conference calls for our quarterly meetings. Supply represents the District as a member of the Partners for a Sustainable Washington County Community (PSWCC) Operations Team. This group's mission is to promote sustainability awareness and efforts within member organizations and across Washington County. Procurement and sourcing efforts continue to include outreach to local companies and USA made products.

- Continue to update policies and procedures to align with Munis and implementation of vendor direct order and delivery methods.

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: Communication to customers regarding the addition of new policies or changes made to existing policies.
Status or Outcome: The goal was to reduce inventory on hand, transfer inventory management, product handling and packaging to the vendor. This approach has been successful and has been integrated into routine business operations and will be removed as a specific service measure.

- Provide management, maintenance, and tracking of PPE and turnouts to meet requirements set by the manufacturer, NFPA, OSHA, and District standards.

Goal(s)/Call(s) for Action: IV; VI
Service Type(s): Mandatory
Measured By: Access to current year repair and tracking history through a vendor's database. Ability to access this database and make updates to PPE status or condition. Use information to improve decision-making regarding life and retirement of garments.
Status or Outcome: Supply partners with Integrated Operations in reviewing data to determine life cycle and replacement options for PPE.

Status of 2014-15 Service Measures, continued

- Provide routine business and mission critical supplies and equipment to customers.

Goal(s)/Call(s) for Action: VI; VII
 Service Type(s): Essential
 Measured By: Meet customer's supply and equipment needs in an efficient and cost effective manner, utilizing vendor services and/or physical storing of inventory.
 Status or Outcome: Procurement efforts continue to focus on the best value while considering quality, delivery times, and staff impact. Supply continues to source and process special order requests, supporting established product standards and decreasing the amount of purchasing card expenses.

Status of 2014-15 Change Strategies

- Explore the possibility of combining inventory management responsibilities within the Logistics Division.

Goal(s)/Call(s) for Action: VI/A, D, 1 and 2
 Budget Impact: Resource neutral
 Duration: Year 3 of 3
 Budget Description: Continue to identify opportunities to combine inventory procurement and management within Logistics. Evaluate an Integrated Business Solution (IBS) to resource and/or stock inventory; with product inventory being maintained by the IBS vendor. Identify opportunities for improved materials management. Establish a system to categorize inventory items by priority.
 Partner(s): Fleet, Facilities, Communications, Finance
 Status or Outcome: The Integrated Business Solution (IBS) is continuing to be evaluated. Supply and Fleet are exploring the materials management services and the resources needed to maintain and improve this service to customers. Categorizing inventory priority will be explored as Munis updates are made available.

Additional 2014-15 Accomplishments

- Supported Station FFE needs for 51, 52 and 68.
- Outfitted 12 new Career Line recruits for the 15-01 academy.
- Supported E92 transition.
- Partnered with Integrated Operations to support several AMP projects, i.e. Stair Chairs, Thermal Imagers, Wildland Clothing, Uniform/Wildland Boots, DriFit T-shirts.
- Supported District Infectious Disease initiatives.

Supply, continued

2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimate
<u>Procurement Service Labor Hours</u>					
Actions associated before product is received; product research, purchasing, vendor management, product recalls, etc.	1,580	1,449	1,793	1,575	1,650
Inventory and special request purchase orders	1,113	1,602	2,148	2,216	2,300
<u>Warehousing Service Labor Hours</u>					
Actions associated after products are received and before they are distributed; receiving/product verification, stocking, cycle count/inventory, order pulling, pick ticket processing, warehouse organization/upkeep.	2,625	2,260	2,226	2,112	2,200
Stocked inventory items	990	894	838	678	650
Non-stock/JIT and special order items	1,034	1,252	1,365	1,525	1,540
Inventory requisitions filled	5,432	5,174	5,096	6,104	6,200
Ending inventory value	\$ 143,489	\$ 154,078	157,162	167,000	165,000
Inventory purchases	\$ 499,989	\$ 531,607	500,813	584,929	585,000
Inventory billings	\$ 509,380	\$ 521,018	497,728	575,091	580,000
Inventory turns	3.44	3.5	3.20	3.55	3.45
<u>Distribution Service Labor Hours</u>					
Actions associated with distributing supplies/equipment; loading/unloading delivery van, two day per week route, special runs, preparation of commercial shipments, vehicle inspections, etc.	1,085	1,225	320	440	450
Miles driven	12,365	10,384	12,183	12,213	12,220
<u>Materials Management Service Labor Hours</u>					
Actions associated with handling supplies/equipment after distribution; product returns, maintenance/repair requests, surplus, work order management, etc.	803	550	510	284	350
Facilitation of turnouts (clean/repair/inspection)	187	180	121	170	140
Work orders processed	741	573	586	501	520

- Strengthen and build partnerships within regional fire agencies and the business community where relevant to District priorities to streamline delivery of services.

Goal(s)/Call(s) for Action: VI/1 and 2
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.

2015-16 Service Measures, continued

- Provide management, maintenance, and tracking of PPE and turnouts to meet requirements set by the manufacturer, NFPA, OSHA, and District standards.

Goal(s)/Call(s) for Action: IV; VI/1 and 2
 Service Type(s): Mandatory
 Measured By: Access to current year repair and tracking history through a vendor's database. Ability to access this database and make updates to PPE status or condition. Use information to improve decision-making regarding life and retirement of garments.

- Provide routine business and mission critical supplies and equipment to customers.

Goal(s)/Call(s) for Action: VI/1 and 2
 Service Type(s): Essential
 Measured By: Meet customer's supply and equipment needs in an efficient and cost effective manner, utilizing vendor services and/or physical storing of inventory.

2015-16 Change Strategies

- Explore options for a more automated order pulling approach that includes a "real time" posting (inventory management) process.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Resource neutral
 Duration: Year 1 of 1
 Budget Description: Unknown
 Partner(s): IT, Finance

- Enhance materials management support – establish the position of Medical Equipment Repair Technician to support materials management responsibilities currently being performed in EMS. The position will support an overall increase of Logistics materials management services, as well such as the handling and repair of small equipment. Technician responsibilities will transition from EMS to Logistics, allowing EMS to focus on higher level initiatives to support the District's strategic goals. The position will be responsible for documenting maintenance, repair, and diagnostic information to ensure compliance and operational functionality necessary to support Integrated Operations.

Goal(s)/Call(s) for Action: VII/3
 Budget Impact: Increase required
 Duration: Year 1 of 1
 Budget Description: Personnel services.
 Partner(s): Human Resources, EMS

Supply, continued

		2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10220 General Fund							
5002 Salaries & Wages Nonunion	\$	254,433	\$ 258,372	\$ 296,694	\$ 369,308	\$ 369,308	\$ 369,308
5004 Vacation Taken Nonunion		32,153	24,850	22,825	28,103	28,103	28,103
5006 Sick Taken Nonunion		11,120	13,130	4,567	5,622	5,622	5,622
5008 Personal Leave Taken Nonunion		1,512	1,379	1,958	2,412	2,412	2,412
5010 Comp Taken Nonunion		429	229				
5015 Vacation Sold		5,838	9,438	7,838	7,974	7,974	7,974
5021 Deferred Comp Match Nonunion		8,300	11,048	16,304	20,075	20,075	20,075
5121 Overtime Nonunion		4,615	1,763	2,500	4,500	4,500	4,500
5123 Comp Time Sold Nonunion			22				
5201 PERS Taxes		52,958	54,425	70,401	67,960	67,960	67,960
5203 FICA/MEDI		22,928	22,803	26,984	31,364	31,364	31,364
5206 Worker's Comp		4,910	4,169	6,349	7,741	7,741	7,741
5207 TriMet/Wilsonville Tax		2,122	2,143	2,591	3,116	3,116	3,116
5208 OR Worker's Benefit Fund Tax		137	145	209	235	235	235
5211 Medical Ins Nonunion		56,077	54,745	65,566	78,217	78,217	78,217
5221 Post Retire Ins Nonunion		3,600	4,425	4,950	5,850	5,850	5,850
5230 Dental Ins Nonunion		6,845	6,705	7,973	8,361	8,361	8,361
5240 Life/Disability Insurance		2,814	2,821	5,413	6,574	6,574	6,574
5270 Uniform Allowance		897	612	1,110	800	800	800
5290 Employee Tuition Reimburse		1,599					
Total Personnel Services		473,287	473,224	544,232	648,212	648,212	648,212
5300 Office Supplies		737	455	800	800	800	800
5301 Special Department Supplies		2,352	1,495	2,465	2,400	2,400	2,400
5305 Fire Extinguisher		142		100	100	100	100
5321 Fire Fighting Supplies		3,663	10,061	15,034	15,725	15,725	15,725
5325 Protective Clothing			(40)		70	70	70
5330 Noncapital Furniture & Equip		265	77		6,100	6,100	6,100
5350 Apparatus Fuel/Lubricants		5,223	5,499	6,500	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv		12,620	4,218	15,036	10,810	10,810	10,810
5365 M&R Firefight Equip		580	21	500	500	500	500
5367 M&R Office Equip		1,399	1,429	1,600	2,600	2,600	2,600
5415 Printing			19	40	40	40	40
5416 Custodial & Bldg Services		1,923	1,959	3,038	3,158	3,158	3,158
5417 Temporary Services		12,477	26,804				
5432 Natural Gas		4,423	4,609	4,500	4,000	4,000	4,000
5433 Electricity		5,156	5,345	6,200	6,000	6,000	6,000
5434 Water/Sewer		4,361	4,703	5,150	5,600	5,600	5,600
5436 Garbage		2,204	2,233	3,192	4,184	4,184	4,184
5461 External Training		424		675	675	675	675
5462 Travel and Per Diem		41		60	60	60	60
5484 Postage UPS & Shipping		1,222	1,873	2,329	2,329	2,329	2,329
5500 Dues & Subscriptions		165	165	410	410	410	410
5570 Misc Business Exp		38	325	300	300	300	300

Supply, continued							
5573	Inventory Over/Short/Obsolete	2,072	5,566	2,000	2,200	2,200	2,200
		2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5575	Laundry/Repair Expense	74,309	91,339	115,000	114,560	114,560	114,560
	Total Materials & Services	135,796	168,157	184,929	188,621	188,621	188,621
	Total General Fund	\$ 609,083	\$ 641,381	\$ 729,161	\$ 836,833	\$ 836,833	\$ 836,833



Program Description

The Media Services department provides a variety of media tools that help train TVF&R employees, educate the public, and promote District programs and initiatives. These media tools are delivered throughout the District via District TV (DTV), the web, and in the classroom. Topics include, but are not limited to, fire suppression, emergency medical services, safety, training, prevention, public education, and District communications. The department provides programming and public service announcements for broadcast and cablecast television stations in the local community. These media programs equate to hundreds of hours of training, education, and information for career and volunteer firefighters, as well as administrative and support staff, and at times, the community at large. In addition to operating DTV, Media Services provides graphic support for the District and provides administrative oversight of www.tvfr.com and the District's [YouTube Channel](#).

Programming highlights include:

- District Communications
- Hazardous Materials Training
- Wildland Firefighting
- Human Resources
- EMS Training
- Fire Behavior Training
- Emergency Preparedness
- Public Education

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 253,821	\$ 262,622	\$ 287,901	\$ 293,416
Materials & Services	6,214	13,320	12,580	31,480
Total Expenditure	\$ 260,035	\$ 275,942	\$ 300,481	\$ 324,896

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2015-16 Significant Changes

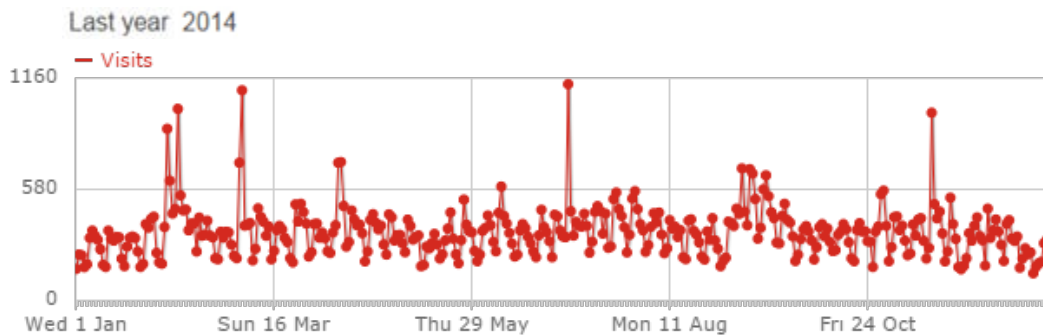
Within Materials and Services, audio-visual supplies such as AV cables, switches, routers, blank media, etc., are budgeted in Account 5301, Special Department Supplies. Account 5330, Non-Capital Furniture and Equipment, covers audio equipment, an aerial drone for capturing training footage, and a flat panel touch screen display for increased situational awareness. Account 5414, Other Professional Services, provides funding for Web editor consulting and other outside graphic work for various media projects, such as the cardiac campaign. Accounts 5461 and 5462 provide funding for travel and conference attendance for educational classes in newer technologies.

Media Services, continued

Status of 2014-15 Service Measures

- Provide oversight, and support for TVF&R's [external website](#) and [YouTube website](#) (design, navigation, content creation, and editing of site).

Goal(s)/Call(s) for Action: II
Service Type(s): Essential
Measured By: Completed webmaster requests and website analytics (website user data).
Status or Outcome: Completed and ongoing. Media Services completed approximately 125 content edits of [www.tvfr.com](#), while continuing to train individual users on the Content Management System. The website had approximately 128,939 visitors last calendar year, which is an increase of 5.15% from the previous year. Access by a mobile device is about 25%. TVF&R's YouTube Channel had 62,970 views of videos and added 131 subscribers. Media Services has since added a commercial Vimeo account to support video management for Target Solutions.



TualatinValleyFire

Created: Oct 23, 2008 • Videos: 85 • Lifetime views: 338,368

CHANNEL

Last year (Jan 1, 2014 – Dec 31, 2014)

Performance



VIEWS

62,970 ▼



ESTIMATED MINUTES WATCHED

127,530 ▼



TOTAL ESTIMATED EARNINGS

\$0.00 ●

Engagement



LIKES
131



DISLIKES
9



COMMENTS
24 ▼



SHARES
97



FAVORITES ADDED
51 ▼



SUBSCRIBERS
131

Status of 2014-15 Service Measures, continued

- Provide media support (video scripting, shooting, and editing, still photography, Microsoft Producer, Microsoft PowerPoint, etc.) for internal and external customers.

Goal(s)/Call(s) for Action: I; II
 Service Type(s): Essential
 Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.

Status or Outcome: Completed & ongoing. A large variety of projects were finalized during this time, ranging from still photography for the Meritorious Awards to comprehensive projects for the Cardiac Survivors Breakfast to AV support for various district events. The primary areas of support include staff training, internal communications & external communications. For videos archived on the DTV database, approximately 6200 hits were logged.

Status of 2014-15 Change Strategies

- None

Additional 2014-15 Accomplishments

- Three day, four camera shoot. Media Services coordinated with the Training Department to document fire ground observation. Four cameras were used to shoot LIVE fire ground training and then edited synced into 4-box window, Brady Bunch style. The edited video was well received by crews as they used it to evaluate fire attack.



2015-16 Service Measures

Media Projects	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Training	50	45	35	50	50
Internal Communication	25	25	30	20	15
External Communication	10	10	20	12	20
Total	85	80	85	82	85

Media Services, continued

2015-16 Service Measures, continued

- Provide media support (video scripting, shooting, and editing, still photography, Microsoft Producer, Microsoft PowerPoint, etc.) for internal and external customers.

Goal(s)/Call(s) for Action: I; II
Service Type(s): Essential
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.

- Provide oversight, and support for TVF&R's [external website](#) and [YouTube website](#) (design, navigation, content creation, and editing of site).

Goal(s)/Call(s) for Action: II
Service Type(s): Essential
Measured By: Completed webmaster requests and website analytics (website user data).

2015-16 Change Strategies

- None

Media Services, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10451 General Fund						
5002 Salaries & Wages Nonunion	\$ 147,566	\$ 150,228	\$ 158,622	\$ 163,880	\$ 163,880	\$ 163,880
5004 Vacation Taken Nonunion	11,925	13,316	12,202	12,607	12,607	12,607
5006 Sick Taken Nonunion	1,438	2,954	2,441	2,522	2,522	2,522
5008 Personal Leave Taken Nonunion	741	650	1,046	1,082	1,082	1,082
5015 Vacation Sold			3,353	3,464	3,464	3,464
5021 Deferred Comp Match Nonunion	6,463	7,522	8,717	9,006	9,006	9,006
5201 PERS Taxes	29,067	30,601	37,323	33,090	33,090	33,090
5203 FICA/MEDI	11,880	12,309	14,306	14,089	14,089	14,089
5206 Worker's Comp	2,506	2,192	3,366	3,477	3,477	3,477
5207 TriMet/Wilsonville Tax	1,100	1,157	1,374	1,400	1,400	1,400
5208 OR Worker's Benefit Fund Tax	54	59	75	76	76	76
5211 Medical Ins Nonunion	31,811	32,716	34,454	38,381	38,381	38,381
5221 Post Retire Ins Nonunion	3,225	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	4,097	4,200	4,284	3,688	3,688	3,688
5240 Life/Disability Insurance	1,550	1,603	2,338	2,334	2,334	2,334
5270 Uniform Allowance		53				
5290 Employee Tuition Reimburse		661	1,600	1,920	1,920	1,920
5295 Vehicle/Cell Allowance	400	600	600	600	600	600
Total Personnel Services	253,821	262,622	287,901	293,416	293,416	293,416
5300 Office Supplies		18	250	250	250	250
5301 Special Department Supplies	662	426	300	400	400	400
5302 Training Supplies			100	150	150	150
5306 Photography Supplies & Process	124		200	1,110	1,110	1,110
5330 Noncapital Furniture & Equip	1,510	6,232	1,030	14,820	14,820	14,820
5350 Apparatus Fuel/Lubricants	212	176	700			
5367 M&R Office Equip	1,829	2,061	4,000	4,400	4,400	4,400
5414 Other Professional Services	1,009	1,125	5,000	5,000	5,000	5,000
5461 External Training	250			1,000	1,000	1,000
5462 Travel and Per Diem	19	2,472		3,200	3,200	3,200
5484 Postage UPS & Shipping	25		200	200	200	200
5500 Dues & Subscriptions	575	774	700	825	825	825
5570 Misc Business Exp		36	100	125	125	125
Total Materials & Services	6,214	13,320	12,580	31,480	31,480	31,480
Total General Fund	\$ 260,035	\$ 275,942	\$ 300,481	\$ 324,896	\$ 324,896	\$ 324,896



Program Description

Effective July 1, 2014, the former EMS/Occupational Health/Wellness department was reorganized into two programs and two program budgets were allocated to three departments within the Fire Chief's Office, EMS, and this department. The Occupational Health Services (OHS) portion of this program was established to provide OSHA blood and airborne pathogen compliance, vaccination and testing services, and other health monitoring for District personnel, as well as other contract agencies. OHS services include pre-physical examinations, lead and cholesterol testing, and respiratory protection compliance for outside clients. Contract revenues offset a portion of expenditures for this program.

The Wellness portion provides uniformed personnel an annual physical and fitness assessment as outlined in the District's Joint Wellness Fitness Initiative. The Wellness Program coordinates the new hire process for all District employees and works with Human Resources to facilitate the return-to-work and fit-for-duty processes. The program provides a variety of wellness and fitness resources for all District personnel.

Occupational Health/Wellness was moved to the Business Operations Directorate, effective July 1, 2014.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services			\$ 629,348	\$ 650,701
Materials & Services			297,585	204,055
Total Expenditure			\$ 926,933	\$ 854,756

Personnel Summary¹

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
OHS Program Manager	1.00	1.00	1.00	1.00
Wellness Program Coordinator	1.00	1.00	1.00	1.00
OHS Program Assistant	1.00	1.00	1.00	1.00
OHS Nurse	1.00	1.00	0.25	1.00
OHS Certified Medical Asst.	0.00	0.00	1.00	1.00
Athletic Trainer	0.00	0.00	0.00	0.50
Total Full-Time Equivalents (FTE)	4.00	4.00	4.25	5.50

¹ As restated to reflect the 2014-15 reorganization separation of the former EMS/OHS/Wellness program into two separate programs effective July 1, 2014. Prior years reflect the program for the Occupational Health program with the former combined department, formerly accounted for in department 421.

Occupational Health/Wellness, continued

2015-16 Significant Changes

The proposed 2015-16 budget includes an increase to nursing staff and the addition of a part-time athletic trainer to assist firefighters in injury prevention and recovery.

Materials and Services expenses include EMS Supplies (5320) for the vaccines and immunizations provided by OHS personnel. Medical supervision of the program is provided for in account 5413. Account 5414 includes \$76,675 for physician services for employee physicals and occupational health services, \$41,500 for estimated lab services, and \$9,000 for chest x-rays. Small fitness items includes outfitting new Station 70 and Station 368 for \$3,000, plus \$11,000 for fitness equipment preventative maintenance services and parts, and \$9,000 for small item replacements at all fire stations.

Status of 2014-15 Service Measures

- Ensure compliance for mandatory OSHA, NFPA, CDC, and public health mandates per industry best practices.

Goal(s)/Call(s) for Action: IV/A, B, and C
Service Type: Mandatory
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.
Status or Outcome: With the implementation of Target Solutions, we are better able to track the percentage of those completing portions of mandatory compliance components. It is anticipated that we will achieve 99% compliance rate. All appropriate SOG's and internal protocols have been reviewed and updated to support this measure.

- Provide appropriate testing and pre-physical services to support Department of Transportation/Commercial Driver's License (DOT/CDL) requirements, NFPA standards, and the IAFF/IAFC Wellness Initiative; expand applicable components to non-line employees.

Goal(s)/Call(s) for Action: IV/A, B, 2; VI
Service Type: Mandatory (DOT/CDL), Essential
Measured By: Percentage of examinations completed.
Status or Outcome: With the restructuring of the Occupational Health and Wellness (OHW) program, the addition of a Certified Medical Assistant, and newly hired Wellness Coordinator, the structure for pre-physical testing has been revised to encompass the calendar year. Due to delivery model changes, we are on track to have 96% of the pre-physical testing process completed; 100% compliance for CDL, and will have provided Fitness Assessment to greater than 80% of the line staff by June 30, 2015.

Status of 2014-15 Service Measures, continued

- Provide ongoing health education and fitness screenings as outlined in the IAFF/IAFC Wellness/Fitness Initiative; expand applicable components to non-line employees.

Goal(s)/Call(s) for Action: IV/B and 2
 Service Type(s): Essential
 Measured By: Number of fitness screenings and description of health education efforts during the budget year.
 Status or Outcome: With the addition of new staff, it is our program's goal to make it a priority for occupationally-relevant service provision to non-line personnel. This includes health and wellness related topics, individual assessments, and provision of health related services. Target: 70% of District personnel, to be measured by contacts and services provided. Example: bloodborne pathogen training, audiometric testing, cholesterol screening, individual fitness assessments, and vaccinations as appropriate for non-line personnel.

- Partner with Human Resources, Training, Integrated Operations, the District physician, occupational health providers, and SAIF to provide a comprehensive return-to-work process.

Goal(s)/Call(s) for Action: IV/1; VI/ A, E and 1
 Service Type(s): Essential
 Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process, which manages employee leave due to injury and illness.
 Status or Outcome: Refined our data collection to support the Risk Management site, with the goal of assisting with injury and exposure data collection. While we increased the number of personnel employed by the District, the Worker's Comp claims and time loss days remained essentially neutral. A small number of claims accounted for the majority of the time loss days.

- Develop program metrics and analysis to substantiate trends and for application in operational program planning.

Goal(s)/Call(s) for Action: IV; VI
 Service Type(s): Essential
 Measured By: Implementation of new metrics by December 31, 2014.
 Status or Outcome: OHW developed Service Level Objectives to capture core/mandatory, essential and discretionary services. Additionally, OHW developed a process to better identify individuals requiring further evaluation and risk reduction strategies. For example, the IAFF/IAFC Fitness Assessment is now combined with the pre-physical testing to complete a Coronary Artery Risk Stratification analysis. This Service Measure will be retired and became part of a Change Strategy going forward.

Occupational Health/Wellness, continued

Status of 2014-15 Service Measures, continued

- Complete annual update of operational plan and external business plan, to reflect any service delivery changes.

Goal(s)/Call(s) for Action: IV/5; VI/A and E
Service Type(s): Essential
Measured By: Completion by the December 31, 2014.
Status or Outcome: The first edition of the OHW Operational and External Business Plans were completed in August 2014 to reflect program restructuring and alterations in service provision, and has been made available on the OHW SharePoint site. The Operational Plan is a living document that will be updated continually to capture transition, service structure changes, and progress on short, mid and long-range program goals. This Service Measure will be retired.

Status of 2014-15 Change Strategies

- Refine the Occupational Health/Wellness program structure to ensure a sustainable delivery model and sufficient supporting resources.

Goal(s)/Call(s) for Action: IV/5; VI/A, E and 1

Budget Impact: Increase required

Duration: Year 1 of 1

Budget Description: Develop a succession plan/transition strategy in advance of key staff retirements to ensure program stability and business continuity. Memorialize and validate key functional requirements and processes in support of internal program elements and external business services. Establish stability and bench strength for clinical functions through temporary staffing resources. Focus on developing a strong, skilled, and synergistic team, to include conducting proper mentoring and onboarding for new employees. Strengthen connectivity and interaction with internal operating partners, including the Wellness Committee. Identify and implement necessary programmatic and administrative changes to streamline internal and external functions; access industry experts to inform this effort. Validate, and expand as necessary, contracts with appropriate occupational health medical service providers. Work with the Records Analyst to effect improvements to records retention/management practices and systems.

Partner(s): Planning, Wellness Committee, Integrated Operations, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, the contracted occupational medical providers, the District's physician, contracted agencies

Status or Outcome: OHW expanded Service Level Objectives from the Operational Plan and added links to each component. OHW compared Service Level Objectives to individual Work Plans and realigned accordingly. This will assist with validating key function requirements and continued review of the internal program. With the proposed revisions to the external business model, OHW is preparing service model changes that include an internal exposure service model. With the external business changes, OHW will require less temporary resources. OHW has worked as a team to develop and support each other in new and expanding roles. With the position revisions of the OHW Manager and OHW Program Assistant, OHW recommends moving this Change Strategy forward to assist with successful onboarding of new staff. OHW has developed a number of efficiencies in this area. This will continue as part of the Operational Plan on the OHW SharePoint site (Example: pre-physical tracking). OHW has worked with Records Analyst and has created a new medical release consent form for the District physician to release results to OHW and a medical release form for retirees.

Additional 2014-15 Accomplishments

- Third year to receive recognition as one of the Healthiest Businesses in Oregon.
- Successfully added a Certified Medical Assistant and Athletic Trainer positions.
- Established business and clinical operations at the North Operating Center.



Occupational Health/Wellness, continued

2015-16 Service Measures

Occupational Health & Wellness Program Status	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	99%	98%	98%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	98%	99%	99%	96%	97%

- Ensure compliance for mandatory OSHA, NFPA, CDC, and public health mandates per industry best practices.

Goal(s)/Call(s) for Action: IV/A, 1 and 3
Service Type: Mandatory
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.

- Provide appropriate testing and pre-physical services to support Department of Transportation/Commercial Driver's License (DOT/CDL) requirements, NFPA standards, and the IAFF/IAFC Wellness-Initiative; expand applicable components to all District personnel.

Goal(s)/Call(s) for Action: IV/A, 2 and 3
Service Type: Mandatory (DOT/CDL, MOU), Essential
Measured By: Percentage of examinations completed and description of components expanded to non-line personnel.

- Provide ongoing health education, occupationally relevant medical and fitness screenings as outlined in the IAFF/IAFC Wellness-Fitness Initiative to all District personnel.

Goal(s)/Call(s) for Action: IV/A, 2 and 3
Service Type(s): Essential
Measured By: Percentage who participated in the District's health and fitness programs, and the total number of contacts and services provided to all District personnel.

- Partner with Human Resources, Training, Integrated Operations, the District physician, occupational health providers, and SAIF to provide a comprehensive injury management and return-to-work process.

Goal(s)/Call(s) for Action: IV/A, 2 and 3, VI/A, E
Service Type(s): Essential
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process, which manages employee leave due to injury and illness.

2015-16 Change Strategies

- Refine the Occupational Health/Wellness program structure to ensure a sustainable delivery model and sufficient supporting resources.

Goal(s)/Call(s) for Action: IV/A, 2 and 3; VI/A, 1
 Budget Impact: Neutral
 Duration: Year 2 of 2
 Budget Description: Continue to establish stability and bench strength for program functions. Focus on developing a strong, skilled, and synergistic team, to include proper mentoring and onboarding for OHW staff. Identify and implement necessary programmatic and administrative changes to streamline internal and external functions. Validate, and expand as necessary, contracts with appropriate occupational health medical service providers. Continue to work with the Records Analyst to effect improvement to records retention/management practices and systems.
 Partner(s): Business and Integrated Ops, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, contracted occupational medical providers, District physician, contracted agencies

- Develop and implement strategies to focus efforts on reduction of injury, illness and stress by providing a proactive "pre-habilitation" approach to health and wellness management for all District personnel.

Goal(s)/Call(s) for Action: IV/A, 2 and 3; VI/A, 1
 Budget Impact: Neutral
 Duration: Year 1 of 3
 Budget Description: Allocate resources that build upon proactive, preventative health and wellness services. Utilize evaluation techniques along with injury, illness and accident report data to stratify employee health risks. Structure service opportunities and health education that incorporates direct tactics for improvement.
 Partner(s): Business and Integrated Ops, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, contracted occupational medical providers, District physician

Occupational Health/Wellness, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10470 General Fund						
5001 Salaries & Wages Union			\$ 2,947	\$ 2,947	\$ 2,947	\$ 2,947
5002 Salaries & Wages Nonunion			298,374	304,121	304,121	304,121
5004 Vacation Taken Nonunion			22,955	23,173	23,173	23,173
5006 Sick Taken Nonunion			4,594	4,636	4,636	4,636
5008 Personal Leave Taken Nonunion			1,970	1,989	1,989	1,989
5015 Vacation Sold			12,611	12,731	12,731	12,731
5016 Vacation Sold at Retirement			55,641	56,759	56,759	56,759
5021 Deferred Comp Match Nonunion			16,397	16,552	16,552	16,552
5120 Overtime Union			13,150	23,620	23,620	23,620
5121 Overtime Nonunion			2,000	2,000	2,000	2,000
5201 PERS Taxes			85,610	78,958	78,958	78,958
5203 FICA/MEDI			32,813	32,824	32,824	32,824
5206 Worker's Comp			7,720	8,021	8,021	8,021
5207 TriMet/Wilsonville Tax			3,149	3,229	3,229	3,229
5208 OR Worker's Benefit Fund Tax			192	232	232	232
5211 Medical Ins Nonunion			53,801	62,289	62,289	62,289
5221 Post Retire Ins Nonunion			3,600	4,500	4,500	4,500
5230 Dental Ins Nonunion			6,048	7,230	7,230	7,230
5240 Life/Disability Insurance			4,576	4,740	4,740	4,740
5270 Uniform Allowance				150	150	150
5295 Vehicle/Cell Allowance			1,200			
Total Personnel Services			629,348	650,701	650,701	650,701
5300 Office Supplies			500	500	500	500
5301 Special Department Supplies			6,000	6,000	6,000	6,000
5302 Training Supplies			2,000	3,000	3,000	3,000
5303 Physical Fitness			12,700	23,000	23,000	23,000
5320 EMS Supplies			30,000	10,000	10,000	10,000
5366 M&R EMS Equip			800	800	800	800
5413 Consultant Fees			4,000	4,000	4,000	4,000
5414 Other Professional Services			198,725	137,175	137,175	137,175
5417 Temporary Services			30,000	5,000	5,000	5,000
5461 External Training			4,700	6,000	6,000	6,000
5462 Travel and Per Diem			5,500	6,500	6,500	6,500
5472 Employee Recog & Awards			500			
5484 Postage UPS & Shipping			450	450	450	450
5500 Dues & Subscriptions			180	180	180	180
5502 Certifications & Licensing			430	150	150	150
5570 Misc Business Exp			500	700	700	700
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice			200	200	200	200
Total Materials & Services			297,585	204,055	204,055	204,055
Total General Fund			\$ 926,933	\$ 854,756	\$ 854,756	\$ 854,756

Program Description

The Finance Department provides financial accounting, budgeting, and reporting services; treasury and investment management; risk management; and strategic forecasting services. It manages debt issuance and legal services, and provides full financial accounting services and tax return preparation for the Tualatin Valley Fire and Rescue Volunteer Association. It also administers the Pension and Volunteer LOSAP Trust Plan payments, Deferred Compensation Plans (457 and 401(a)), Post Employment Health Plans, and the Jeffrey D. Johnson Community Assistance Trust Fund, a non-profit entity.

Special Recognition: Tualatin Valley Fire and Rescue has received prestigious awards from the Government Finance Officers Association of the United States and Canada annually since 1987, for both its annual budget document and Comprehensive Annual Financial Report (CAFR). The District was the first fire district in the nation to have ever received these distinguished awards and recognition. The District has also received an award for its first submission to the GFOA of the Popular Annual Financial Report for the year ended June 30, 2013.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,177,593	\$ 1,123,525	\$ 1,254,815	\$ 1,339,194
Materials & Services	405,209	429,385	483,506	545,089
Total Expenditure	\$ 1,582,801	\$ 1,552,910	\$ 1,738,321	\$ 1,884,283

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00
Financial Systems Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Payroll Manager	1.00	1.00	1.00	1.00
Accounting Specialist	2.00	2.00	2.00	2.00
Sr. Payroll/Accounting Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	1.00
Total Full-Time Equivalents (FTE)	9.50	9.50	9.50	10.00

Finance, continued

2015-16 Significant Changes

The Personnel Services budget reflects projected wages and benefits of all employees and an increase of a part time position to full time to assist with billing services.

Within Materials and Services, supplies in accounts 5330 reflects sit/stand desk modifications. Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage. Other Professional Services, account 5414, funds the costs of actuarial studies performed, Munis consultation fees of \$30,000, \$15,000 for rebate and arbitration work for outstanding bonds and property tax data. Trustee Administration fees reflect banking fees resulting from FDIC fees and low interest revenue available to offset banking fees, as well as third-party administration costs for the FSA and HRA benefit plans. External Training and Travel reflects training and continuing education for the Controller and staff.

Status of 2014-15 Service Measures

- Continue to prepare award winning budget document and Comprehensive Annual Financial Report.

Goal(s)/Call(s) for Action: VII/C
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards. These awards are highly regarded by rating agencies when evaluating an agency's financial stability and creditworthiness. Achieving these awards is evidence that the District's formal documents are recognized as transparent and go beyond the minimum requirements of generally accepted accounting principles.
Status or Outcome: Both awards were applied for and received.

- Monitor to ensure overall expenditure growth does not exceed growth rates of primary revenue sources.

Goal(s)/Call(s) for Action: VII/A, B, and 3
Service Type(s): Essential
Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.
Status or Outcome: The fund balance was reviewed and financial statement published every month. At this time, and at year-end, the fund balance is analyzed to ensure sufficient funds are held in reserve.

- Model unpredictable future healthcare costs to include the impacts of the Affordable Care Act (ACA) as it is implemented over the next four years.

Goal(s)/Call(s) for Action: VII/B and 1
Service Type(s): Essential
Measured By: Successful implementation of new healthcare requirements that are modeled and budgeted for accurately and in advance. This will require staying ahead of the ACA timeline and adapting to any modifications that are applied by the federal government.
Status or Outcome: All aspects of the Affordable Care Act have been researched and implemented to date. This is an ongoing service measure as the Affordable Care Act still has requirements that will be implemented in future years.

Status of 2014-15 Change Strategies

- Implement the financial aspects of the Union labor contract during 2014-15, and model scenarios to disseminate and inform the negotiation team that will meet during 2014-15. The payroll function must interpret and adapt the payroll system to deliver accurate and timely results that impact the workforce. The Fire Chief's Office will rely on forecasts prepared by Finance for negotiations.

Goal(s)/Call(s) for Action: VII/2 and 3
 Budget Impact: Resource neutral
 Duration: Year 3 of 3
 Budget Description: Salaries and benefits
 Partner(s): Fire Chief's Office, Human Resources
 Status or Outcome: All aspects of the 2014-15 Union labor contract were implemented according to the contract terms.

- Expand reporting mechanisms that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial "health" of the District and allowing managers to effect positive financial change. This change strategy has been extended due to additional functionality in Munis as staff matures through the various modules.

Goal(s)/Call(s) for Action: VII/E
 Budget Impact: Resource neutral
 Duration: Year 3 of 5
 Budget Description: Not applicable
 Partner(s): Information Technology
 Status or Outcome: New budget reports have been written to allow for ease of looking up individual department activity. The Popular Annual Financial Report has been distributed to all Divisions with accompanying speaking points to add clarity.

- Convert the timekeeping system from a manual system to an electronic system. Continue research to solve current concerns with Munis electronic timekeeping module for non-line personnel. In the event the Munis module is unable to meet the District's needs, staff will explore, research, and implement different software for electronic timekeeping. This Change Strategy was brought forward from fiscal year 2013-14.

Goal(s)/Call(s) for Action: VI/1 and 2
 Budget Impact: Increase required - potential cost of \$10,000 for a separate solution
 Duration: Year 3 of 3
 Budget Description: Materials and Services
 Partner(s): Information Technology
 Status or Outcome: This goal has still not been achieved. A contract is in place with Tyler Technologies and future training planned to assist with this goal.

Finance, continued

Status of 2014-15 Change Strategies

- Participate in the GFOA Popular Annual Financial Report (PAFR) program to extract information from the Comprehensive Annual Financial Report and produce a high quality report specifically designed to be easily understandable to the general public without a background in public finance.

Goal(s)/Call(s) for Action: VII/3 and 5
 Budget Impact: Increase required
 Duration: Year 2 of 2
 Budget Description: Materials and Services
 Partner(s): Information Technology, Fire Chief's Office
 Status or Outcome: This strategy has been achieved. A high value report was produced in Year 1 that received a GFOA award for reporting. The report was produced again in Year 2 with greater distribution and emphasis of sharing with all employees and our local partners.

Additional 2014-15 Accomplishments

- Partnership with AMR for ambulance billing in the Clackamas service area.
- Budget User Guide update.
- Extended budget training, site visits, one-on-one trainings.

2015-16 Service Measures

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Accounts receivable invoiced	848	854	927	850	900
Cash receipts processed	2,308	2,077	1,998	2,100	2,100
Payroll pays issued	10,992	10,840	11,848	12,400	13,000
Requisitions processed	9,148	8,837	9,571	11,700	11,000
P-Card requisitions processed	2,504	2,377	2,530	3,000	3,000
Approvals through workflow	5,818	5,330	5,646	6,000	6,000
Requisition notifications through workflow	14,696	13,552	14,533	17,592	18,000
Purchase orders processed	6,263	6,035	6,577	7,000	7,100
Accounts payable transactions	12,680	12,653	15,490	14,500	15,000
Accounts payable checks	6,249	5,871	5,844	6,000	5,800
A/P Electronic Fund Transfers (EFT)	468	2,090	2,383	2,600	2,600
Average length of time to approve	-	13:29 hours	13:40 hours	15:27	15:00
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓
Award for Outstanding Achievement for	-	-	✓	✓	✓

2015-16 Service Measures, continued

- Prepare an award winning budget document, Comprehensive Annual Financial Report and Popular Annual Financial Report.

Goal(s)/Call(s) for Action: VII/3
 Service Type(s): Essential
 Measured By: Receipt of Government Finance Officers Association Budget, Comprehensive, and Popular Annual Financial Report awards. These awards are highly regarded by rating agencies when evaluating an agency's financial stability and creditworthiness. Achieving these awards is evidence that the District's formal documents are recognized as transparent and go beyond the minimum requirements of generally accepted accounting principles.



- Monitor to ensure overall expenditure growth does not exceed growth rates of primary revenue sources.

Goal(s)/Call(s) for Action: VII/A, B and 3
 Service Type(s): Essential
 Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.

- Model unpredictable future healthcare costs to include the impacts of the Affordable Care Act (ACA) as it is implemented over the next four years.

Goal(s)/Call(s) for Action: VII/B and 1
 Service Type(s): Essential
 Measured By: Successful implementation of new healthcare requirements that are modeled and budgeted accurately and in the right timing to meet the requirements of the Act. This will require staying ahead of the ACA timeline and adapting to any modifications that are applied by the federal government.

2015-16 Change Strategies

- Expand reporting mechanisms that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial “health” of the District and allowing managers to effect positive financial change. This change strategy has been extended to research and make use of additional functionality in existing Munis modules.

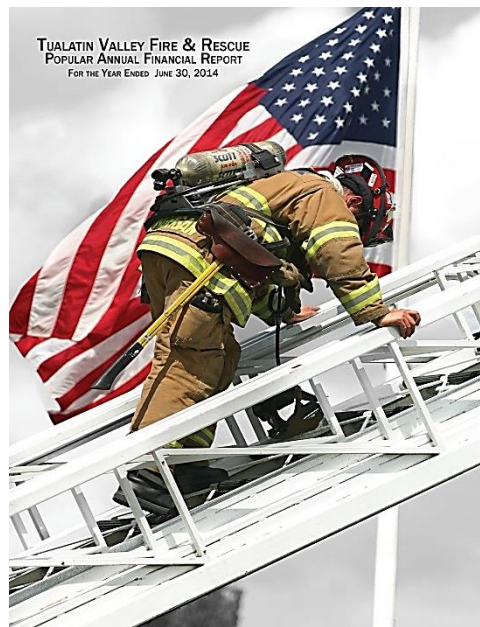
Goal(s)/Call(s) for Action: VI, VII/E
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Not applicable
Partner(s): Information Technology

- Implement the financial side of a new labor contract during 2015-16. The payroll function must interpret and adapt the payroll system to deliver accurate and timely results that impact the workforce. The Fire Chief’s Office will rely on forecasts prepared by Finance for negotiations.

Goal(s)/Call(s) for Action: VII/2 and 3
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Salaries and benefits
Partner(s): Fire Chief’s Office, Human Resources

- Develop a medical billing system to accommodate the ambulance transport program. It is estimated that the fees we will eventually pay to a private contractor for billing services will exceed the cost of in-house billing.

Goal(s)/Call(s) for Action: VI/1
Budget Impact: Increase
Duration: Year 1 of 3
Budget Description: Salaries and benefits; costs should be recoverable
Partner(s): EMS



	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10210 General Fund						
5002 Salaries & Wages Nonunion	\$ 677,451	\$ 706,156	\$ 711,755	\$ 772,001	\$ 772,001	\$ 772,001
5004 Vacation Taken Nonunion	41,591	33,838	54,530	59,165	59,165	59,165
5006 Sick Taken Nonunion	8,717	10,598	10,911	11,837	11,837	11,837
5008 Personal Leave Taken Nonunion	1,314	1,440	4,678	5,076	5,076	5,076
5010 Comp Taken Nonunion	624	1,262				
5015 Vacation Sold	21,303	6,133	18,725	20,316	20,316	20,316
5016 Vacation Sold at Retirement	1,015					
5017 PEHP Vac Sold at Retirement	40,045					
5021 Deferred Comp Match Nonunion	27,045	29,217	38,951	48,753	48,753	48,753
5121 Overtime Nonunion			800	825	825	825
5201 PERS Taxes	135,475	115,547	169,009	144,799	144,799	144,799
5203 FICA/MEDI	55,067	56,190	64,779	66,988	66,988	66,988
5206 Worker's Comp	11,490	10,047	15,241	16,640	16,640	16,640
5207 TriMet/Wilsonville Tax	5,174	5,347	6,218	6,696	6,696	6,696
5208 OR Worker's Benefit Fund Tax	258	292	362	381	381	381
5211 Medical Ins Nonunion	111,703	108,183	108,034	127,806	127,806	127,806
5220 Post Retire Ins Union				5,700	5,700	5,700
5221 Post Retire Ins Nonunion	8,675	7,634	8,550	9,000	9,000	9,000
5230 Dental Ins Nonunion	14,262	14,533	14,782	14,592	14,592	14,592
5240 Life/Disability Insurance	6,751	6,836	10,730	11,859	11,859	11,859
5270 Uniform Allowance		30				
5290 Employee Tuition Reimburse	3,222	3,581	10,400	10,400	10,400	10,400
5295 Vehicle/Cell Allowance	6,410	6,660	6,360	6,360	6,360	6,360
Total Personnel Services	1,177,593	1,123,525	1,254,815	1,339,194	1,339,194	1,339,194
5300 Office Supplies	828	574	1,150	1,000	1,000	1,000
5301 Special Department Supplies	60	156	575	300	300	300
5330 Noncapital Furniture & Equip				7,500	7,500	7,500
5350 Apparatus Fuel/Lubricants	192	235				
5367 M&R Office Equip	4,606	3,311	4,950	300	300	300
5400 Insurance Premium	321,091	320,866	350,000	350,500	350,500	350,500
5412 Audit & Related Filing Fees	32,945	44,750	44,225	44,225	44,225	44,225
5414 Other Professional Services	7,373	10,919	12,000	62,650	62,650	62,650
5415 Printing	1,556	1,939	2,900	3,000	3,000	3,000
5418 Trustee/Administrative Fees	17,204	29,775	33,850	38,675	38,675	38,675
5461 External Training	4,970	5,306	9,355	10,145	10,145	10,145
5462 Travel and Per Diem	6,556	4,250	11,091	13,394	13,394	13,394
5484 Postage UPS & Shipping	81	90	200	200	200	200
5500 Dues & Subscriptions	3,153	3,088	3,260	3,000	3,000	3,000
5570 Misc Business Exp	2,602	1,922	5,200	4,950	4,950	4,950
5571 Planning Retreat Expense				500	500	500
5572 Advertis/Public Notice	1,991	2,203	4,750	4,750	4,750	4,750
Total Materials & Services	405,209	429,385	483,506	545,089	545,089	545,089
Total General Fund	\$ 1,582,801	\$ 1,552,910	\$ 1,738,321	\$ 1,884,283	\$ 1,884,283	\$ 1,884,283



Program Description

This budget program accounts for personnel not yet assigned to a station unit and materials and services benefitting out of Integrated Operations.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 129,441	\$ 171,416	\$ 742,443	\$ 1,144,217
Materials & Services	119,502	262,236	551,995	656,508
Total Expenditure	\$ 248,943	\$ 433,651	\$ 1,294,438	\$ 1,800,725

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Lieutenant	0.00	0.00	0.00	2.00
Safety Chief	0.00	0.00	1.00	0.00
Light Duty Positions (transferred from the Relief Pool)	0.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	0.00	2.00	3.00	4.00

2015-16 Significant Changes

Personnel Services was increased to reflect the addition of two additional line positions reduced by the Safety Chief position. In addition, accounts such as tuition reimbursement and certain District-wide relief and overtime costs are managed for all operating centers and fire station personnel through this budget. The account 5102 has been budgeted in 5101 for the 2015-16 fiscal year due to the unionization of Battalion Chiefs, following legislative changes. Union Overtime, account 5120, supports a labor contract payment to the Union of \$40,000 as well as overtime for Union personnel on Incident Management Teams (\$34,969), QI processes, peer support, and special projects for equipment research. Account 5270, Uniform Allowance, was increased to allow \$50,000 for moisture wicking shirts and shorts for all uniformed personnel.



































Materials and Services, account 5301, Special Department Supplies, includes \$7,000 for new Truck 68, cars and motorcycle being deployed in 2015-16. Similarly account 5320, EMS Supplies, includes \$32,000 for new unit deployments; account 5321, Firefighting Supplies, includes \$87,000 for outfitting new Medics, Cars, Truck 68 and the Motorcycle. An additional \$35,000 is included for replacement of escape rope for all line personnel. Account 5325 provides funding for replacement of damaged or additional turnouts. The account also provides funding for firefighting small equipment, and community room and investigator equipment replacement as needed. Account 5361, \$50,000, provides emergency repair funds for all stations and facilities managed through the Integrated Operations Directorate. Account 5365 provides for thermal imager repairs as well as various monitor calibrations. Annual hose and ladder testing and certification are provided for in account 5414, as well as customer satisfaction surveys, instructor costs, and specialized fire consultants. Additional funds of \$47,000 are budgeted for leadership training and development consulting. Account 5417, Temporary Services, reflects the temporary assistance during the Occupancy Database refresh. Account 5481, Community Education materials, is for public education materials that are not station or program specific.

Integrated Operations Administration, continued

Personnel Summary


Integrated Operations	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Integrated Operations Administration	0.00	2.00	3.00	4.00
Volunteers	0.00	1.00	0.00	0.00
Relief Pool Personnel	44.57	45.00	60.00	60.00
North Division Command	14.00	13.38	13.00	13.00
Station 60 (Cornell Road)	9.00	12.00	12.00	12.00
Station 61 (Butner Road)	13.00	13.00	13.00	13.00
Station 62 (Aloha)	14.00	14.00	14.00	14.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00
Station 65 (West Slope)	12.00	12.00	12.00	12.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00
Station 67 (Farmington Road)	25.00	25.00	25.00	25.00
Station 68 (Oak Hills)	9.00	12.00	12.00	12.00
Station 70 (Raleigh Hills)	0.00	0.00	0.00	2.00
Central Division Command	13.50	14.50	15.00	15.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 35 (King City)	14.00	14.00	14.00	14.00
Station 50 (Walnut)	13.00	13.00	13.00	13.00
Station 51 (Tigard)	24.00	24.00	24.00	24.00
Station 53 (Progress)	14.00	14.00	14.00	14.00
Station 69 (Cooper Mountain)	9.00	12.00	12.00	12.00
South Division Command	12.38	12.00	12.00	12.00
Station 34 (Tualatin)	13.00	13.00	13.00	13.00
Station 52 (Wilsonville)	12.00	12.00	18.00	18.00
Station 54 (Charbonneau)	0.00	0.00	0.00	6.00
Station 56 (Elligsen Road)	12.00	12.00	12.00	12.00
Station 57 (Mountain Road)	12.00	12.00	12.00	12.00
Station 58 (Bolton)	12.00	12.00	18.00	18.00
Station 59 (Willamette)	12.00	12.00	12.00	12.00
EMS	0.00	0.00	5.00	7.00
EMS/Occupational Health/Wellness	8.50	10.00	0.00	0.00
Training	9.00	9.00	9.00	10.00
Recruits	7.19	6.54	13.08	9.00
Total Integrated Operations Directorate	374.14	387.42	416.08	424.00

Station FTE and Unit Deployment 2015-16 by Station Number

	Station	FTE	Unit(s)	Unit Type
North	Station 60 (Cornell Road)	12.00		Engine
	Station 61 (Butner Road)	13.00	 	Aerial Pumper, Car
	Station 62 (Aloha)	14.00	 	Aerial Pumper, Medic
	Station 64 (Somerset)	12.00		Engine
	Station 65 (West Slope)	12.00		Engine
	Station 66 (Brockman Road)	12.00		Engine
	Station 67 (Farmington Road)	25.00	  	Truck, Engine, Car
	Station 68 (Bethany)	12.00		Truck
	Station 70 (Raleigh Hills)	2.00		Medic
Central	Station 33 (Sherwood)	12.00		Engine
	Station 35 (King City)	14.00	 	Engine, Medic
	Station 50 (Walnut)	13.00	 	Engine, Car
	Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue
	Station 53 (Progress)	14.00	 	Engine, Medic
	Station 69 (Cooper Mountain)	12.00		Engine
South	Station 34 (Tualatin)	13.00	 	Aerial Pumper, Car
	Station 52 (Wilsonville)	18.00	 	Engine, Medic
	Station 56 (Elligsen Road)	12.00		Truck
	Station 57 (Mountain Road)	12.00		Engine
	Station 58 (Bolton)	18.00	 	Engine, Medic
	Station 59 (Willamette)	12.00		Engine
TBD		6.00		Medic
		3.00	  	Car
		1.00		Motorcycle

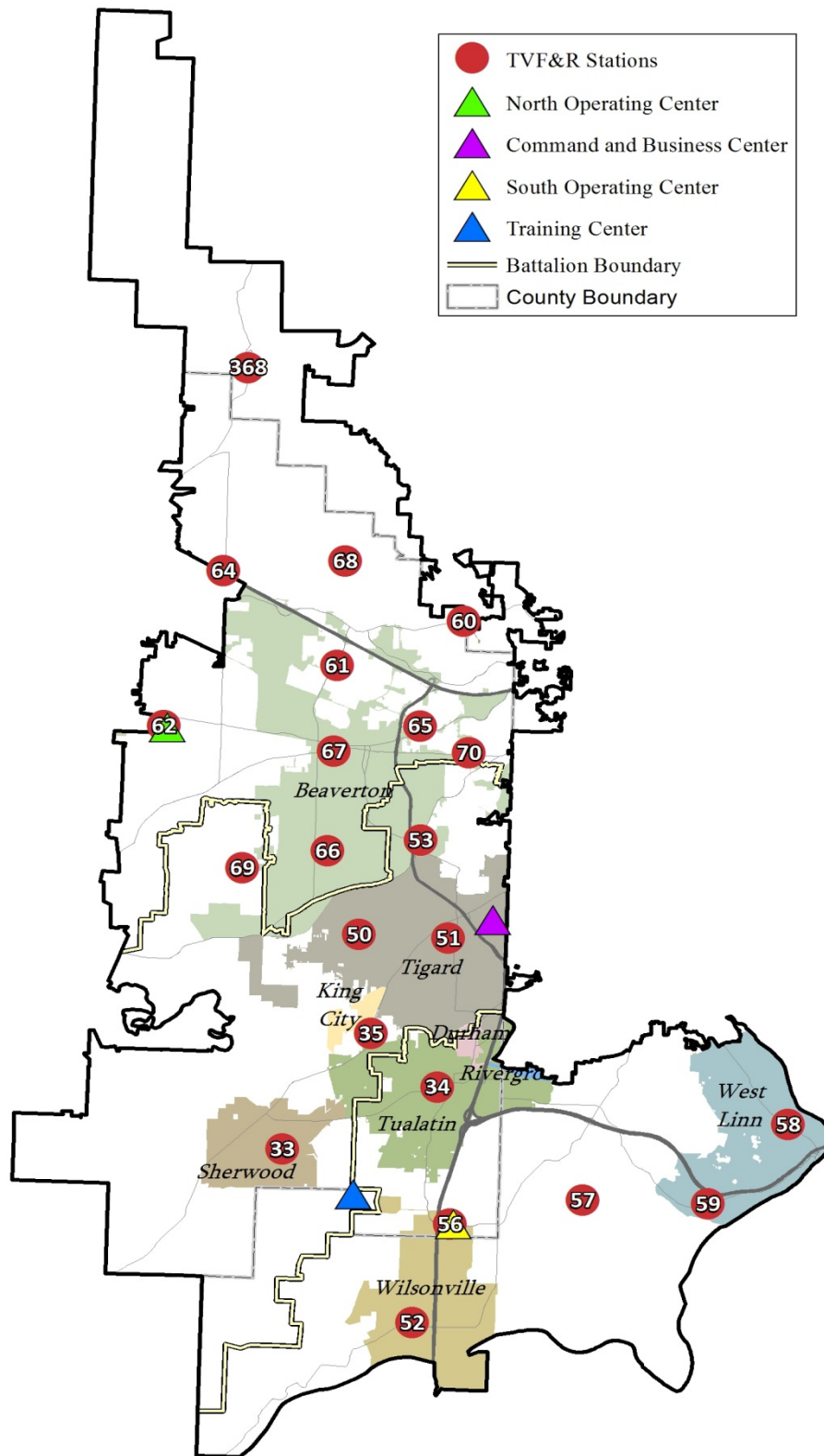
○ Full Time Employees (FTE) per Unit

 52-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

 40-Hour Unit: FTE per Unit x 1 = Total FTE

Integrated Operations Administration, continued

District Service Area



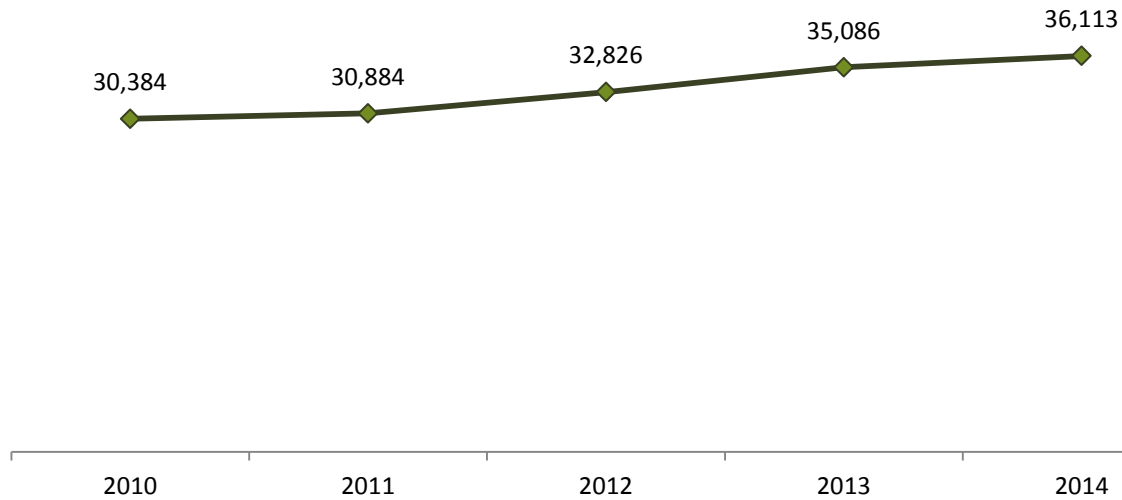
Integrated Operations Administration, continued

Integrated Operations Budget by Cost Center

Cost Center	Work Site/Specialty Team	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
10200	Integrated Operations Admin	\$248,943	\$433,651	\$1,294,438	\$1,800,725
10625	Hazardous Materials Team	31,089	59,496	54,868	117,520
10622	Technical Rescue Team	10,748	38,861	43,140	68,024
10626	Water Rescue Team	14,906	13,297	18,038	45,384
10621	Wildland Team	22,232	264,664	46,998	
	Total Integrated Operations Admin	327,919	809,969	1,457,482	2,031,653
10300	Volunteers	229,214	170,371	203,179	255,213
10280	Relief Pool Personnel	5,439,676	6,469,734	9,151,041	9,518,880
10155	North Integrated Operations	2,267,491	2,023,163	2,418,675	2,447,293
10060	Station 60 (Cornell Road)	1,836,914	1,946,773	1,953,274	2,034,569
10061	Station 61 (Butner Road)	1,809,669	1,974,615	2,118,587	2,231,511
10062	Station 62 (Aloha)	1,841,475	1,926,334	2,289,781	2,337,868
10064	Station 64 (Somerset)	1,718,292	1,792,549	1,990,348	2,019,503
10065	Station 65 (West Slope)	1,681,901	1,752,358	1,951,229	2,009,254
10066	Station 66 (Brockman Road)	1,676,042	1,719,109	1,965,382	1,999,576
10067	Station 67 (Farmington Road)	3,772,423	3,790,289	3,942,975	4,141,134
10068	Station 68 (Oak Hills)	1,636,460	1,824,751	1,941,154	1,947,546
10070	Station 70 (Raleigh Hills)				418,024
	Total North Integrated Operations	18,240,665	18,749,940	20,571,405	21,586,278
10160	Central Integrated Operations	2,067,636	2,358,189	2,568,532	2,552,653
10033	Station 33 (Sherwood)	1,762,764	1,829,517	1,951,245	2,068,283
10035	Station 35 (King City)	2,014,300	2,045,090	2,324,731	2,354,471
10050	Station 50 (Walnut)	2,033,976	2,017,005	2,086,270	2,161,281
10051	Station 51 (Tigard)	3,802,586	3,913,134	4,093,298	4,175,859
10053	Station 53 (Progress)	2,156,938	2,292,078	2,403,660	2,489,210
10069	Station 69 (Cooper Mountain)	1,789,930	1,756,279	1,904,760	1,949,545
	Total Central Integrated Operations	15,628,130	16,211,292	17,332,496	17,751,302
10600	South Integrated Operations	2,081,648	2,033,700	2,134,948	2,140,348
10034	Station 34 (Tualatin)	2,043,971	2,023,255	2,194,114	2,326,224
10052	Station 52 (Wilsonville)	1,747,279	1,750,869	2,925,289	2,972,254
10054	Station 54 (Charbonneau)				946,806
10056	Station 56 (Elligsen Road)	1,861,267	2,102,953	2,049,818	2,100,634
10057	Station 57 (Mountain Road)	1,719,821	1,734,868	1,892,357	1,997,757
10058	Station 58 (Bolton)	1,817,427	2,050,927	2,842,030	2,958,428
10059	Station 59 (Willamette)	2,007,661	2,086,730	2,031,883	2,110,213
	Total South Integrated Operations	13,279,074	13,783,303	16,070,439	17,552,664
10205	EMS			1,438,280	1,882,289
10421	EMS / Health / Wellness	1,729,130	1,802,711		
	Total EMS	1,729,130	1,802,711	1,438,280	1,882,289
10402	Training/Safety	1,579,631	1,913,111	1,711,932	2,388,447
10420	External Training	1,212	31,940	2,544	
	Total Training	1,580,843	1,945,051	1,714,476	2,388,447
10230	Recruits	884,405	784,729	2,075,920	1,865,674
	Total Integrated Operations	\$ 57,339,055	\$ 60,727,101	\$ 70,014,718	\$74,832,400

Integrated Operations Administration, continued

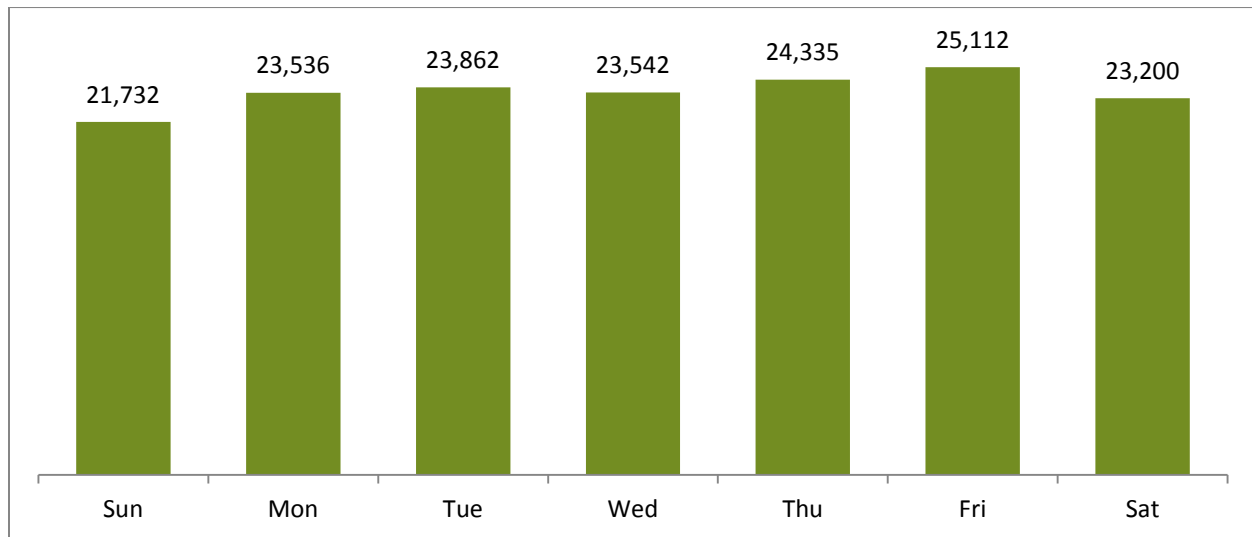
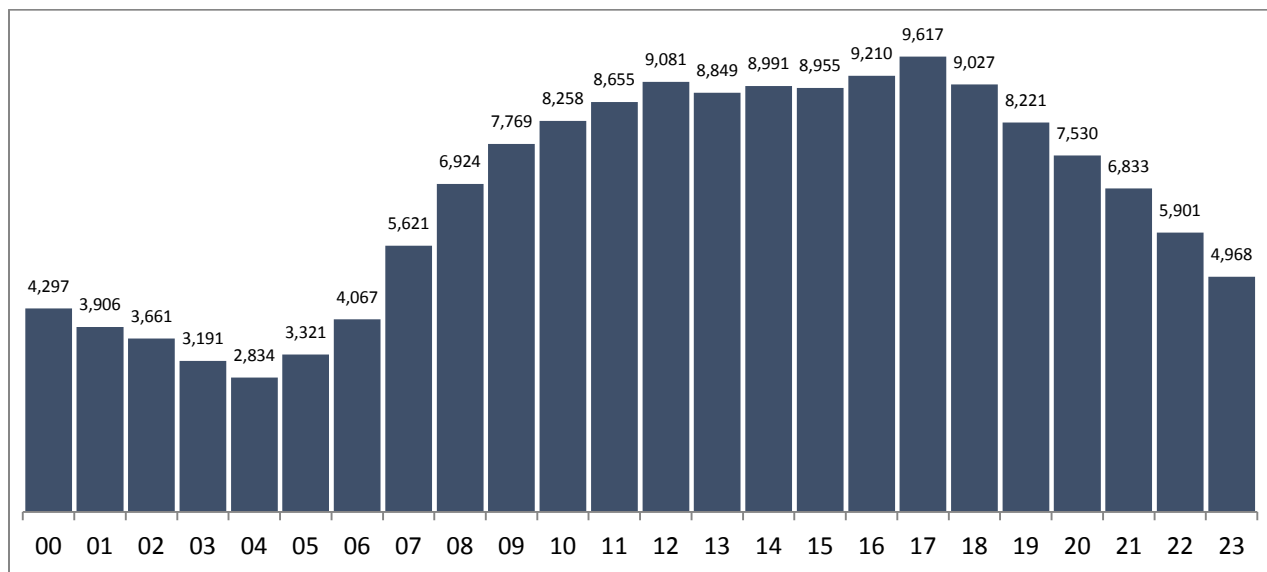
District Incident Count¹



District Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	3,564	784	3,293	880	3,282	987	3,597	1,028	3,460	999
Overpressure	0	47	0	63	0	87	0	86	0	59
EMS/Rescue Call	24,671	19,288	25,539	19,516	27,119	21,160	28,737	22,244	29,829	23,460
Hazardous Condition	543	747	526	757	630	805	662	915	783	1,113
Service Call	918	1,851	937	2,021	1,081	1,984	1,209	2,567	1,260	2,496
Good Intent Call	266	5,457	154	5,855	271	5,918	342	6,156	304	6,013
False Call	0	2,178	0	1,749	0	1,846	0	2,050	0	1,942
Natural Condition	0	2	0	5	0	4	0	7	0	23
Other Situation	422	30	435	38	443	35	539	33	497	28
Total	30,384		30,884		32,826		35,086		36,133	

¹ NOTE: District incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

District Incident Count by Day of Week, Calendar Years 2010–2014²District Incident Count by Hour of Day, Calendar Years 2009–2013²

² NOTE: District incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Integrated Operations Administration, continued

Status of 2014-15 Service Measures

- Response performance – Maintain or improve overall response performance trends consistent with the risk assessment and performance objectives outlined in the Standards of Cover (SOC) by utilizing a fully integrated system approach to strategically deploy stations, apparatus, personnel, and in some cases, non-traditional fire resources (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action:	I/1, 3, and 5; VI/1; VII/3
Service Type(s):	Essential
Measured By:	Monitoring, measuring, and trending all aspects of the District's response performance as outlined in the SOC.
Status or Outcome:	Total response time performance in the Metro/Urban and Suburban Planning Zones showed slight overall improvement for all Code 3 incidents in 2014, while total response time in the Rural Planning Zone increased. The alarm processing component remains relatively steady at approximately two minutes since 2011. After a high of one minute and fifty-six seconds in 2012, turnout performance has improved in both 2013 and 2014. Travel times improved in both the Metro/Urban and Suburban Planning Zones, but did increase in the Rural Planning Zone.

With the implementation of a new Computer Aided Dispatch (CAD) system at the Washington County Consolidated Communications Agency (WCCCA) in July 2009, 2015 is the first year staff was able to analyze a five-year combined dataset of the District's response performance. Reviewing performance in this combined manner provides a balanced view and can smooth over irregularities or "spikes" that may occur in single-year analysis. Examples include: a severe weather event where performance is increased by the inability to travel quickly due to snow or ice; or smaller datasets such as Structure Fires occurring in the Rural Planning Zones.

For all incidents in the Metro/Urban Planning Zone, where the majority of the District's Code 3 incidents occur, the five-year trend for alarm processing, turnout, travel and total response remain relatively stable. Trends based upon annual performance are difficult to establish in the Planning Zones with lower incident counts where greater fluctuations may occur due to only a few incident variances. Moving forward staff will have the ability to evaluate combined-year trends (2010-2014, 2011-2015, 2012-2016, etc.).

Status of 2014-15 Service Measures, continued

- Asset Management Program (AMP) – Efficiently manage all assets (e.g., equipment, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset. The AMP process also provides professional development opportunities for personnel as they work within the various business functions of the District and industry, and interact with a variety of internal department personnel as well as partner agencies and businesses.

Goal(s)/Call(s) for Action:	VI/1; VII/3 and 4
Service Type(s):	Essential
Measured By:	Development and maintenance of capital and small capital replacement schedules, evaluation of the AMP Process Action Teams (PATs), successful implementation and maintenance of new assets, and review and revision of applicable policies and procedures.
Status or Outcome:	<p>The Integrated Operations capital and small capital replacement schedule was completely reviewed and updated during the fiscal year. While refinements continue to be needed due to the numerous assets in the Integrated Operations Directorate, the plan is more comprehensive than in years past. Member participation and understanding of the AMP process has resulted in more ownership of programs at the station level (i.e., management of extrication equipment). Many large initiatives were completed in the fiscal year which included the deployment of Wildland Personal Protective Equipment (PPE), thermal imaging cameras, and stair chairs for all frontline apparatus (except cars).</p> <p>The AMP Steering Group and program management of the individual areas of AMP were restructured as a result of promotions and reassignments. The process continues to remain strong with participation at all levels of the organization.</p>

- Maintain participation in Operations and EMS Quality Improvement processes – The District supports a continuous Quality Improvement (QI) process that promotes an exemplary service delivery system. While structured in a committee-based format, the District recognizes all employees as adjunct members to the improvement process, values the non-punitive collection of performance related data, and strives to develop and utilize objective information sources to create new perspectives on the quality of service delivered to the citizens.

Goal(s)/Call(s) for Action:	I/4; VII/4
Service Type(s):	Essential
Measured By:	Review of Operations and EMS QI Committee participation levels and projects.
Status or Outcome:	<p>Ops-QI meets monthly with active participation from Line Personnel, Training, Deputy Fire Marshal, Fire Chief's Office, and Information Technology representatives. Ops-QI continues to make positive steps in improving report writing quality and accuracy for better data collection of fires. The group is also continuing their focus on the Post Incident Analysis (PIA) process with a goal of establishing construction conversation in an effort to understand and improve performance.</p>

Integrated Operations Administration, continued

Status of 2014-15 Service Measures, continued

The EMS Chart Review Committee has reviewed and retooled the process to capture more of the data necessary to analyze EMS system performance and provide feedback to chart writers and crews. The redesign will give the writer feedback on their chart and performance as well as physician feedback on their patient's outcome. Chart reviewers have been identified and are awaiting completion of software enhancements to begin.

- As the Safety Committee, work with the Chief of Staff in the Fire Chief's Office to identify and review trends that develop from the centralized risk management data collection process, to include injury reports, damage reports, near miss reports, and supplemental event reports.

Goal(s)/Call(s) for Action: IV
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.
Status or Outcome: Work continues on this service measure. With the retirement of the District Safety Officer a renewed examination of the Safety Program and its associated processes is underway.

- Provide safety training, education, and safety support consistent with the needs of the organization.

Goal(s): IV
Service Type(s): Mandatory
Measured By: Training and education provided and maintained for the District Safety Officer, Chief Officers responding as Duty Chiefs, and those acting in the role of department or division safety representatives.
Status or Outcome: The District continues to operate in a safe manner.

- Maintain or enhance regional safety partnerships.

Goal(s): IV; VI/1
Service Type(s): Essential
Measured By: Active participation with Metro Safety Officers, Safety Section of the Oregon Fire Chiefs Association, and industry connected business (NW Natural Gas, PGE, etc.).
Status or Outcome: Staff has actively participated in numerous safety associations and has successfully interacted with the District's private partners.

Status of 2014-15 Change Strategies

- Impact of and response to service calls - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action: I/1
 Budget Impact: Resource neutral
 Duration: Year 5 of 5
 Budget Description: Staff's continued analysis and policy development.
 Partner(s): EMS, Fire Chief's Office, Planning
 Status or Outcome: Post Local Option Levy planning and initial implementation, addition work is needed on this Change Strategy to fully understand the impact of new resources. This Change Strategy will be extended for an additional two years and will move to year six of seven.

- Active Threat/Active Shooter protocol, policy, and response development.

Goal(s)/Call(s) for Action: III/1; IV
 Budget Impact: Resource neutral
 Duration: Year 1 of 3
 Budget Description: Active Threat/Active Shooter incidents have become much too common and the District needs to take steps to become more prepared for these types of incidents, regardless if they occur in the communities, businesses or schools. Resources allocated would be used to develop protocol, policies, and exercises that would allow for a successful and safe response to these incidents.
 Partner(s): Fire Chief's Office, Training, EMS, various law enforcement agencies, various school districts, Emergency Management
 Status or Outcome: Several Active Shooter exercises have been conducted and the District is working on implementing strategies from the associated after action reports. This will continue to be an area of focus pertaining to responder safety.

Integrated Operations Administration, continued

Status of 2014-15 Change Strategies, continued

- Integrated deployment strategy to improve overall response performance.

Goal(s)/Call(s) for Action:	VI/1
Budget Impact:	Resource neutral
Duration:	Year 1 of 2
Budget Description:	Based upon the Standards of Cover, the current deployment is largely assembled around a distribution and concentration model that is not necessarily interdependent. In order to accomplish the policy adopted response performance parameters, an integrated strategy is needed whereby the smaller, more nimble, less staffed assets can accomplish “stopping the clock” while the “weight” of the response occurs with the heavy, core, four-person staffed assets.
Partner(s):	Fire Chief’s Office, Training, EMS, Local 1660
Status or Outcome:	Work continues on this change strategy. With the implementation of the Local Option Levy, additional resources are being added to the deployment mix and additional analysis is needed.

- Modernize the safety program structure to include a District Safety Officer and that represents the needs of the District.

Goal(s)/Call(s) for Action:	IV
Budget Impact:	Increase required
Duration:	Year 1 of 2
Budget Description:	The current safety program structure no longer fits the needs of the District. Changes in mandates, compliance, training, and inspections necessitate a change in structure and reporting. In addition, having a District Safety Officer unencumbered from another Division is needed.
Partner(s):	Fire Chief’s Office, Finance, Training, Integrated Operations
Status or Outcome:	The District Safety Officer retired and the program is under review.

Additional 2014-15 Accomplishments

- Promoted and placed North Division Chief.
- Promoted and placed Training Division Chief.
- Successfully administered multiple AMP processes.
- Actively participated in numerous regional and state led operational processes/programs.
- Embarked upon fire scene operational improvements (Fireground Management).

2015-16 Service Measures

Calendar Year	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Code Enforcement					
Inspections	2,619	2,365	4,281	4,732	4,000
Re-inspections	1,439	1,480	2,366	2,882	2,640
Night Inspections	83	112	232	249	240
Violations Found	2,506	2,534	3,885	4,918	4,620
Investigations					
Total Number of Incidents Investigated	187	200	160	147	160
Arson Investigations	39	43	22	18	25
Incident Data					
Multi-Family Housing Fires (4+ Units)	62	50	63	58	55
Total (Inspectable) Commercial Fires	115	118	125	132	125
False Alarms (Total)	1,750	1,850	1,917	1,910	1,800
False Alarms (Commercial Auto-Alarms)	1,324	1,311	1,435	1,380	1,300
Public Education					
Hands-Only CPR in Schools – Number of Students Trained		1,410	4,713	3,000	3,000
Apartment Program – Number of Trainees	97	168	173	170	170
Adult Foster Care Program – Number of Trainees	69	80	80	80	80
Fire Safety House Events – Total Number of Events	31	31	36	35	35
Total Attendance – Safety House	7,930	6,904	7,215	7,200	7,200
Total Public Education Events	712	735	745	740	740
Total Attendance - Public Education Events	62,837	55,649	66,445	65,000	65,000

- Response performance – Maintain or improve overall response performance trends consistent with the risk assessment and performance objectives outlined in the Standards of Cover (SOC) by utilizing a fully integrated system approach to strategically deploy stations, apparatus, personnel, and in some cases, non-traditional fire resources (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action: I/A and 1 VI/1; VII/3
Service Type(s): Essential
Measured By: Monitoring, measuring, and trending all aspects of the District's response performance as outlined in the SOC.

Integrated Operations Administration, continued

2015-16 Service Measures, continued

- Asset Management Program (AMP) – Efficiently manage all assets (e.g., equipment, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset. The AMP process also provides professional development opportunities for personnel as they work within the various business functions of the District and industry, and interact with a variety of internal department personnel as well as partner agencies and businesses.

Goal(s)/Call(s) for Action: VI/1; VII/3 and 4
Service Type(s): Essential
Measured By: Development and maintenance of capital and small capital replacement schedules, evaluation of the AMP Process Action Teams (PATs), successful implementation and maintenance of new assets, and review and revision of applicable policies and procedures.

- Maintain participation in Operations and EMS Quality Improvement processes – The District supports a continuous Quality Improvement (QI) process that promotes an exemplary service delivery system. While structured in a committee-based format, the District recognizes all employees as adjunct members to the improvement process, values the non-punitive collection of performance related data, and strives to develop and utilize objective information sources to create new perspectives on the quality of service delivered to the citizens.

Goal(s)/Call(s) for Action: I; VI/1; VII/4
Service Type(s): Essential
Measured By: Review of Operations and EMS QI Committee participation levels and projects.

- As the Safety Committee, work with the Chief of Staff in the Fire Chief's Office to identify and review trends that develop from the centralized risk management data collection process, to include injury reports, damage reports, near miss reports, and supplemental event reports.

Goal(s)/Call(s) for Action: IV/3; VII
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.

- Provide safety training, education, and safety support consistent with the needs of the organization.

Goal(s): IV
Service Type(s): Mandatory
Measured By: Training and education provided and maintained for the District Safety Officer, Chief Officers responding as Duty Chiefs, and those acting in the role of department or division safety representatives.

2015-16 Service Measures, continued

- Maintain or enhance regional safety partnerships.

Goal(s):	IV; VI/1
Service Type(s):	Essential
Measured By:	Active participation with Metro Safety Officers, Safety Section of the Oregon Fire Chiefs Association, and industry connected business (NW Natural Gas, PGE, etc.).
Measured By:	Meeting attendance, active partnerships with specific positive financial/operational impacts.

2015-16 Change Strategies

- Impact of and response to service calls - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action:	I
Budget Impact:	Resource neutral
Duration:	Year 6 of 7
Budget Description:	Staff's continued analysis and policy development.
Partner(s):	EMS, Fire Chief's Office, Planning

- Active Threat/Active Shooter protocol, policy, and response development.

Goal(s)/Call(s) for Action:	III/1; IV
Budget Impact:	Resource neutral
Duration:	Year 2 of 3
Budget Description:	Active Threat/Active Shooter incidents have become much too common and the District needs to take steps to become more prepared for these types of incidents, regardless if they occur in the communities, businesses or schools. Resources allocated would be used to develop protocol, policies, and exercises that would allow for a successful and safe response to these incidents.
Partner(s):	Fire Chief's Office, Training, EMS, various law enforcement agencies, various school districts, Emergency Management

Integrated Operations Administration, continued

2015-16 Change Strategies, continued

- Integrated deployment strategy to improve overall response performance.

Goal(s)/Call(s) for Action: I/A, 1 and 3; VI/1
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: Based upon the Standards of Cover, the current deployment is largely assembled around a distribution and concentration model that is not necessarily interdependent. In order to accomplish the policy adopted response performance parameters, an integrated strategy is needed whereby the smaller, more nimble, less staffed assets can accomplish “stopping the clock” while the “weight” of the response occurs with the heavy, core, four-person staffed assets. In addition, leverage Enterprise GIS awareness and use with a specific focus on turnout time performance.
Partner(s): Fire Chief’s Office, Training, EMS, Local 1660

- Modernize the safety program structure to include a District Safety Officer and that represents the needs of the District.

Goal(s)/Call(s) for Action: IV; VII
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: The current safety program structure no longer fits the needs of the District. Changes in mandates, compliance, training, and inspections necessitate a change in structure and reporting. In addition, having a District Safety Officer unencumbered from another Division is needed.
Partner(s): Fire Chief’s Office, Finance, Training, Integrated Operations

Integrated Operations Administration, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10200 General Fund						
5001 Salaries & Wages Union		\$ 11,993	\$ 175,440	\$ 337,858	\$ 337,858	\$ 337,858
5002 Salaries & Wages Nonunion			125,037	125,037	125,037	125,037
5003 Vacation Taken Union			13,496	44,815	44,815	44,815
5004 Vacation Taken Nonunion			9,458	9,458	9,458	9,458
5005 Sick Leave Taken Union		10,264	3,856	9,201	9,201	9,201
5006 Sick Taken Nonunion			1,892	1,892	1,892	1,892
5007 Personal Leave Taken Union		3,529	1,928	4,529	4,529	4,529
5008 Personal Leave Taken Nonunion			812	812	812	812
5016 Vacation Sold at Retirement				824	824	824
5017 PEHP Vac Sold at Retirement				2,198	2,198	2,198
5020 Deferred Comp Match Union		1,031	8,676	19,082	19,082	19,082
5021 Deferred Comp Match Nonunion			6,756	6,756	6,756	6,756
5101 Vacation Relief				42,689	42,689	42,689
5102 Duty Chief Relief	\$ 31,366	29,752	27,648			
5105 Sick Relief				8,110	8,110	8,110
5106 On the Job Injury Relief				1,295	1,295	1,295
5107 Short Term Disability Relief				859	859	859
5110 Personal Leave Relief				5,082	5,082	5,082
5118 Standby Overtime				375	375	375
5120 Overtime Union	60,411	62,236	113,704	133,174	133,174	133,174
5201 PERS Taxes	14,361	17,200	97,666	121,776	121,776	121,776
5203 FICA/MEDI	4,652	5,764	37,434	46,674	46,674	46,674
5206 Worker's Comp	2,399	6,300	12,672	17,084	17,084	17,084
5207 TriMet/Wilsonville Tax	441	576	3,593	4,417	4,417	4,417
5208 OR Worker's Benefit Fund Tax	23	26	316	318	318	318
5210 Medical Ins Union		4,955	34,520	70,840	70,840	70,840
5211 Medical Ins Nonunion			17,831	17,830	17,830	17,830
5220 Post Retire Ins Union		200	1,200	2,400	2,400	2,400
5221 Post Retire Ins Nonunion			975	975	975	975
5230 Dental Ins Nonunion			3,444	3,444	3,444	3,444
5240 Life/Disability Insurance			1,249	1,248	1,248	1,248
5270 Uniform Allowance	2,860	4,003	8,040	63,715	63,715	63,715
5290 Employee Tuition Reimburse	12,929	13,587	34,200	39,450	39,450	39,450
5295 Vehicle/Cell Allowance			600			
Total Personnel Services	129,441	171,416	742,443	1,144,217	1,144,217	1,144,217
5300 Office Supplies	16			100	100	100
5301 Special Department Supplies	1,558	525	4,525	11,845	11,845	11,845
5302 Training Supplies	128	466	1,330			
5304 Hydrant Maintenance	3,181	3,376	4,200	4,500	4,500	4,500
5305 Fire Extinguisher	866	1,211	900	1,400	1,400	1,400
5320 EMS Supplies	303			32,400	32,400	32,400
5321 Fire Fighting Supplies	1,578	7,066	86,650	202,100	202,100	202,100
5325 Protective Clothing	11,446	128,193	174,600	36,108	36,108	36,108
5330 Noncapital Furniture & Equip	1,522	1,943	4,850	25,750	25,750	25,750

Integrated Operations Administration, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5350 Apparatus Fuel/Lubricants	549	907	950	950	950	950
5361 M&R Bldg/Bldg Equip & Improv			50,000	50,000	50,000	50,000
5365 M&R Firefight Equip	15,001	24,750	26,950	19,800	19,800	19,800
5414 Other Professional Services	52,511	49,077	55,700	100,250	100,250	100,250
5415 Printing	205	38	2,100	1,500	1,500	1,500
5417 Temporary Services			36,000	56,160	56,160	56,160
5450 Rental of Equip				300	300	300
5461 External Training	11,475	16,202	22,446	26,065	26,065	26,065
5462 Travel and Per Diem	10,836	15,953	46,300	50,300	50,300	50,300
5471 Citizen Awards		50				
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5480 Community/Open House/Outreach				5,000	5,000	5,000
5481 Community Education Materials		7,720	5,000	5,000	5,000	5,000
5484 Postage UPS & Shipping	1,464		1,500	1,500	1,500	1,500
5500 Dues & Subscriptions	2,350	3,401	5,919	5,014	5,014	5,014
5502 Certifications & Licensing			1,615			
5570 Misc Business Exp	3,753	1,358	6,460	4,966	4,966	4,966
5571 Planning Retreat Expense	759		1,000	2,500	2,500	2,500
Total Materials & Services	119,502	262,236	551,995	656,508	656,508	656,508
Total General Fund	\$ 248,943	\$ 433,651	\$ 1,294,438	\$ 1,800,725	\$ 1,800,725	\$ 1,800,725

Team Description

The District's Hazardous Materials (HazMat) Team is comprised of 30 personnel who operate out of two stations (34 and 53). The stations are staffed with 12 personnel each, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of seven members per shift. The HazMat Team responds to fires, spills, and other incidents involving chemicals or toxic materials utilizing HazMat response units, **HM34** and **HM53**. The team is one of 14 in the Oregon State Regional Hazardous Material Response system and is known as Hazmat Team 9. As a regional responder, TVF&R is responsible for hazardous materials incidents within Region 9, which stretches from Scappoose to Salem and from Lake Oswego to Astoria. Members are trained to the Technician Level, allowing the team to perform Level-A entries in Immediately Dangerous to Life or Health (IDLH) hazardous environments.

The team utilizes equipment that can predict the movement of hazardous materials released into the atmosphere, as well as detect IDLH or combustible environments. The HazMat Team also has equipment that will ground/bond vessels, contain releases, and transfer hazardous products from leaking containers.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 24,483	\$ 52,118	\$ 35,478	\$ 100,975
Materials & Services	6,607	7,378	19,390	16,545
Total Expenditure	\$ 31,089	\$ 59,496	\$ 54,868	\$ 117,520

2015-16 Significant Changes

An Additional \$51,984 of state reimbursable overtime for team members training is budgeted in 2015-16, account 5120. Remaining overtime accounts for training drills and meetings.

Status of 2014-15 Service Measures

- Enhance TVF&R's process for billing the Oregon Office of State Fire Marshal for hazardous materials services - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.

Goal(s)/Call(s) for Action:	VI
Service Type(s):	Discretionary
Measured By:	Proposed efficiencies, policy compliance, and service standards will be reviewed annually with TVF&R partners from Finance and Business Operations.
Status or Outcome:	Complete. Telestaff codes used to track Hazmat team leave was evaluated and enhanced to better reflect the type of leave being used. This allowed Finance and the Hazmat captains to better identify training leave that is reimbursed by OSFM. This enhancement has resulted in a more efficient billing process that has generated more accurate billing invoices when seeking reimbursement.

Hazardous Materials Team, continued

Status of 2014-15 Service Measures, continued

- Expand established relationships with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s)/Call(s) for Action: II; III; VI/1
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. The HazMat team will continue to conduct site surveys of established HazMat facilities within the District, as well as developing partnerships with newly identified facilities.
Status or Outcome: Ongoing. The Hazmat team continues to enhance relationships with local Hazmat facilities through site surveys and facility drills. The Hazmat team works closely with operating center DFM's to identify new Hazmat facilities in the fire district. Local facilities such as Air Gas and Air Liquide provide invaluable hands on training to Hazmat team members at little to no cost to the Fire District.

- Refine and enhance Team compliance training program to provide for continued development, review, and refinement of the compliance training modules.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: The remaining modules to be reviewed monthly after delivery and amendments in areas identified by peer review process.
Status or Outcome: Complete. All Hazmat team compliance training has been moved to the Target Solutions platform for the upcoming recertification year. This process included a complete review of the current compliance training modules, and resulted in a more streamlined and efficient way to track team member compliance training.

- Provide support to Special Operations (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - To develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s)/Call(s) for Action: III; VI/1
Service Type(s): Mandatory
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.
Status or Outcome: Ongoing. The Hazmat team continues to provide support to specialty teams both in emergency scene operations, and at large scale drills. This year the Hazmat team conducted a large scale scenario drill at Maxim in Beaverton in conjunction with the Technical Rescue Team. This drill provided valuable "hands on" knowledge of each teams capabilities, and helped enhance our working relationship.

Status of 2014-15 Service Measures, continued

- Ensure minimum Hazardous Materials Team staffing as required by OSFM contract and TVFR S.O.G. 5.9.1.

Goal(s)/Call(s) for Action: I; III; VI/1
 Service Type(s): Mandatory
 Measured By: Compliance with District S.O.G. 5.9.1 Minimum Staffing for Specialty Teams. The HazMat Team will establish a staffing plan to address future staffing needs, and efficiently fill vacancies as they occur.

Status or Outcome: Ongoing. The Hazmat team maintains a minimum daily staffing of 7 technicians on duty between the two Hazmat stations, with a total roster of 30 assigned and adjunct members. The Captains of the Hazmat team continue to proactively plan for current and future team vacancies. A Hazardous Materials Technician class is planned for the Spring of 2015 to address future team openings.

Status of 2014-15 Change Strategies

- Implementation of a new system for hazardous materials response. Institute the HazMatIQ system as the standardized approach to HazMat response and technical consultation. The new process improves and standardizes terminology and communication, and will provide guidelines that increase the safety and efficiency of the team on scene.

Goal(s)/Call(s) for Action: I; III; IV/A
 Budget Impact: Increase required
 Duration: Year 3 of 4
 Budget Description: HazMat Team, who took the HazMatIQ courses, provides training to other line personnel with Awareness and Operations level HazMat certification. Incorporate related procedures into guidelines and protocols. Purchase additional equipment needed to conduct the new tasks (e.g., temperature guns, reagent testing supplies).

Partner(s): Training, Integrated Operations

Status or Outcome: Complete. The Hazmat IQ training has been conducted for all current Hazmat team members, and is now the standard for the initial evaluation and approach to a Hazardous Materials response. A Hazmat IQ “playbook” was created as a quick reference guide to assist in determining a plan for response to a Hazmat scene, and has been placed on all Hazmat resources. An evaluation of the process for delivering Hazmat IQ to engine company line personnel was conducted, and determined to be logistically challenging and cost prohibitive. This item should be removed as a change strategy.

Additional 2014-15 Accomplishments

- Held a Hazardous Materials technician class in conjunction with the IAFF to train 22 new Hazardous Materials technicians to serve throughout the state, including five at TVFR.
- Purchased two new gas monitors to enhance our gas monitoring capabilities.
- Conducted a very successful facility drill at a large local tech facility in conjunction with TVFR’s Technical Rescue Team.

Hazardous Materials Team, continued

2015-16 Service Measures

- Enhance TVF&R's process for billing the Oregon Office of State Fire Marshal for hazardous materials services - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.

Goal(s)/Call(s) for Action: VI
Service Type(s): Discretionary
Measured By: Proposed efficiencies, policy compliance, and service standards will be reviewed annually with TVF&R partners from Finance and Business Operations.

- Expand established relationships with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s)/Call(s) for Action: II; III; VI/1
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. The HazMat team will continue to conduct site surveys of established HazMat facilities within the District, as well as developing partnerships with newly identified facilities.

- Refine and enhance Team compliance training program to provide for continued development, review, and refinement of the compliance training modules.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: The remaining modules to be reviewed monthly after delivery and amendments in areas identified by peer review process.

- Provide support to Special Operations (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - To develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s)/Call(s) for Action: III; VI/1
Service Type(s): Mandatory
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.

- Ensure minimum Hazardous Materials Team staffing as required by OSFM contract and TVFR S.O.G. 5.9.1.

Goal(s)/Call(s) for Action: I; III; VI/1
Service Type(s): Mandatory
Measured By: Compliance with District S.O.G. 5.9.1 Minimum Staffing for Specialty Teams. The HazMat Team will establish a staffing plan to address future staffing needs, and efficiently fill vacancies as they occur.

2015-16 Change Strategies

- Implement a new system for hazardous materials response. Institute the HazMatIQ system as the standardized approach to HazMat response and technical consultation. The new process improves and standardizes terminology and communication, and will provide guidelines that increase the safety and efficiency of the team on scene.

Goal(s)/Call(s) for Action: I; III; IV/A

Budget Impact: Increase required

Duration: Year 4 of 4

Budget Description: HazMat Team, who took the HazMatIQ courses, provides training to other line personnel with Awareness and Operations level HazMat certification. Incorporate related procedures into guidelines and protocols. Purchase additional equipment needed to conduct the new tasks (e.g., temperature guns, reagent testing supplies).

Partner(s): Training, Integrated Operations



Hazardous Materials Team, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10625 General Fund						
5120 Overtime Union	\$ 18,950	\$ 40,238	\$ 27,051	\$ 77,000	\$ 77,000	\$ 77,000
5201 PERS Taxes	3,628	8,107	5,400	15,370	15,370	15,370
5203 FICA/MEDI	1,436	3,049	2,070	5,891	5,891	5,891
5206 Worker's Comp	330	420	758	2,156	2,156	2,156
5207 TriMet/Wilsonville Tax	130	286	199	558	558	558
5208 OR Worker's Benefit Fund Tax	8	19				
Total Personnel Services	24,483	52,118	35,478	100,975	100,975	100,975
5300 Office Supplies	118	47				
5301 Special Department Supplies	647	344	1,500	1,500	1,500	1,500
5302 Training Supplies	266	320	750	750	750	750
5311 Haz Mat Response Materials	503		3,000	3,000	3,000	3,000
5321 Fire Fighting Supplies	3,264	987	5,550	2,355	2,355	2,355
5325 Protective Clothing	120					
5330 Noncapital Furniture & Equip	188					
5350 Apparatus Fuel/Lubricants	1,183	1,058	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip		4,276	6,000	6,000	6,000	6,000
5415 Printing			250	300	300	300
5484 Postage UPS & Shipping	88	27				
5570 Misc Business Exp	229	321		300	300	300
Total Materials & Services	6,607	7,378	19,390	16,545	16,545	16,545
Total General Fund	\$ 31,089	\$ 59,496	\$ 54,868	\$ 117,520	\$ 117,520	\$ 117,520

Technical Rescue Team

Fund 10 • Directorate 04 • Division 65 • Department 622

Team Description

Personnel at Station 51 serve as members of the District's Technical Rescue Team. The team is comprised of 30 members; Station 51 is staffed with 24 personnel, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of six members per shift. The team is trained at the technician level in heavy vehicle and machinery extrication, high-angle rope rescue, confined space rescue, trench rescue, and structural collapse rescue.

Heavy Rescue 51 and **USAR 51** (tractor and trailer) are equipped with tools and equipment to support the team's needs in various technical rescue situations. **Heavy Rescue 51** carries a heavy complement of extrication equipment, and expands its capabilities with stabilization and lifting equipment (ability to lift 50 tons) for more complicated extrications. It also houses an extensive array of ropes (e.g., life safety, utility, webbing, harness) for high-angle rescues, as well as line-supplied air equipment that provides the ability for members to enter a confined space. **USAR 51** maintains equipment specific to breaking, cutting (torches), stabilizing, and lifting for structural collapse rescues. There are specialized cameras that allow members to see inside void areas, as well as listening devices in order to hear victims who may be trapped under a rubble pile. It is also equipped with shores and stabilization equipment for trench collapse situations. Resources on **USAR 51** can also be used to assist in complex extrications.

The team also serves as the primary **Rapid Intervention Team (RIT)** on all structure fires. The RIT provides an immediately ready force to perform firefighter rescue should someone become trapped while working inside a burning structure. The Technical Rescue Team is assigned this function because of their specialized rescue training and tools, while utilizing techniques and procedures developed specifically for this contingency.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,958	\$ 16,034	\$ 8,941	\$ 18,178
Materials & Services	8,791	22,827	34,199	49,846
Total Expenditure	\$ 10,748	\$ 38,861	\$ 43,140	\$ 68,024

2015-16 Significant Changes

Account 5414 includes \$8,000 for an instructor to provide a Rope Rescue Training Course to team members, and Accounts 5461 and 5462 provide funding for two team members to attend a confined space training course.

Status of 2014-15 Service Measures

- Provide high-angle rope rescue, trench rescue, structural collapse rescue, confined space rescue, and heavy vehicle and machinery extrication services.

Goal(s)/Call(s) for Action:	I; III
Service Type(s):	Mandatory
Measured By:	The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome:	Ongoing. Multiple responses throughout the 2014/2015 fiscal year. This year we worked with Records Analyst, to add specific extrication type to capture technical extrication response data. The Technical Rescue Team continues to maintain training requirements in all five major disciplines.

Technical Rescue Team, continued

Status of 2014-15 Service Measures, continued

- Maintain current staffing levels trained to the appropriate level (operations or technician level depending on length of membership on team) per SOG 5.9.1.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and individual mandatory compliance training documentation.
Status or Outcome: Ongoing. Staffing levels maintained at a minimum of 6 fully trained technical rescue personnel on-duty at all times. Training maintained throughout year via a training calendar and associated lesson plans with specifically maintained hours in each discipline to assure training hours are met.

- Provide an enhanced level of Rapid Intervention Team (RIT) operations for TVF&R incidents.

Goal(s)/Call(s) for Action: I; IV
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51 response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.
Status or Outcome: Ongoing. HR51 responded to all task force alarms and above within TVF&R's service area and provided mutual aid to Lake Oswego on multiple occasions. Improvements continue to be made to the program through continual program analysis, training, and simplification of procedures/equipment to bring consistency to all neighboring departments.

- Be a resource to local businesses for technical rescue information and assess target hazards when appropriate.

Goal(s)/Call(s) for Action: I; II; III
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.
Status or Outcome: Ongoing. Due to logistics of Station 51 remodel, this service measure was not supported as well as anticipated, however continued participation and interaction with local businesses is essential for planning and preparing for emergency incidents. Several consults about confined space rescue procedures were fielded throughout the year.

- Participate with metro area fire agencies in the development of training standards and a deployment model for ongoing statewide USAR response. This includes staffing, training, and participation in meetings and planning functions.

Goal(s)/Call(s) for Action: I; III; VI/1
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.
Status or Outcome: This is being removed due to redundancy; see Change Strategies.

Status of 2014-15 Service Measures, continued

- Participate in training activities with other TVF&R special operations teams.

Goal(s)/Call(s) for Action: I; III
 Service Type(s): Discretionary
 Measured By: Participation in one multi-team drill with each of the special operations teams during fiscal year 2014-15.
 Status or Outcome: The Technical Rescue Team has continued to train our Water Rescue Team in rope operations, specifically high-line operations. 2015/2016 budget was prepared and coordinated with Water Rescue Team's rope training needs.

Status of 2014-15 Change Strategies

- Implement and evaluate a new search and rescue (USAR) deployment model. USAR response, previously governed by the Office of State Fire Marshal (OSFM), will shift to local jurisdictions. Develop a program that ensures a seamless transition from state-provided USAR capabilities to a regional model. Establish a sustainable program for training, certification, and deployment of search and rescue capable apparatus and personnel. TVF&R will jointly offer this service to jurisdictions throughout the state with metro area response partners.

Goal(s)/Call(s) for Action: III/A
 Budget Impact: None
 Duration: Year 2 of 3
 Budget Description: The TVF&R Technical Rescue Team will work with the Portland Regional Technical Rescue Consortium to provide outreach to state agencies and evaluate efficacy of the program. In year one, TVF&R completed the following: 1) established partnerships with metro area fire agencies; and 2) developed program parameters to include certification, training, and deployment.
 Partner(s): OSFM, Clackamas Fire District #1, Portland Fire and Rescue, Gresham Fire Department, Fire Defense Board Chiefs, Training, Integrated Operations
 Status or Outcome: Ongoing. The coordination of the Portland Regional Technical Rescue Consortium continues to be a work in progress with TVF&R Special Operations Chief taking a lead role in coordinating efforts specific to response requirements, response certification requirements, and training curriculums of all participating Metro areas fire departments.

Additional 2014-15 Accomplishments

- Technical trench rescue with interagency assistance from Portland Fire and Rescue.
- Multiple technical extrications within District as well as mutual aids.
- The technical rescue team went through the process of bringing on a new Captain after a 7 year tenure by the prior Captain.
- Station 51 remodel and the technical rescue team responding out of two different stations.
- Formally defined the flow of decision making responsibilities for the Districts vehicle extrication program where the technical rescue team will play an active role in maintaining and increasing the capabilities of our Truck companies.

Technical Rescue Team, continued

2015-16 Service Measures

- Provide high-angle rope rescue, trench rescue, structural collapse rescue, confined space rescue, and heavy vehicle and machinery extrication services.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.

- Maintain current staffing levels trained to the appropriate level (operations or technician level depending on length of membership on team) per SOG 5.9.1.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and individual mandatory compliance training documentation.

- Provide an enhanced level of Rapid Intervention Team (RIT) operations for TVF&R incidents.

Goal(s)/Call(s) for Action: I; IV
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51 response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.

- Be a resource to local businesses for technical rescue information and assess target hazards when appropriate.

Goal(s)/Call(s) for Action: I; II; III
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.

- Participate with metro area fire agencies in the development of training standards and a deployment model for ongoing statewide USAR response. This includes staffing, training, and participation in meetings and planning functions.

Goal(s)/Call(s) for Action: I; III; VI/1
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.

- Participate in training activities with other TVF&R special operations teams.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Discretionary
Measured By: Participation in one multi-team drill with each of the special operations teams during fiscal year 2015-16.

2015-16 Change Strategies

- Implement and evaluate a new search and rescue (USAR) deployment model. USAR response, previously governed by the Office of State Fire Marshal (OSFM), has shifted to local jurisdictions. Develop a program that ensures a seamless transition from state-provided USAR capabilities to a regional model. Establish a sustainable program for training, certification, and deployment of search and rescue capable apparatus and personnel. TVF&R will jointly offer this service to jurisdictions throughout the state with metro area response partners.

Goal(s)/Call(s) for Action:	III/A
Budget Impact:	None
Duration:	Year 3 of 3
Budget Description:	The TVF&R Technical Rescue Team will work with the Portland Regional Technical Rescue Consortium to provide outreach to state agencies and evaluate efficacy of the program. In year one, TVF&R completed the following: 1) established partnerships with metro area fire agencies; and 2) developed program parameters to include certification, training, and deployment. In year two, Chief Frentress took an active role in forming up the structure of the regional program which continues to be a work in progress at the management level. In year three we will attempt to further define roles, response, finances, and overall management of a response.
Partner(s):	OSFM, Clackamas Fire District #1, Portland Fire and Rescue, Gresham Fire Department, Fire Defense Board Chiefs, Training, Integrated Operations



Technical Rescue Team, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10622 General Fund						
5120 Overtime Union	\$ 1,419	\$ 12,372	\$ 6,816	\$ 13,860	\$ 13,860	\$ 13,860
5201 PERS Taxes	311	2,389	1,361	2,767	2,767	2,767
5203 FICA/MEDI	107	937	522	1,061	1,061	1,061
5206 Worker's Comp	68	211	191	389	389	389
5207 TriMet/Wilsonville Tax	50	88	51	101	101	101
5208 OR Worker's Benefit Fund Tax	3	6				
5270 Uniform Allowance		32				
Total Personnel Services	1,958	16,034	8,941	18,178	18,178	18,178
5301 Special Department Supplies	20	786	500	500	500	500
5302 Training Supplies	681	312	2,800	2,800	2,800	2,800
5321 Fire Fighting Supplies	5,342	13,393	22,029	19,506	19,506	19,506
5325 Protective Clothing	2,103	4,996	6,000	7,500	7,500	7,500
5330 Noncapital Furniture & Equip		1,268				
5350 Apparatus Fuel/Lubricants	464	507	600	600	600	600
5365 M&R Firefight Equip	180	1,524	1,950	1,750	1,750	1,750
5414 Other Professional Services				8,000	8,000	8,000
5461 External Training				4,390	4,390	4,390
5462 Travel and Per Diem				4,800	4,800	4,800
5570 Misc Business Exp		41	320			
Total Materials & Services	8,791	22,827	34,199	49,846	49,846	49,846
Total General Fund	\$ 10,748	\$ 38,861	\$ 43,140	\$ 68,024	\$ 68,024	\$ 68,024

Team Description

The District's 15-member Water Rescue Team is housed at Station 59, located near the Willamette, Tualatin, and Clackamas rivers. Twelve personnel are housed at Station 59, with three additional associate members who backfill positions when needed. The team has minimum staffing requirements of three members per shift. The Water Rescue Team is part of the Regional Water Rescue Consortium Team, consisting of several fire departments and sheriff offices that protect the waterways in the tri-county area (Washington, Clackamas, and Multnomah). Members maintain Oregon Department of Public Safety Standards and Training (DPSST) Marine Awareness, Deckhand, Boat Operator, Rescue Boat Operator, and Advanced Surface and Swift Water Technician certifications.

Water Rescue 59, a tow/support apparatus, is equipped with tools to support the team's needs in various types of rescue and search situations. Boat 59 is a 23-foot jet boat with twin 175 sport jets designed for rescue operations. It is also equipped with a high pressure water pump for fire suppression with the ability to flow 200 GPM in the event of boat fires, floating home fires, or brush fires requiring access via water. Zodiac 59 is a 15-foot inflatable with a custom aluminum hull. This vessel serves a primary role as a reserve vessel for Boat 59 and is well-suited for use in flood waters and waterways requiring a smaller vessel.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 5,006	\$ 4,857	\$ 7,813	\$ 6,124
Materials & Services	9,900	8,439	10,225	39,260
Total Expenditure	\$ 14,906	\$ 13,297	\$ 18,038	\$ 45,384

2015-16 Significant Changes

The proposed budget includes \$21,525 for replacement of 15 Swift Water Dry Suits and additional other protective clothing for rescue.

Status of 2014-15 Service Measures

- Provide swift- and surface-water rescue, boat rescue, and other water-related support services.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome: In the first half of the fiscal year WR59, Boat59 and Zodiac59 have responded to a combined 28 water related incidents with a minimum staffing of three trained personnel, providing a solid impact with regard to reducing overall severity of the event.

Water Rescue Team, continued

Status of 2014-15 Service Measures, continued

- Maintain current staffing levels per Standard Operating Guideline 5.9.1, with personnel who are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s)/Call(s) for Action: I
Service Type(s): Mandatory
Measured By: Staffing level maintained and standards met.
Status or Outcome: Staffing levels maintained at a minimum standard of three fully trained water rescue personnel.

- Refine and enhance water rescue compliance training program through development, review, and refinement of the training modules.

Goal(s)/Call(s) for Action: I, III
Service Type(s): Mandatory
Measured By: Lesson plans completed monthly for delivery with peer review process in place.
Status or Outcome: Annual training calendar developed and implemented, along with specific monthly lesson plans.

- Build on established relationships with Washington, Clackamas, and Multnomah County agencies, which improves overall performance for water related incidents.

Goal(s)/Call(s) for Action: VI/A and 1
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.
Status or Outcome: Continued Water Rescue partnerships with Washington, Clackamas, and Multnomah Counties. In addition, working relations established with US Coast Guard PDX, Clackamas County DOT, Camp Withycombe, PANG-Air Force, ABCY- American, and Boat and Yacht Council.

- Maintain support of TVF&R Special Operations where disciplines overlap to other teams. Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, Incident Management Teams, and engine companies in general.

Goal(s)/Call(s) for Action: VI
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.
Status or Outcome: Joint training opportunities completed. Continued work with Technical Rescue Team in improving water rescue teams overall technical rope function. Continued outreach to TVFR Engine companies in an effort to increase District wide knowledge of water rescue operations. Noted efforts by emergency planners and water rescue team to be prepared for possible flood events.

Status of 2014-15 Change Strategies

- Drowning prevention initiative. Partner with the US Consumer Product Safety Commission's Poolsafely.gov program to implement a risk reduction initiative focusing on swimming pool and spa safety throughout the service area.

Goal(s): II/A	
Budget Impact:	Budget Neutral
Duration:	Year 1 of 2
Budget Description:	Obtain training aids, educational resources and tools via Poolsafely.gov. Make the training and resources available to District personnel to deliver risk reduction education to citizens.
Partners:	Integrated Operations, Public Education Chief, Safety Education Team, Public Affairs, CPSC's Poolsafely.gov program
Status or Outcome:	Water Rescue team, in conjunction with DFM's and PAO's have provided a concerted effort to address apartment managers with regards to pool and spa safety. Water safety content has been added to TVFR's apartment manager program.

Additional 2014-15 Accomplishments

- Major incident: The rescue of 22 persons stranded by the swift water of the Sandy River during a flash flood. Serving as primary rescue group working in conjunction with our Federal, State and local water rescue partners. In addition to the search and recovery of 1 victim washed down stream during the same event.
- WR 59 has responded to 28 incidents in the previous six months; providing a variety of services and support. Including 41 victims rescued, many search operations, 1 prize bull rescue, 1 recovery, 2 high angle/swift water incidents, 1 hazmat spill, 1 brush fire and many good intent/support calls.
- WR59 consulted and participated with many partner agencies for various projects, and training sessions including Clackamas County DOT, US Forest Service, Canby Ferry operators, CCSO Marine Division, and LOFD Boat 8.
- Two Water Rescue team members nominated and awarded the Higgins and Langley Swift Water Rescue Incident Award. The award was presented for a multi-agency effort, resulting in a fast and effective performance during the rescue of a drowning victim. This award was presented at the annual National Association of Search and Rescue conference.
- District Engine Companies added to water rescue training calendar on a regular basis in an effort to increase overall marine awareness throughout the Fire District.

2015-16 Service Measures

- Provide swift- and surface-water rescue, boat rescue, and other water-related support services.

Goal(s)/Call(s) for Action:	I; III
Service Type(s):	Mandatory
Measured By:	The ability to maintain current staffing, training, equipment, and response levels.

- Maintain current staffing levels per Standard Operating Guideline 5.9.1, with personnel who are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s)/Call(s) for Action:	I
Service Type(s):	Mandatory
Measured By:	Staffing level maintained and standards met.

Water Rescue Team, continued

2015-16 Service Measures, continued

- Refine and enhance water rescue compliance training program through development, review, and refinement of the training modules.

Goal(s)/Call(s) for Action: I, III
Service Type(s): Mandatory
Measured By: Lesson plans completed monthly for delivery with peer review process in place.

- Build on established relationships with Washington, Clackamas, and Multnomah County agencies, which improves overall performance for water related incidents.

Goal(s)/Call(s) for Action: VI/A and 1
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.

- Maintain support of TVF&R Special Operations where disciplines overlap to other teams. Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, Incident Management Teams, and engine companies in general.

Goal(s)/Call(s) for Action: VI
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.

2015-16 Change Strategies

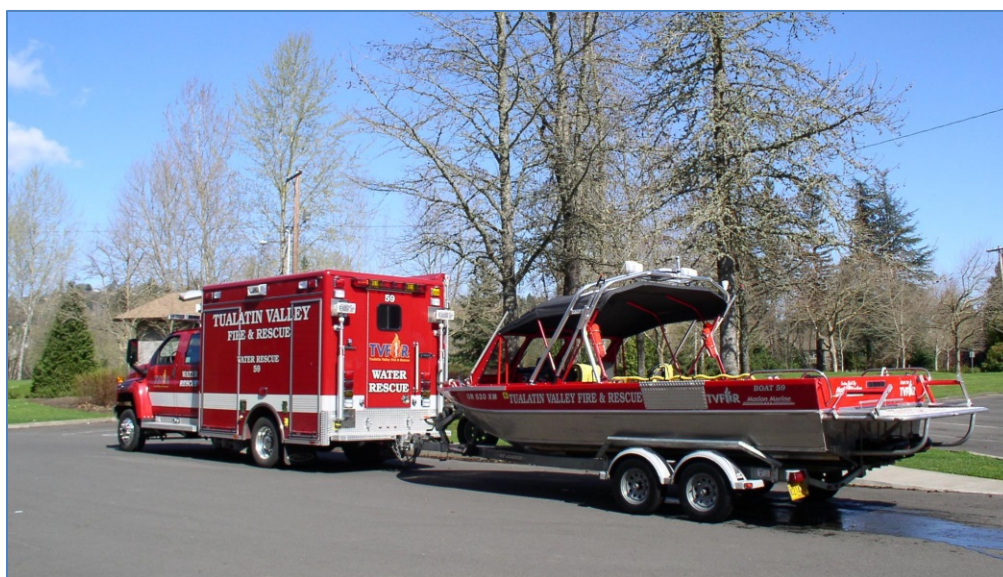
- Implement a drowning prevention initiative. Partner with the US Consumer Product Safety Commission's Poolsafely.gov program to implement a risk reduction initiative, focusing on swimming pool and spa safety throughout the service area. The Water Rescue Team will function as subject matter experts to train other crews on the related educational resources and safety messaging.

Goal(s)/Call(s) for Action: II/A
Budget Impact: Budget Neutral
Duration: Year 2 of 2
Budget Description: Obtain training aids, educational resources and tools via Poolsafely.gov. Make the training and resources available to District personnel to deliver risk reduction education to citizens.
Partners: Integrated Operations, Public Education Chief, Safety Education Team, Public Affairs, CPSC's Poolsafely.gov program

2015-16 Change Strategies, continued

- Research, develop specifications, acquire and deploy new watercraft.

Goal(s)/Call(s) for Action: I
Budget Impact: Budget increase
Duration: Year 1 of 1
Budget Description: In order to maintain the water rescue service provision, a new boat is needed. The Water Rescue Team will research new watercraft, develop specifications, acquire and deploy a new watercraft that meets the needs of the District and the service being provided.
Partners: Integrated Operations, Fleet, Communications, Finance and Logistics.



Water Rescue Team, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10626 General Fund						
5020 Deferred Comp Match Union		\$ (2)				
5120 Overtime Union	\$ 3,724	3,651	\$ 5,957	\$ 4,669	\$ 4,669	\$ 4,669
5201 PERS Taxes	810	800	1,189	932	932	932
5203 FICA/MEDI	268	261	456	358	358	358
5206 Worker's Comp	176	120	167	131	131	131
5207 TriMet/Wilsonville Tax	26	25	44	34	34	34
5208 OR Worker's Benefit Fund Tax	2	2				
Total Personnel Services	5,006	4,857	7,813	6,124	6,124	6,124
5301 Special Department Supplies		523	200	424	424	424
5302 Training Supplies	640		300	300	300	300
5321 Fire Fighting Supplies	4,024	3,554	1,955	4,186	4,186	4,186
5325 Protective Clothing	271		450	27,030	27,030	27,030
5330 Noncapital Furniture & Equip	857					
5350 Apparatus Fuel/Lubricants	1,870	2,573	4,160	4,160	4,160	4,160
5365 M&R Firefight Equip	2,239	1,789	3,000	3,000	3,000	3,000
5570 Misc Business Exp			160	160	160	160
Total Materials & Services	9,900	8,439	10,225	39,260	39,260	39,260
Total General Fund	\$ 14,906	\$ 13,297	\$ 18,038	\$ 45,384	\$ 45,384	\$ 45,384

Program Description

Much of the District's service area is outside of city limits and is considered wildland urban interface (the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuel). Dry summer months, dense vegetation, steep slopes, and lack of water make firefighting within the wildland urban interface complex. In order to meet this challenge, all District Line Personnel and Chief Officers are trained in wildland firefighting. Accordingly this budget program was folded into the Training and Integrated Operations department budgets for 2015-16.

Approximately 30 of these personnel take additional steps to acquire further wildland training and expertise to make up the District's Wildland Program. These wildland crews can be sent anywhere in the state to fight wildfires if the governor declares a conflagration. Personnel at Stations 52 and 62 assist with the management of the District's Wildland Program by housing a Wildland Cache at each station. This equipment is taken when a team is deployed as part of either a Clackamas or Washington County deployment requested through the respective Fire Defense Board Chief and the State Fire Marshal's Office.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 20,362	\$ 259,421	\$ 19,784	
Materials & Services	1,870	5,244	27,214	
Total Expenditure	\$ 22,232	\$ 264,664	\$ 46,998	

Status of 2014-15 Service Measures

- Maintain a resource for state conflagration deployments.

Goal(s)/Call(s) for Action: III
 Service Type(s): Discretionary
 Measured By: Total requests by state and federal agencies, the ability to provide certified wildland personnel as requested.
 Status or Outcome: During the Summer of 2014, there were three (3) deployments requested by OSFM (Two Bulls – Bend, Rowena – Dalles & 36 Pit Fire – Estacada)

- Training for District personnel on wildland/urban interface fires.

Goal(s)/Call(s) for Action: III; VII
 Service Type(s): Mandatory
 Measured By: Mandatory training records
 Status or Outcome: Continue to provide information/training with Hot Shields, Poison Oak and annual Light/Heavy Brush inventories.

- Maintain minimum training requirements for Wildland Program team members.

Goal(s)/Call(s) for Action: III
 Service Type(s): Mandatory
 Measured By: Mandatory training records
 Status or Outcome: Annual eight hour RT-130 class held, which is consistent with prior years, with attendance of the Oregon State Fire Marshall. Another attempt will be made with a partner District agency to provide a live fire training burn.

Wildland Program, continued

Status of 2014-15 Service Measures, continued

- Maintain personnel for Wildland Program team deployment and training

Goal(s)/Call(s) for Action: III
Service Type(s): Management
Measured By: Increased participation and roster size.
Status or Outcome: Majority of BC group has completed the Strike Team/Task Force Leader Task Book to assist in staffing of the deployment roster. In addition, several team members were able to complete their Engine Boss Task Book.

- Maintain two wildland cache locations for deployment.

Goal(s)/Call(s) for Action: III
Service Type(s): Management
Measured By: Maintenance of supplies and inventories in caches located at Stations 52 and 62.
Status or Outcome: Secondary caches at both locations upgraded to mirror firefighting supply inventory.

Status of 2014-15 Change Strategies

- Inventory, study, and recommend changes to the District's current Wildland personal protective equipment (PPE) in accordance with the changes in NFPA 1977 – Wildland PPE. Continue review through the Asset Management Program (AMP) committee to inform recommended changes.

Goal(s)/Call(s) for Action: III; IV/A and C
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Purchase equipment approved through AMP and update policies/procedures applicable to PPE.
Partner(s): Logistics, Training
Status or Outcome: Items purchased and delivered January 2015. SOGs updated to reflect care, maintenance, tracking and lifespan for both in-District PPE and slight changes to out-of-District PPE for Wildland Deployments.

Additional 2014-15 Accomplishments

- Completion of the Wildland PPE AMP project
- Participated in (3) deployments (Bend, Dalles, Estacada)



	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10621 General Fund						
5102 Duty Chief Relief	\$ 489	\$ 56,386				
5120 Overtime Union	14,029	140,367	\$ 15,085			
5121 Overtime Nonunion	894	4,641				
5201 PERS Taxes	3,243	41,278	3,011			
5203 FICA/MEDI	1,165	14,355	1,154			
5206 Worker's Comp	378	339	423			
5207 TriMet/Wilsonville Tax	109	1,391	111			
5208 OR Worker's Benefit Fund Tax	7	76				
5270 Uniform Allowance	49	587				
Total Personnel Services	20,362	259,421	19,784			
5300 Office Supplies		39	100			
5301 Special Department Supplies	625	167	280			
5302 Training Supplies			100			
5320 EMS Supplies	127		400			
5321 Fire Fighting Supplies	583	1,730	1,900			
5325 Protective Clothing	507	837	24,284			
5330 Noncapital Furniture & Equip		2,250				
5350 Apparatus Fuel/Lubricants		25				
5570 Misc Business Exp	27	195	150			
Total Materials & Services	1,870	5,244	27,214			
Total General Fund	\$ 22,232	\$ 264,664	\$ 46,998			



Volunteers

Fund 10 • Directorate 04 • Division 65 • Department 300

Program Description

There are three roles in the District's Volunteer Program: Auxiliary, Responder, and Volunteer Firefighter. Auxiliary Volunteers provide assistance to the District in the form of administrative support for the various departments, or assist in the maintenance and coordination of the District's antique apparatus. Volunteer Responders provide support functions on emergency scenes such as rehabilitation and air management. Volunteer Firefighters staff Station 368 on a predetermined schedule and respond in conjunction with first due companies. Volunteers also participate in the various community events that occur within TVF&R's service area.

Volunteers receive orientation training when they join the District and receive continuous training through Tuesday night drills and various weekend opportunities. Responders are assigned to Stations 33 (Sherwood) and 50 (Walnut) which are colocated with career personnel, and Volunteer Firefighters are assigned to standalone Station 368 in the Skyline area. Because of the fluid nature of a Volunteer program and because many of the District's Volunteers are in training to be hired as career firefighters, there is typically a fluctuation in the number of Volunteers in the program, ranging between 60 and 80.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 27,093	\$ 39,433	\$ 41,500	\$ 52,200
Materials & Services	202,121	130,938	161,679	203,013
Total Expenditure	\$ 229,214	\$ 170,371	\$ 203,179	\$ 255,213

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Volunteer Coordinator	0.00	1.00	0.00	0.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00



Volunteers, continued

2015-16 Significant Changes

Account 5150, Pension Benefit, accounts for contributions to the new Length of Service Award Plan for volunteers, which is a defined contribution plan. Account 5240 accounts for group insurance policies for the District volunteers. Account 5301 includes \$6,000 for the remodeled Skyline Station 368, and account 5330 includes \$20,000 for furniture in the station. The District moved in fiscal year 2009-10 to a fully accountable reimbursement plan, primarily oriented toward reimbursements, accounted for in accounts 5461 and 5462.

Account 5501 reflects funding for the Volunteer Firefighters Association fund. Account 5361 includes several maintenance projects for Station 368 as well as Sonitrol access and intrusion monitoring. Account 5417, Temporary Services, represents part-time Volunteer Battalion Chiefs hired through a temporary agency. Account 5480 reflects funding for Station 368 open house.

Status of 2014-15 Service Measures

- Volunteer utilization – As a combination organization, ensure Volunteers are engaged in the functions required by the District. Requires commitment to the definition of District Volunteers and the appropriate training, staffing, and deployment of Volunteers at identified District stations.

Goal(s)/Call(s) for Action: I/1; VI/1; VII/3
Service Type(s): Essential
Measured By: Volunteer morale, responses, response times, and overall Volunteer involvement above and beyond incident response.
Status or Outcome: Volunteers continue to be utilized for the realistic role that is needed by the District. Specific steps have been taken to focus Volunteers at stations 333, 350 and 368. The District is no longer housing any Volunteers at Station 362. Volunteers at the District continue to be very active.

- Volunteer Recruitment – Continue to recruit Volunteers to ensure District goals and objectives for Volunteers are met.

Goal(s)/Call(s) for Action: V/5; VI/1; VII/4
Service Type(s): Essential
Measured By: Manager feedback via surveys. Volunteer participation and recruitment process success ratio.
Status or Outcome: A single recruitment will be this fiscal year. The format has been shifted to an open house model and is focused on the recruitment of Auxiliary and Responder Volunteers.

Status of 2014-15 Change Strategies

- Utilizing the existing District structure and resources, fully engross Volunteers into the organization where identified, specifically as Volunteer Firefighters, Volunteer Responders, and Auxiliary Volunteers.

Goal(s)/Call(s) for Action:	V/5; VII/4
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Consistent with staff reports and the Emergency Services Consulting International (ESCI) Volunteer Study, there is a need to fully define, align, integrate, and evaluate Volunteers. Early work has been completed on this process and execution is needed based upon that work.
Partner(s):	Fire Chief's Office, Integrated Operations, Human Resources, Logistics, Finance, Volunteer Association, Local 1660
Status or Outcome:	Significant change is underway pertaining to this Change Strategy. Volunteer restructure is underway, equipment is being updated, policies are being rewritten and Station 368 is being prepped for a full remodel.

Additional 2014-15 Accomplishments

- Successfully transitioned out of the Western Washington County Volunteer Recruit Academy.
- Renewed Volunteer uniform inventories.
- Provided additional logistical support for Auxiliary Volunteers at the South Shop.

2015-16 Service Measures

- Volunteer Utilization – As a combination organization, ensure Volunteers are engaged in the functions required by the District. Requires commitment to the definition of District Volunteers and the appropriate training, staffing, and deployment of Volunteers at identified District stations.

Goal(s)/Call(s) for Action:	I/; VI/1; VII/F, 3 and 4
Service Type(s):	Essential
Measured By:	Volunteer morale, responses, response times, and overall Volunteer involvement above and beyond incident response.

- Volunteer Recruitment – Continue to recruit Volunteers to ensure District goals and objectives for Volunteers are met.

Goal(s)/Call(s) for Action:	V; VI/1; VII/F and 4
Service Type(s):	Essential
Measured By:	Manager feedback via surveys. Volunteer participation and recruitment process success ratio.

Volunteers, continued

2015-16 Change Strategies

- Utilizing the existing District structure and resources, fully engross Volunteers into the organization where identified, specifically as Volunteer Firefighters, Volunteer Responders, and Auxiliary Volunteers. Consistent with staff reports and the Emergency Services Consulting International (ESCI) Volunteer Study, there is a need to fully define, align, integrate, and evaluate Volunteers. Early work has been completed on this process and execution is needed based upon that work.

Goal(s)/Call(s) for Action:	V/5; VII/4
Budget Impact:	Increase required
Duration:	Year 2 of 3
Budget Description:	Costs associated with execution of planned changes include bringing on additional volunteer personnel and a volunteer BC, apparatus purchase and deployment, and Station 368 remodeling,
Partner(s):	Fire Chief's Office, Integrated Operations, Human Resources, Logistics, Finance, Volunteer Association, Local 1660



	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10300 General Fund						
5002 Salaries & Wages Nonunion						
5004 Vacation Taken Nonunion						
5006 Sick Taken Nonunion						
5008 Personal Leave Taken Nonunion						
5021 Deferred Comp Match Nonunion						
5121 Overtime Nonunion		\$ 553				
5150 Pension Benefit		15,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
5201 PERS Taxes		76				
5203 FICA/MEDI		42				
5206 Worker's Comp	\$ 1,700	468				
5207 TriMet/Wilsonville Tax		4				
5208 OR Worker's Benefit Fund Tax						
5211 Medical Ins Nonunion						
5221 Post Retire Ins Nonunion						
5230 Dental Ins Nonunion						
5240 Life/Disability Insurance	12,226	12,499		13,200	13,200	13,200
5270 Uniform Allowance	13,168	10,791	14,000	14,000	14,000	14,000
5290 Employee Tuition Reimburse			7,500	5,000	5,000	5,000
Total Personnel Services	27,093	39,433	41,500	52,200	52,200	52,200
5300 Office Supplies	313	255	500	500	500	500
5301 Special Department Supplies	2,113	1,945	2,500	8,500	8,500	8,500
5302 Training Supplies	1,996		5,000	2,500	2,500	2,500
5305 Fire Extinguisher	128	283	200	300	300	300
5320 EMS Supplies	1,565	661	1,000	1,000	1,000	1,000
5321 Fire Fighting Supplies	5,509	3,151	5,000	5,570	5,570	5,570
5325 Protective Clothing	18,382	15,220	20,000	20,000	20,000	20,000
5330 Noncapital Furniture & Equip		3,163		20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	4,597	4,592	7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	50,985	21,032	26,810	25,915	25,915	25,915
5363 Vehicle Maintenance	7,753	3,899	5,000	8,100	8,100	8,100
5415 Printing	131	57	200	200	200	200
5416 Custodial & Bldg Services	416	324	325	1,125	1,125	1,125
5417 Temporary Services	40,986	5,118	10,000	15,000	15,000	15,000
5432 Natural Gas	3,010	2,830	4,500	3,900	3,900	3,900
5433 Electricity	5,848	5,645	7,500	7,500	7,500	7,500
5434 Water/Sewer	96	96	96	96	96	96
5436 Garbage	263	269	300	300	300	300
5437 Cable Access	59					
5450 Rental of Equip	870	870	870	870	870	870
5461 External Training	2,399	7,248	6,900	6,900	6,900	6,900
5462 Travel and Per Diem	30,645	27,596	30,450	31,600	31,600	31,600
5472 Employee Recog & Awards	912	457	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	9,002	9,795	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach				2,500	2,500	2,500

Volunteers, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	396	2,451	1,500	3,000	3,000	3,000
5484 Postage UPS & Shipping	21		100	100	100	100
5500 Dues & Subscriptions	918	628	928	1,337	1,337	1,337
5501 Volunteer Assn Dues	8,000	8,000	8,000	12,000	12,000	12,000
5502 Certifications & Licensing	365	970	1,000	1,000	1,000	1,000
5570 Misc Business Exp	4,394	4,384	5,000	5,000	5,000	5,000
5572 Advertis/Public Notice	50					
5575 Laundry/Repair Expense				200	200	200
Total Materials & Services	202,121	130,938	161,679	203,013	203,013	203,013
Total General Fund	\$ 229,214	\$ 170,371	\$ 203,179	\$ 255,213	\$ 255,213	\$ 255,213

Relief Pool Personnel

Fund 10 • Directorate 04 • Division 65 • Department 280

Program Description

This cost center accounts for firefighter personnel who fill in for firefighters on scheduled days off work or on sick or personal leave. The Relief Pool's budget includes funding for 60 FTEs, all of which are for relief shifts. These relief personnel provide staffing for scheduled Kelly days off and for position vacancies due to on-the-job injuries, military leave, and other time off.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 5,433,879	\$ 6,465,225	\$ 9,141,616	\$ 9,502,030
Materials & Services	5,797	4,509	9,425	16,850
Total Expenditure	\$ 5,439,676	\$ 6,469,734	\$ 9,151,041	\$ 9,518,880

2015-16 Significant Changes

Increases in Personnel Services result from the increase from an adjustment to the position rank of budgeted positions and scheduled wage and benefit increases.



Relief Pool Personnel, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10280 General Fund						
5001 Salaries & Wages Union	\$ 2,490,518	\$ 3,066,606	\$ 4,244,542	\$ 4,447,072	\$ 4,447,072	\$ 4,447,072
5003 Vacation Taken Union	395,584	465,784	584,788	589,869	589,869	589,869
5005 Sick Leave Taken Union	88,085	75,261	128,015	121,103	121,103	121,103
5007 Personal Leave Taken Union	42,063	44,758	58,857	59,587	59,587	59,587
5016 Vacation Sold at Retirement	10,832		13,157	10,835	10,835	10,835
5017 PEHP Vac Sold at Retirement	3,214	6,028	17,428	28,901	28,901	28,901
5020 Deferred Comp Match Union	113,196	135,046	225,520	251,151	251,151	251,151
5101 Vacation Relief	363,907	423,863	574,568	561,877	561,877	561,877
5105 Sick Relief	56,268	50,947	119,951	106,729	106,729	106,729
5106 On the Job Injury Relief	8,960	8,449	30,146	17,028	17,028	17,028
5107 Short Term Disability Relief		580	18,349	11,286	11,286	11,286
5110 Personal Leave Relief	39,335	40,338	74,350	66,884	66,884	66,884
5115 Vacant Slot Relief	21,961	26,112				
5118 Standby Overtime	2,125	3,837	5,475	4,928	4,928	4,928
5120 Overtime Union	35,954	43,876	45,673	113,790	113,790	113,790
5201 PERS Taxes	700,417	832,870	1,225,709	1,275,656	1,275,656	1,275,656
5203 FICA/MEDI	262,902	317,183	469,777	488,918	488,918	488,918
5206 Worker's Comp	118,547	105,422	171,947	178,952	178,952	178,952
5207 TriMet/Wilsonville Tax	24,598	30,068	45,059	46,255	46,255	46,255
5208 OR Worker's Benefit Fund Tax	1,354	1,782	4,705	5,609	5,609	5,609
5210 Medical Ins Union	622,708	749,350	1,035,600	1,062,600	1,062,600	1,062,600
5220 Post Retire Ins Union	21,700	25,573	36,000	36,000	36,000	36,000
5270 Uniform Allowance	9,652	11,494	12,000	17,000	17,000	17,000
Total Personnel Services	5,433,879	6,465,225	9,141,616	9,502,030	9,502,030	9,502,030
5321 Fire Fighting Supplies	558	402	2,075	1,500	1,500	1,500
5325 Protective Clothing	4,979	3,942	7,000	15,000	15,000	15,000
5365 M&R Firefight Equip		49				
5415 Printing			50	50	50	50
5462 Travel and Per Diem	261	116	300	300	300	300
Total Materials & Services	5,797	4,509	9,425	16,850	16,850	16,850
Total General Fund	\$ 5,439,676	\$ 6,469,734	\$ 9,151,041	\$ 9,518,880	\$ 9,518,880	\$ 9,518,880

Division Description

The North Integrated Operations Division manages and responds to the northern area of the District through the North Operating Center (NOC) and stations 60, 61, 62, 64, 65, 66, 67, 68, and 70.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 17,410,953	\$ 17,977,880	\$ 19,558,567	\$ 20,363,727
Materials & Services	829,712	772,060	1,012,838	1,222,551
Total Expenditure	\$ 18,240,665	\$ 18,749,940	\$ 20,571,405	\$ 21,586,278

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	6.00	5.00	5.00	5.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant II ¹	2.00	2.38	2.00	2.00
Station 60	9.00	12.00	12.00	12.00
Station 61	13.00	13.00	13.00	13.00
Station 62	14.00	14.00	14.00	14.00
Station 64	12.00	12.00	12.00	12.00
Station 65	12.00	12.00	12.00	12.00
Station 66	12.00	12.00	12.00	12.00
Station 67	25.00	25.00	25.00	25.00
Station 68	9.00	12.00	12.00	12.00
Station 70	0.00	0.00	0.00	2.00
Total Full-Time Equivalents (FTE)	120.00	125.38	125.00	127.00

¹ The part-time Code Enforcement Program Assistant was transferred on July 1, 2013, from the South Integrated Operations Division to the North Integrated Operations Division.

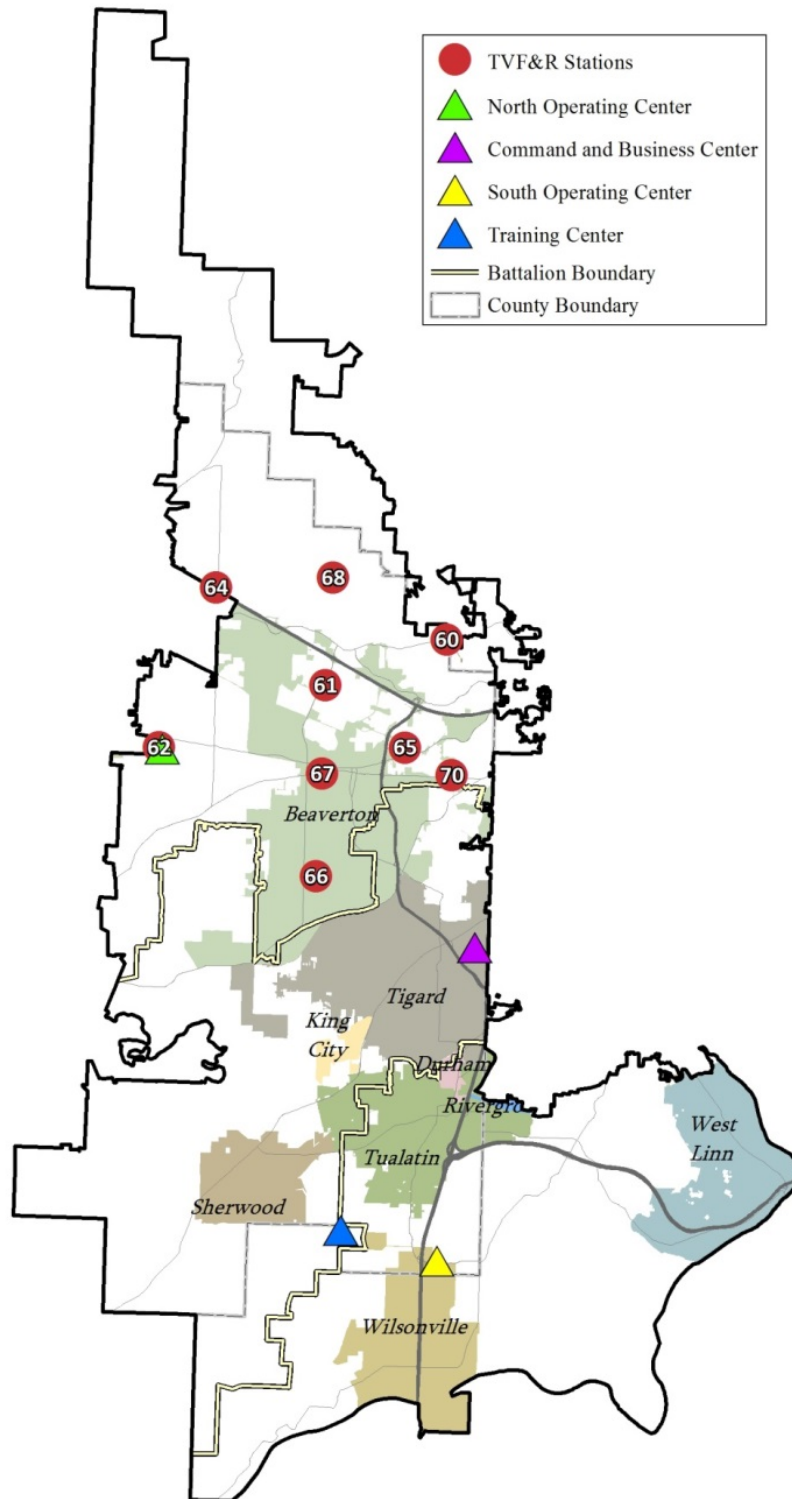
2015-16 Significant Changes

For the combined Division, personnel costs increased an overall \$805,160. New Station 70 personnel costs of \$343,091 and scheduled wage and benefit increases account for the change.

Within Materials and Services, the \$209,713 increase is due largely to the additional cost of Station 70, expected to be operational in Fall of 2015 and the increase within account 5361, Maintenance and Repair; Building Equipment and Maintenance of \$136,472 for projects at Station 60, Cornell Road; Station 62, Aloha; Station 64, Somerset; Station 65, West Slope; Station 66, Brockman Road; Station 67, Farmington Road; and Station 68, Oak Hills.

North Integrated Operations Division, continued

Location of Stations in Area of Operations



North Integrated Operations Division, continued

Station FTE and Units

Stations	2014-15 Budget			2015-16 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 60 (Cornell Rd.)	12.00		Engine	12.00		Engine
Station 61 (Butner Rd.)	13.00		Aerial Pumper, Car	13.00		Aerial Pumper, Car
Station 62 (Aloha)	14.00		Aerial Pumper, Medic	14.00		Aerial Pumper, Medic
Station 64 (Somerset)	12.00		Engine	12.00		Engine
Station 65 (West Slope)	12.00		Engine	12.00		Engine
Station 66 (Brockman Rd.)	12.00		Engine	12.00		Engine
Station 67 (Farmington Rd.)	25.00		Truck, Engine, Car	25.00		Truck, Engine, Car
Station 68 (Oak Hills)	12.00		Engine	12.00		Engine
Station 70 (Raleigh Hills)	2.00		Medic	2.00		Medic

○ Full Time Employees (FTE) assigned per Unit per shift.

52-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

40-Hour Unit: FTE per Unit x 1 = Total FTE

Status of 2014-15 Service Measures

- Participate in the District's comprehensive CRR analysis (as identified in the Goal 1 Calls to Action) to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific North Integrated Operations Division CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/A and 1

Service Type(s): Essential

Measured By: Identification of global CRR priorities and specific North Division efforts that will address these priorities.

Status or Outcome: Integrated Operations initiated the next phase of the Community Risk Reduction (CRR) program, aimed to "sweep" the entire District into targeting toward focused, District-wide strategic priorities. Any new CRR programs have been halted, and only existing station-base initiatives are continuing. Staff is researching and developing "global" fire, EMS and response times CRR priorities, with an anticipated roll-out date of July 1, 2015. The new CRR priorities will be intended to support and target the most significant issues facing the District, such as response times, residential fire loss, and key EMS initiatives.

North Integrated Operations Division, continued

Status of 2014-15 Service Measures, continued

- Strengthen internal District communications in support of successful team building strategies for the implementation and future organizational changes.

Goal(s) /Call(s) for Action: I; VII
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, semi-biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed). Training, Planning, and Logistics attend monthly North Division Integrated Operations meetings as well.

Status or Outcome: Ongoing. Division Chief met regularly with assigned Battalion Chiefs and staff, distributing internal intelligence reports for them to disseminate information to line personnel. Battalion Chiefs remained engaged with station personnel with monthly meetings. Public Affair Officer compiled and prepared monthly external intelligence reports that were distributed to Company Officers. Deputy Fire Marshals and PAO met with assigned station personnel throughout the year.

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: II/1 and 3; VI/A and 1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and homeowner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

Status or Outcome: Ongoing. Deputy Fire Marshals consulted regularly with city building officials, contractors, business owners, and the public to provide guidance on local interpretations and practices that are considered to be in compliance with the Oregon Fire Code. Staff participated on Technical Advisory Committees for Bonny Slope West, Aloha-Reedville, and South Cooper Mountain. North Division personnel participated in (and hosted) Beaverton Area Chamber of Commerce networking events, served on the Board of Directors, and participated in Leadership Beaverton. Staff also represent TVF&R as members and attend Washington County Public Affairs Forum presentations on county issues. Division Chief served on the Beaverton Urban Renewal Committee. Station personnel remained engaged with communities attending citizen involvement organizations and neighborhood association meetings.

Status of 2014-15 Service Measures, continued

- Communicate regularly with local media who cover the North Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s) /Call(s) for Action: I/3; II/B, C, 3 and 4; VI/1
 Service Type(s): Essential
 Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.
 Status or Outcome: Ongoing. Pubic Affairs Officer contributed monthly articles to multiple Beaverton and county-focused newsletters, as well as pitched and placed earned media stories in the Beaverton Valley Times and Beaverton Leader newspapers. PAO participated along with Pubic Affairs Team to identify opportunities for outreach through local television, radio, print media, and social media to ensure better understanding of emergency incidents, services, and public education topics.

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the North Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s) /Call(s) for Action: I/B and 4; II/A, B, C, and 1
 Service Type(s): Essential
 Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.
 Status or Outcome: Ongoing. This year was our largest attendance in all four training offerings. Measured by attendance.

- Increase or maintain the number of community events within North Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/3; II/A, B, C, 1, 3 and 4
 Service Type(s): Essential
 Measured By: Overall increase of scheduled events beyond prior year.
 Status or Outcome: Did not increase. Total events 330, which is a slight decrease from 347.

North Integrated Operations Division, continued

Status of 2014-15 Service Measures, continued

- Reduce the number of false alarms generated by automatic commercial alarms within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: I/E and 1
 Service Type(s): Essential
 Measured By: Overall decrease of false alarms.
 Status or Outcome:

North	
2009	739
2010	644
2011	539
2012	513
2013	600
2014	601

Status of 2014-15 Change Strategies

- Establish Hands-Only CPR training at middle schools in North Integrated Operations' service area, with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3; II/A, C and 4; VI/A
 Budget Impact: Increase required
 Duration: Year 3 of 3
 Budget Description: Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
 Partner(s): EMS, schools, external partners/citizens
 Status or Outcome: Completed. Move to Service Measure and continue to purchase small amount of Anytime Kits (mannequins) for two additional schools. Continue to teach Hands-Only CPR using Anytime Kits and/or the District Mannequins.

Additional 2014-15 Accomplishments

- In August 2014, participated in the inaugural summer luncheon with Station 67, NOC staff, and the St. Mary's Home for Boys to re-establish connection with the school formed by past Chief Snook. This will be an annual event.
- Station 61, 65, 66, and 67 held CPR and AED training for day, swing, and night shift Beaverton Police Officers to encourage early medical intervention by law enforcement on cardiac calls, ensure that officers feel comfortable using the 15 AEDs donated to them by TVF&R, and to strengthen police/fire working relationships.
- Expanded the annual NOC Scout Day to include both Boy and Girl Scouts. Event covers station life, first aid, firefighting, and fire safety, drawing hundreds of area scouts and reduce the need for 100 individual station tours annually.
- TVF&R/Beaverton High School partnership to host 80 students for "Futures Days" at the NOC. The event focus is station life, careers in the fire service, and fireground operations and will serve as a recruitment opportunity for future firefighters.
- Forged new relationships with principals and assistant principals of seven Beaverton middle schools in the North, resulting in opportunities to teach Hands-Only CPR in spring 2015 at six of the seven schools (to date).
- Established informal, quarterly meet & greet events attended by North Division Chief and PAO and Beaverton Police Chief and Community Relations staff to enhance communication about police/fire challenges and opportunities for collaboration in Beaverton.

2015-16 Service Measures

- Participate in comprehensive CRR analysis to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific North Integrated Operations Division CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I; II/1 and 2; VI/A and 1
 Service Type(s): Essential
 Measured By: Identification of global CRR priorities and specific North Division efforts that will address these priorities.

- Strengthen internal District communications in support of successful team building strategies for the implementation of future organizational changes.

Goal(s) /Call(s) for Action: I/1, 2 and 3; VII
 Service Type(s): Essential
 Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, semi-biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed). Training, and Logistics attend monthly North Division Integrated Operations meetings as well.

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: II/B, 1 and 3; VI/A and 1
 Service Type(s): Essential
 Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and homeowner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- Communicate regularly with local media who cover the North Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s) /Call(s) for Action: I; II/B, C, 3 and 4; VI/1
 Service Type(s): Essential
 Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

North Integrated Operations Division, continued

2015-16 Service Measures , continued

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the North Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s) /Call(s) for Action: I/B; II/A, B, C, and 1
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- Increase or maintain the number of community events within North Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1; II/A, B, C, 1, 3 and 4
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- Increase or maintain the number of middle school students who learn Hands-Only CPR in the North Integrated Operations' service area.

Goal(s)/Call(s) for Action: I/C and D; II/A, C, and 4; VI/A
Service Type(s): Essential
Measured By: Overall participation of local middle schools.

- Reduce the number of false alarms generated by automatic commercial alarms within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: I/E
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

North	
2009	739
2010	644
2011	539
2012	513
2013	600
2014	610

2015-16 Change Strategies

- None

North Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
General Fund						
5001 Salaries & Wages Union	\$ 7,562,712	\$ 7,877,346	\$ 8,464,107	\$ 9,251,731	\$ 9,251,731	\$ 9,251,731
5002 Salaries & Wages Nonunion	688,880	693,964	731,251	415,455	415,455	415,455
5003 Vacation Taken Union	1,015,029	1,069,947	1,140,994	1,182,895	1,182,895	1,182,895
5004 Vacation Taken Nonunion	84,479	63,052	55,769	31,961	31,961	31,961
5005 Sick Leave Taken Union	195,556	174,761	251,913	247,512	247,512	247,512
5006 Sick Taken Nonunion	8,187	6,271	11,155	6,394	6,394	6,394
5007 Personal Leave Taken Union	106,918	110,320	116,191	121,930	121,930	121,930
5008 Personal Leave Taken Nonunion	3,330	3,074	4,785	2,742	2,742	2,742
5009 Comp Taken Union	1,324	3,762				
5015 Vacation Sold	11,853	19,996	36,082	36,984	36,984	36,984
5016 Vacation Sold at Retirement	12,438	40,905	24,967	20,680	20,680	20,680
5017 PEHP Vac Sold at Retirement	52,766	54,148	33,065	55,141	55,141	55,141
5020 Deferred Comp Match Union	323,783	333,703	448,206	516,202	516,202	516,202
5021 Deferred Comp Match Nonunion	28,774	27,408	39,836	35,667	35,667	35,667
5041 Severance Pay	14,432					
5090 Temporary Services-Backfill		10,125				
5101 Vacation Relief	994,341	1,050,514	1,089,828	1,125,015	1,125,015	1,125,015
5102 Duty Chief Relief	83,515	82,380	110,400			
5105 Sick Relief	213,502	183,726	227,530	206,883	206,883	206,883
5106 On the Job Injury Relief	37,222	26,342	57,192	38,420	38,420	38,420
5107 Short Term Disability Relief	5,351		34,819	22,863	22,863	22,863
5110 Personal Leave Relief	115,221	128,688	141,032	129,562	129,562	129,562
5115 Vacant Slot Relief	80,944	103,686				
5118 Standby Overtime	9,514	8,649	10,398	9,410	9,410	9,410
5120 Overtime Union	138,002	147,599	142,984	268,995	268,995	268,995
5121 Overtime Nonunion	2,409	3,102	6,972	4,116	4,116	4,116
5201 PERS Taxes	2,234,912	2,307,328	2,631,130	2,734,380	2,734,380	2,734,380
5203 FICA/MEDI	839,938	872,358	1,008,444	1,044,939	1,044,939	1,044,939
5206 Worker's Comp	330,471	307,577	362,878	385,992	385,992	385,992
5207 TriMet/Wilsonville Tax	79,242	83,437	96,747	99,403	99,403	99,403
5208 OR Worker's Benefit Fund Tax	4,513	5,082	9,195	9,299	9,299	9,299
5210 Medical Ins Union	1,914,897	1,968,700	2,019,420	2,160,620	2,160,620	2,160,620
5211 Medical Ins Nonunion	86,266	90,315	107,763	69,508	69,508	69,508
5220 Post Retire Ins Union	67,156	62,550	70,200	73,200	73,200	73,200
5221 Post Retire Ins Nonunion	8,319	5,625	7,200	4,500	4,500	4,500
5230 Dental Ins Nonunion	11,279	11,802	13,422	7,013	7,013	7,013
5240 Life/Disability Insurance	7,096	6,150	8,982	5,920	5,920	5,920
5270 Uniform Allowance	34,830	31,538	41,310	37,195	37,195	37,195
5295 Vehicle/Cell Allowance	1,550	1,950	2,400	1,200	1,200	1,200
Total Personnel Services	17,410,953	17,977,880	19,558,567	20,363,727	20,363,727	20,363,727
5300 Office Supplies	4,475	3,770	6,350	7,145	7,145	7,145
5301 Special Department Supplies	37,347	37,220	45,800	51,440	51,440	51,440
5302 Training Supplies	776	3,461	1,900	1,250	1,250	1,250
5305 Fire Extinguisher	1,388	641	1,030	876	876	876
5307 Smoke Detector Program	972	2,444	2,500	2,575	2,575	2,575

North Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
5320 EMS Supplies	90,516	80,603	113,650	111,600	111,600	111,600
5321 Fire Fighting Supplies	20,574	21,390	24,707	29,082	29,082	29,082
5325 Protective Clothing	25,616	24,450	20,400	28,325	28,325	28,325
5330 Noncapital Furniture & Equip	26,596	21,478	28,505	22,209	22,209	22,209
5350 Apparatus Fuel/Lubricants	120,202	121,920	107,300	130,170	130,170	130,170
5361 M&R Bldg/Bldg Equip & Improv	189,448	144,095	285,854	422,326	422,326	422,326
5365 M&R Firefight Equip	303	669	1,200	1,125	1,125	1,125
5367 M&R Office Equip	22,109	19,229	15,600	17,050	17,050	17,050
5400 Insurance Premium				175	175	175
5414 Other Professional Services	4,605	1,277	6,100	11,350	11,350	11,350
5415 Printing	1,536	1,396	1,675	1,050	1,050	1,050
5416 Custodial & Bldg Services	33,870	37,735	45,546	45,124	45,124	45,124
5432 Natural Gas	39,214	42,863	51,319	53,207	53,207	53,207
5433 Electricity	106,605	102,822	130,250	141,661	141,661	141,661
5434 Water/Sewer	61,546	64,541	67,820	80,458	80,458	80,458
5436 Garbage	13,278	13,990	15,855	17,509	17,509	17,509
5450 Rental of Equip	25	165		250	250	250
5461 External Training		500				
5462 Travel and Per Diem	1,204	1,723	1,000	1,100	1,100	1,100
5471 Citizen Awards	50	167	150			
5480 Community/Open House/Outreach	4,138	2,929	4,950	9,580	9,580	9,580
5481 Community Education Materials	11,900	10,007	18,754	20,984	20,984	20,984
5484 Postage UPS & Shipping	911	217	500	700	700	700
5500 Dues & Subscriptions	3,831	2,824	4,599	4,829	4,829	4,829
5502 Certifications & Licensing	484	400	350	500	500	500
5570 Misc Business Exp	3,896	4,515	5,884	5,680	5,680	5,680
5571 Planning Retreat Expense			550	1,000	1,000	1,000
5575 Laundry/Repair Expense	2,298	2,619	2,740	2,221	2,221	2,221
Total Materials & Services	829,712	772,060	1,012,838	1,222,551	1,222,551	1,222,551
Total General Fund	\$18,240,665	\$18,749,940	\$20,571,405	\$21,586,278	\$21,586,278	\$21,586,278

North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 155

Division Description

The North Operating Center (NOC) manages the District's connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District. The NOC is located at the District's Blanton Street facility in Aloha.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 2,065,422	\$ 1,854,722	\$ 2,237,687	\$ 2,248,954
Materials & Services	202,069	168,441	180,988	198,339
Total Expenditure	\$ 2,267,491	\$ 2,023,163	\$ 2,418,675	\$ 2,447,293

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	6.00	5.00	5.00	5.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant II	2.00	2.38	2.00	2.00
Total Full-Time Equivalents (FTE)	14.00	13.38	13.00	13.00

2015-16 Significant Changes

Within Personnel Services, Battalion Chiefs formally budgeted as non-union, were moved to Union accounts, including account 5102.

Materials and Services were increased largely in account 5361, as this cost center fully accounts for the building maintenance, utilities, and custodial services of the NOC, in addition to fuel costs for assigned Integrated Operations personnel. For 2015-16, \$7,500 of sidewalk repair is budgeted for the NOC facility.

North Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10155 General Fund						
5001 Salaries & Wages Union	\$ 354,547	\$ 307,209	\$ 413,313	\$ 769,625	\$ 769,625	\$ 769,625
5002 Salaries & Wages Nonunion	688,880	693,964	731,251	415,455	415,455	415,455
5003 Vacation Taken Union	39,205	20,110	31,795	57,792	57,792	57,792
5004 Vacation Taken Nonunion	84,479	63,052	55,769	31,961	31,961	31,961
5005 Sick Leave Taken Union	5,803	3,891	9,086	16,516	16,516	16,516
5006 Sick Taken Nonunion	8,187	6,271	11,155	6,394	6,394	6,394
5007 Personal Leave Taken Union	4,714	3,956	4,543	8,259	8,259	8,259
5008 Personal Leave Taken Nonunion	3,330	3,074	4,785	2,742	2,742	2,742
5009 Comp Taken Union	1,324	3,762				
5015 Vacation Sold	11,853	19,996	36,082	36,984	36,984	36,984
5016 Vacation Sold at Retirement	12,438					
5017 PEHP Vac Sold at Retirement	51,433	3,635				
5020 Deferred Comp Match Union	11,082	5,887	20,441	37,154	37,154	37,154
5021 Deferred Comp Match Nonunion	28,774	27,408	39,836	35,667	35,667	35,667
5041 Severance Pay	14,432					
5090 Temporary Services-Backfill		10,125				
5101 Vacation Relief				53,305	53,305	53,305
5102 Duty Chief Relief	83,515	82,380	110,400			
5105 Sick Relief				3,291	3,291	3,291
5106 On the Job Injury Relief				5,923	5,923	5,923
5107 Short Term Disability Relief				1,317	1,317	1,317
5110 Personal Leave Relief				1,975	1,975	1,975
5120 Overtime Union	41,625	40,586	56,340	51,936	51,936	51,936
5121 Overtime Nonunion	2,409	3,102	6,972	4,116	4,116	4,116
5201 PERS Taxes	267,565	240,345	306,226	301,207	301,207	301,207
5203 FICA/MEDI	95,568	84,949	117,371	112,370	112,370	112,370
5206 Worker's Comp	30,810	23,727	36,718	44,647	44,647	44,647
5207 TriMet/Wilsonville Tax	9,457	8,922	11,263	11,162	11,162	11,162
5208 OR Worker's Benefit Fund Tax	403	421	764	685	685	685
5210 Medical Ins Union	88,415	75,225	86,300	141,680	141,680	141,680
5211 Medical Ins Nonunion	86,266	90,315	107,763	69,508	69,508	69,508
5220 Post Retire Ins Union	2,700	2,450	3,000	4,800	4,800	4,800
5221 Post Retire Ins Nonunion	8,319	5,625	7,200	4,500	4,500	4,500
5230 Dental Ins Nonunion	11,279	11,802	13,422	7,013	7,013	7,013
5240 Life/Disability Insurance	7,096	6,150	8,982	5,920	5,920	5,920
5270 Uniform Allowance	7,961	4,436	4,510	3,850	3,850	3,850
5295 Vehicle/Cell Allowance	1,550	1,950	2,400	1,200	1,200	1,200
Total Personnel Services	2,065,422	1,854,722	2,237,687	2,248,954	2,248,954	2,248,954
5300 Office Supplies	2,097	977	1,750	1,750	1,750	1,750
5301 Special Department Supplies	2,424	2,860	3,000	3,000	3,000	3,000
5302 Training Supplies	247	2,948	1,100	350	350	350
5305 Fire Extinguisher	313		300			
5307 Smoke Detector Program	41	24	100	100	100	100
5320 EMS Supplies	183	66	300	1,100	1,100	1,100
5321 Fire Fighting Supplies	322	378	500	350	350	350

North Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5325 Protective Clothing	2,249	507	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	2,748	666	550	4,750	4,750	4,750
5350 Apparatus Fuel/Lubricants	18,720	16,305	20,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	66,974	37,088	34,916	46,825	46,825	46,825
5367 M&R Office Equip	11,398	8,548	2,800	2,800	2,800	2,800
5400 Insurance Premium				175	175	175
5415 Printing	1,376	1,133	1,200	600	600	600
5416 Custodial & Bldg Services	27,866	31,103	36,869	38,309	38,309	38,309
5432 Natural Gas	9,499	10,322	9,800	10,192	10,192	10,192
5433 Electricity	26,447	23,335	27,600	28,704	28,704	28,704
5434 Water/Sewer	13,533	14,905	13,800	14,352	14,352	14,352
5436 Garbage	1,560	1,797	1,600	1,648	1,648	1,648
5450 Rental of Equip		165		250	250	250
5461 External Training		500				
5462 Travel and Per Diem	1,204	1,723	1,000	1,100	1,100	1,100
5471 Citizen Awards	50	167	150			
5480 Community/Open House/Outreach	1,726	2,929	2,550	4,680	4,680	4,680
5481 Community Education Materials	6,164	6,096	13,244	13,625	13,625	13,625
5484 Postage UPS & Shipping	911	217	500	700	700	700
5500 Dues & Subscriptions	3,084	2,391	3,399	3,479	3,479	3,479
5502 Certifications & Licensing	484	400	350	500	500	500
5570 Misc Business Exp	450	816	1,000	1,000	1,000	1,000
5571 Planning Retreat Expense			550	1,000	1,000	1,000
5575 Laundry/Repair Expense		75	60			
Total Materials & Services	202,069	168,441	180,988	198,339	198,339	198,339
Total General Fund	\$ 2,267,491	\$ 2,023,163	\$ 2,418,675	\$ 2,447,293	\$ 2,447,293	\$ 2,447,293



Station 60 - Cornell Road

Fund 10 • Directorate 04 • Division 60 • Department 060

Station Description

Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 60** and can also respond in **Light Brush 60** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

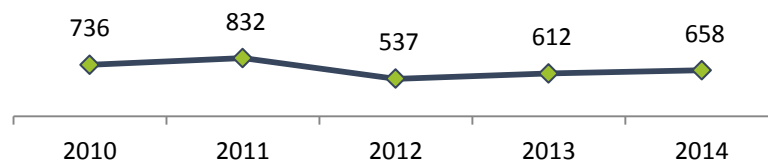
The 3,867 acres (6.0 square miles) of Station 60's first due area includes mostly unincorporated portions of Washington and Multnomah counties. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,772,312	\$ 1,894,804	\$ 1,883,710	\$ 1,930,047
Materials & Services	64,601	51,969	69,564	104,522
Total Expenditure	\$ 1,836,914	\$ 1,946,773	\$ 1,953,274	\$ 2,034,569

Station 60 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

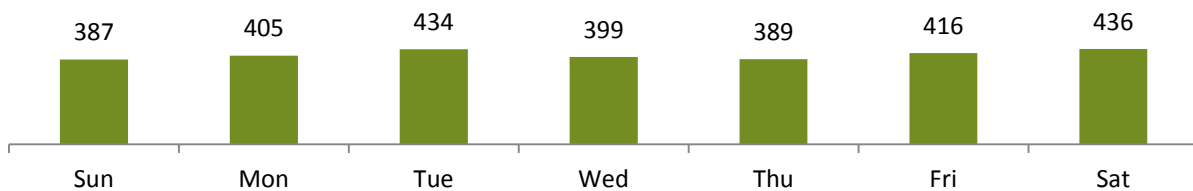
Station 60 - Cornell Road, continued

Station 60 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	153	26	125	26	63	10	67	12	85	16
Overpressure	0	0	0	0	0	3	0	0	0	1
EMS/Rescue Call	521	370	657	475	425	346	493	379	515	426
Hazardous Condition	17	22	16	20	13	16	14	20	21	18
Service Call	16	42	23	46	27	35	24	51	27	50
Good Intent Call	29	184	2	184	3	103	2	107	2	98
False Call	0	92	0	79	0	24	0	42	0	47
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	0	0	9	2	6	0	12	1	8	1
Total	736		832		537		612		658	

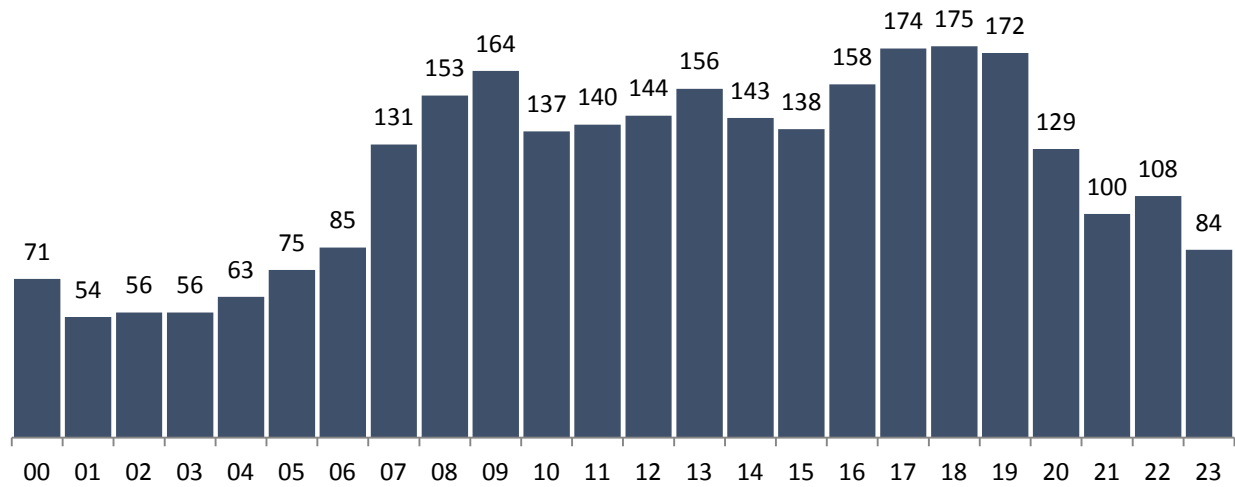
Station 60 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 60 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010 -2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 60 - Cornell Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10060 General Fund						
5001 Salaries & Wages Union	\$ 812,611	\$ 851,295	\$ 877,289	\$ 905,176	\$ 905,176	\$ 905,176
5003 Vacation Taken Union	132,975	142,508	120,869	120,067	120,067	120,067
5005 Sick Leave Taken Union	28,332	33,003	26,461	24,651	24,651	24,651
5007 Personal Leave Taken Union	11,635	8,698	12,167	12,131	12,131	12,131
5016 Vacation Sold at Retirement			2,721	2,207	2,207	2,207
5017 PEHP Vac Sold at Retirement		32,596	3,603	5,885	5,885	5,885
5020 Deferred Comp Match Union	39,563	41,206	46,614	51,122	51,122	51,122
5101 Vacation Relief	106,181	122,520	118,759	114,369	114,369	114,369
5105 Sick Relief	28,783	19,824	24,794	21,727	21,727	21,727
5106 On the Job Injury Relief	3,967	1,989	6,232	3,468	3,468	3,468
5107 Short Term Disability Relief			3,795	2,299	2,299	2,299
5110 Personal Leave Relief	7,267	15,003	15,368	13,616	13,616	13,616
5115 Vacant Slot Relief	15,842	8,684				
5118 Standby Overtime	940	1,116	1,134	1,004	1,004	1,004
5120 Overtime Union	5,555	7,771	9,442	23,164	23,164	23,164
5201 PERS Taxes	240,638	259,843	253,345	259,659	259,659	259,659
5203 FICA/MEDI	85,617	91,037	97,101	99,520	99,520	99,520
5206 Worker's Comp	26,722	32,560	35,542	36,427	36,427	36,427
5207 TriMet/Wilsonville Tax	7,962	8,561	9,316	9,417	9,417	9,417
5208 OR Worker's Benefit Fund Tax	452	504	998	998	998	998
5210 Medical Ins Union	208,786	207,760	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	7,150	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,333	1,174	3,840	3,420	3,420	3,420
Total Personnel Services	1,772,312	1,894,804	1,883,710	1,930,047	1,930,047	1,930,047
5300 Office Supplies	(1)	216	480	420	420	420
5301 Special Department Supplies	2,484	3,114	3,840	3,840	3,840	3,840
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	96	104		120	120	120
5307 Smoke Detector Program		144	300	275	275	275
5320 EMS Supplies	5,042	4,362	6,900	5,500	5,500	5,500
5321 Fire Fighting Supplies	2,076	1,182	2,400	2,957	2,957	2,957
5325 Protective Clothing	2,112	147	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip		1,846	2,595	390	390	390
5350 Apparatus Fuel/Lubricants	8,255	8,932	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	24,037	11,589	16,530	53,696	53,696	53,696
5365 M&R Firefight Equip		98	100	125	125	125
5367 M&R Office Equip	1,304	1,292	1,600	1,500	1,500	1,500
5414 Other Professional Services	93	24	150	125	125	125
5415 Printing		133	50	50	50	50
5416 Custodial & Bldg Services	536	595	644	644	644	644
5432 Natural Gas	2,738	2,848	4,500	4,680	4,680	4,680
5433 Electricity	7,509	7,216	8,500	8,500	8,500	8,500
5434 Water/Sewer	5,840	5,852	5,000	5,000	5,000	5,000
5436 Garbage	1,326	1,494	1,500	1,545	1,545	1,545

Station 60 - Cornell Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials	602	427	300	200	200	200
5500 Dues & Subscriptions	76	42	150	150	150	150
5570 Misc Business Exp	222	92	480	480	480	480
5575 Laundry/Repair Expense	212	219	225	225	225	225
Total Materials & Services	64,601	51,969	69,564	104,522	104,522	104,522
Total General Fund	\$ 1,836,914	\$ 1,946,773	\$ 1,953,274	\$ 2,034,569	\$ 2,034,569	\$ 2,034,569



Station 61 - Butner Road

Fund 10 • Directorate 04 • Division 60 • Department 061

Station Description

Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squirt 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 61**.

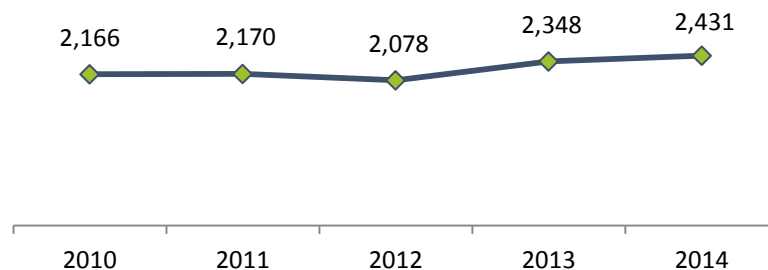
The 4,233 acres (6.6 square miles) of Station 61's first due area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,726,828	\$ 1,910,100	\$ 2,010,649	\$ 2,060,109
Materials & Services	82,841	64,514	107,938	171,402
Total Expenditure	\$ 1,809,669	\$ 1,974,615	\$ 2,118,587	\$ 2,231,511

Station 61 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

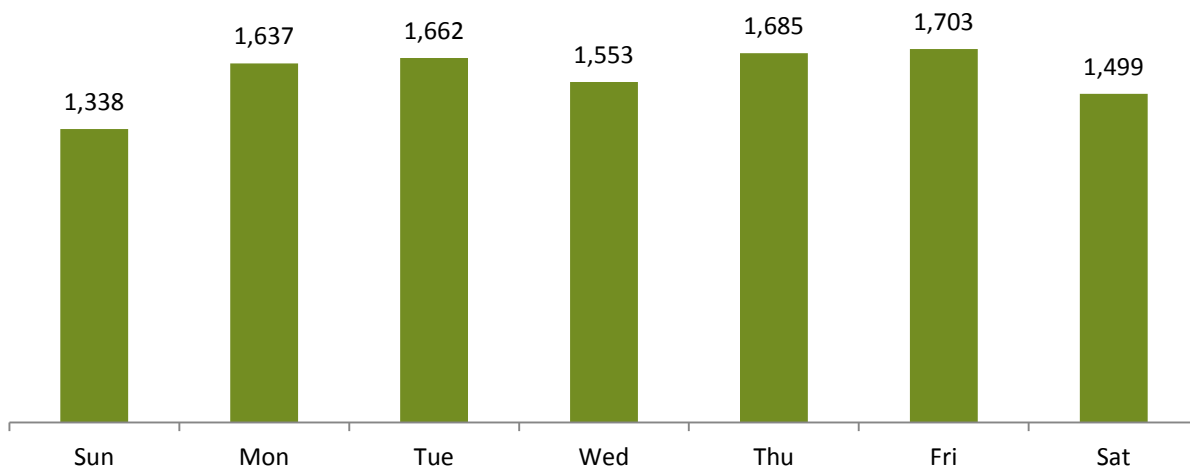
Station 61 - Butner Road, continued

Station 61 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	272	49	233	46	226	78	316	116	305	84
Overpressure	0	3	0	7	0	4	0	8	0	3
EMS/Rescue Call	1,756	1,337	1,791	1,340	1,725	1,273	1,844	1,362	1,918	1,422
Hazardous Condition	41	83	53	77	29	54	49	88	77	121
Service Call	56	80	53	103	68	100	79	128	88	145
Good Intent Call	41	429	8	469	6	444	19	500	9	495
False Call	0	182	0	128	0	123	0	146	0	157
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	0	3	32	0	24	2	41	0	34	4
Total	2,166		2,170		2,078		2,348		2,431	

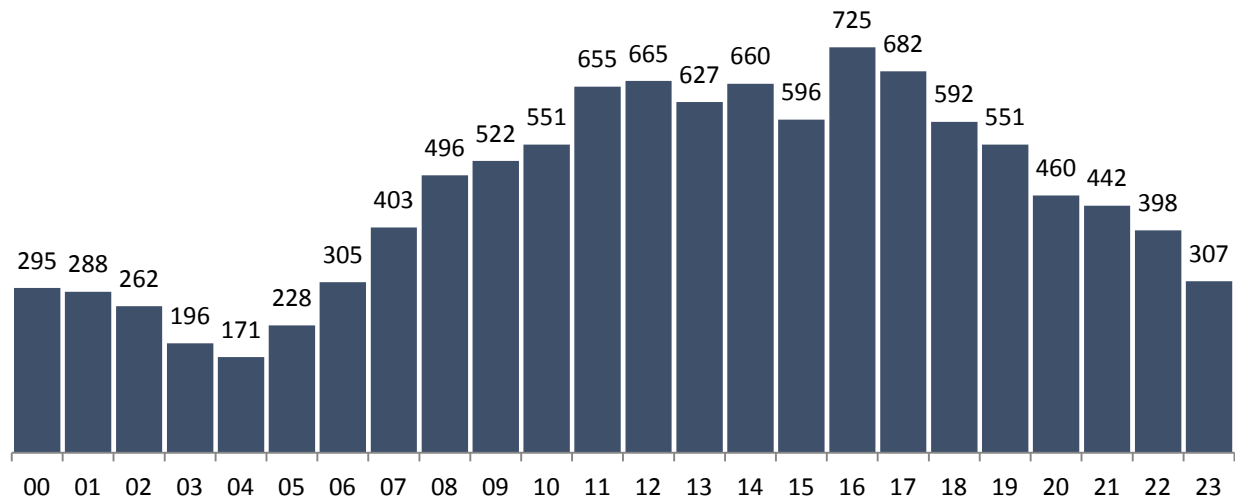
Station 61 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 61 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 61 - Butner Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10061 General Fund						
5001 Salaries & Wages Union	\$ 820,375	\$ 870,626	\$ 934,614	\$ 964,324	\$ 964,324	\$ 964,324
5003 Vacation Taken Union	102,850	149,609	128,767	127,912	127,912	127,912
5005 Sick Leave Taken Union	20,017	20,727	28,190	26,262	26,262	26,262
5007 Personal Leave Taken Union	11,348	16,308	12,961	12,923	12,923	12,923
5016 Vacation Sold at Retirement			2,898	2,351	2,351	2,351
5017 PEHP Vac Sold at Retirement			3,839	6,269	6,269	6,269
5020 Deferred Comp Match Union	33,746	41,426	49,659	54,463	54,463	54,463
5101 Vacation Relief	98,580	118,203	126,518	121,842	121,842	121,842
5105 Sick Relief	28,591	31,180	26,414	23,146	23,146	23,146
5106 On the Job Injury Relief	2,778	1,094	6,640	3,695	3,695	3,695
5107 Short Term Disability Relief	2,233		4,042	2,450	2,450	2,450
5110 Personal Leave Relief	15,443	15,391	16,373	14,505	14,505	14,505
5115 Vacant Slot Relief	7,556	13,323				
5118 Standby Overtime	872	1,294	1,207	1,070	1,070	1,070
5120 Overtime Union	13,405	13,631	10,059	24,677	24,677	24,677
5201 PERS Taxes	221,340	250,237	269,898	276,626	276,626	276,626
5203 FICA/MEDI	81,306	93,098	103,445	106,023	106,023	106,023
5206 Worker's Comp	36,475	31,287	37,864	38,807	38,807	38,807
5207 TriMet/Wilsonville Tax	7,829	8,852	9,924	10,032	10,032	10,032
5208 OR Worker's Benefit Fund Tax	466	514	997	997	997	997
5210 Medical Ins Union	211,211	222,704	224,380	230,230	230,230	230,230
5220 Post Retire Ins Union	7,350	7,650	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,055	2,946	4,160	3,705	3,705	3,705
Total Personnel Services	1,726,828	1,910,100	2,010,649	2,060,109	2,060,109	2,060,109
5300 Office Supplies	376	378	520	455	455	455
5301 Special Department Supplies	3,596	4,882	4,160	4,160	4,160	4,160
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	141		120			
5307 Smoke Detector Program	117	240	300	275	275	275
5320 EMS Supplies	9,333	7,730	16,100	10,250	10,250	10,250
5321 Fire Fighting Supplies	2,896	3,811	2,600	3,825	3,825	3,825
5325 Protective Clothing	1,078	914	2,080	2,925	2,925	2,925
5330 Noncapital Furniture & Equip		953	1,440	1,415	1,415	1,415
5350 Apparatus Fuel/Lubricants	12,391	11,454	12,000	10,200	10,200	10,200
5361 M&R Bldg/Bldg Equip & Improv	23,403	7,087	36,930	107,737	107,737	107,737
5365 M&R Firefight Equip		98	100	125	125	125
5367 M&R Office Equip	1,335	1,328	1,600	1,550	1,550	1,550
5414 Other Professional Services	210	30	400	250	250	250
5415 Printing			75	50	50	50
5416 Custodial & Bldg Services	925	702	703	703	703	703
5432 Natural Gas	3,351	3,449	3,744	3,600	3,600	3,600
5433 Electricity	9,378	8,764	10,000	10,002	10,002	10,002
5434 Water/Sewer	9,401	8,804	8,520	8,400	8,400	8,400
5436 Garbage	2,187	2,187	2,292	2,400	2,400	2,400
5480 Community/Open House/Outreach			300	300	300	300

Station 61 - Butner Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	1,363	526	2,400	1,500	1,500	1,500
5500 Dues & Subscriptions	76	20	150	150	150	150
5570 Misc Business Exp	727	626	804	520	520	520
5575 Laundry/Repair Expense	515	532	500	510	510	510
Total Materials & Services	82,841	64,514	107,938	171,402	171,402	171,402
Total General Fund	\$ 1,809,669	\$ 1,974,615	\$ 2,118,587	\$ 2,231,511	\$ 2,231,511	\$ 2,231,511



Station 62 - Aloha

Fund 10 • Directorate 04 • Division 60 • Department 062

Station Description

Station 62, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing aerial pumper **Squirt 62** and can also respond in **Light Brush 62** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 62**.

The 6,755 acres (10.6 square miles) of Station 62's first due area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro. For the six month training academy, cadre and recruits are located at Station 62, drilling and responding out of **Engine 92**. Personnel at this station also assist with the management of the District's Wildland Program by housing one of two Wildland Caches (in conjunction with Station 52). This equipment is taken when a team is deployed as part of a Washington County deployment.

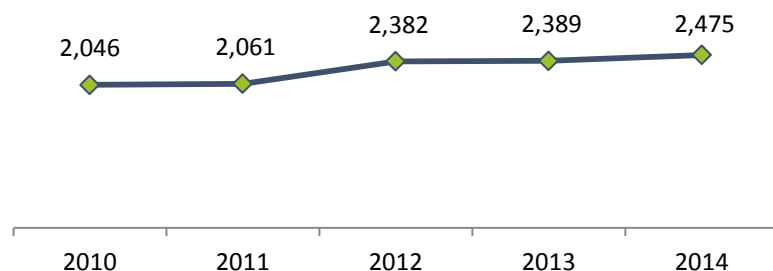
This station is slated for a major seismic improvement through a two year state grant beginning in fiscal year 2015-16.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,752,521	\$ 1,824,999	\$ 2,168,128	\$ 2,221,467
Materials & Services	88,953	101,335	121,653	116,401
Total Expenditure	\$ 1,841,475	\$ 1,926,334	\$ 2,289,781	\$ 2,337,868

Station 62 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

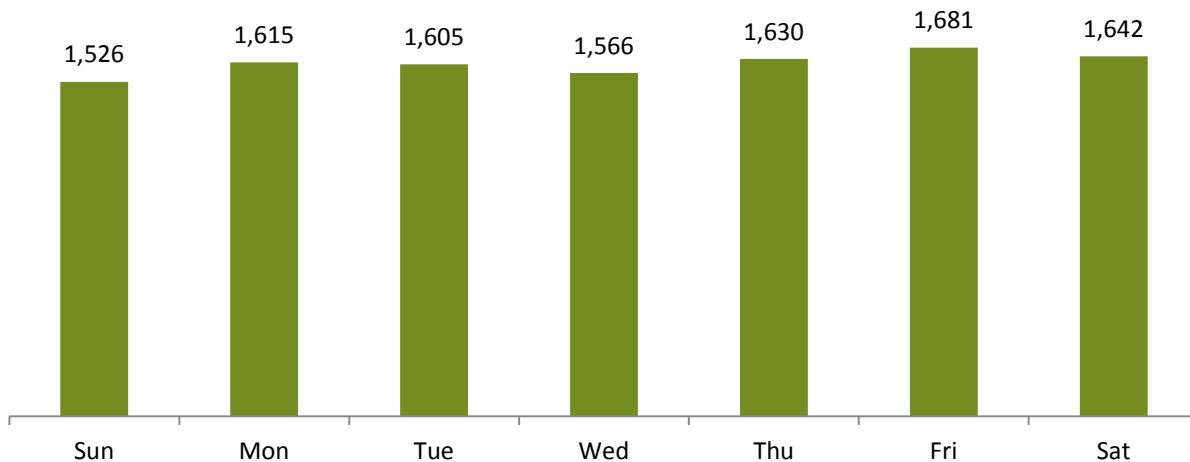
Station 62 - Aloha, continued

Station 62 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	158	50	173	62	145	61	166	69	162	55
Overpressure	0	5	0	8	0	5	0	3	0	2
EMS/Rescue Call	1,736	1,389	1,748	1,375	2,056	1,607	2,034	1,646	2,107	1,667
Hazardous Condition	44	51	38	53	50	54	44	46	47	57
Service Call	75	116	72	118	96	123	109	168	115	177
Good Intent Call	33	338	13	347	12	450	19	357	20	415
False Call	0	96	0	97	0	79	0	90	0	99
Natural Condition	0	1	0	0	0	0	0	1	0	0
Other Situation	0	0	17	1	23	3	17	9	24	3
Total	2,046		2,061		2,382		2,389		2,475	

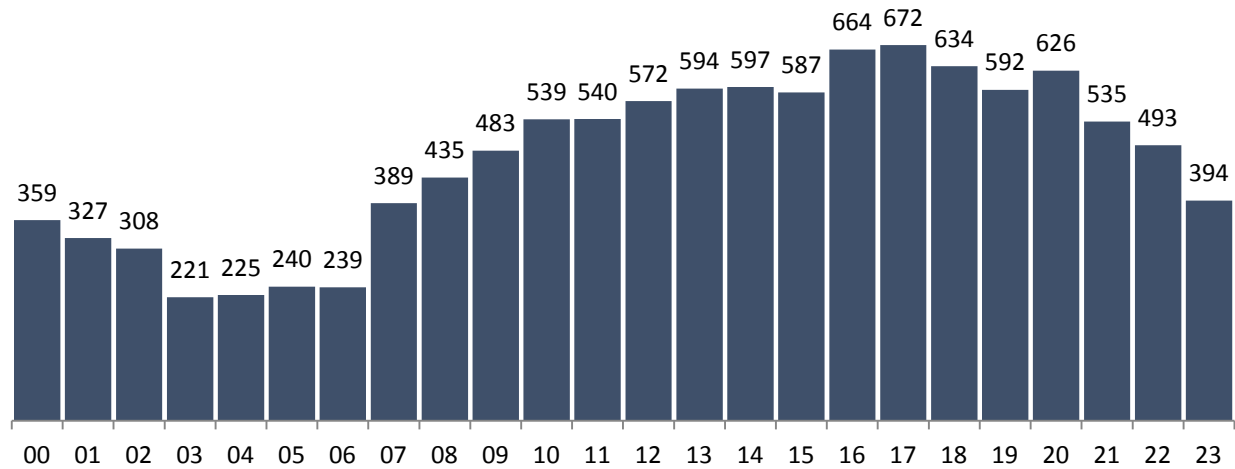
Station 62 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 62 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 62 - Aloha, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10062 General Fund						
5001 Salaries & Wages Union	\$ 831,020	\$ 887,690	\$ 1,008,011	\$ 1,040,054	\$ 1,040,054	\$ 1,040,054
5003 Vacation Taken Union	107,420	102,022	138,879	137,957	137,957	137,957
5005 Sick Leave Taken Union	25,382	23,574	30,403	28,324	28,324	28,324
5007 Personal Leave Taken Union	12,560	10,552	13,979	13,937	13,937	13,937
5016 Vacation Sold at Retirement			3,126	2,536	2,536	2,536
5017 PEHP Vac Sold at Retirement		590	4,140	6,761	6,761	6,761
5020 Deferred Comp Match Union	30,645	34,019	53,559	58,740	58,740	58,740
5101 Vacation Relief	110,827	117,771	136,453	131,410	131,410	131,410
5105 Sick Relief	22,974	12,813	28,488	24,964	24,964	24,964
5106 On the Job Injury Relief	3,294	2,778	7,161	3,985	3,985	3,985
5107 Short Term Disability Relief			4,359	2,642	2,642	2,642
5110 Personal Leave Relief	12,825	11,829	17,658	15,644	15,644	15,644
5115 Vacant Slot Relief	10,175	12,912				
5118 Standby Overtime	1,552	1,720	1,301	1,154	1,154	1,154
5120 Overtime Union	9,069	13,373	10,849	26,615	26,615	26,615
5201 PERS Taxes	212,753	215,058	291,092	298,349	298,349	298,349
5203 FICA/MEDI	86,237	90,250	111,568	114,349	114,349	114,349
5206 Worker's Comp	39,643	36,290	40,837	41,855	41,855	41,855
5207 TriMet/Wilsonville Tax	7,959	8,361	10,703	10,819	10,819	10,819
5208 OR Worker's Benefit Fund Tax	474	560	1,042	1,042	1,042	1,042
5210 Medical Ins Union	216,015	232,470	241,640	247,940	247,940	247,940
5220 Post Retire Ins Union	8,006	6,800	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,691	3,566	4,480	3,990	3,990	3,990
Total Personnel Services	1,752,521	1,824,999	2,168,128	2,221,467	2,221,467	2,221,467
5300 Office Supplies	302	370	560	790	790	790
5301 Special Department Supplies	4,057	4,771	4,480	5,480	5,480	5,480
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	384	196	250	250	250	250
5307 Smoke Detector Program	333	304	300	275	275	275
5320 EMS Supplies	14,545	10,768	16,100	14,500	14,500	14,500
5321 Fire Fighting Supplies	2,391	2,477	2,800	3,150	3,150	3,150
5325 Protective Clothing	2,122	4,091	2,240	3,150	3,150	3,150
5330 Noncapital Furniture & Equip	281	3,560	750	1,340	1,340	1,340
5350 Apparatus Fuel/Lubricants	13,034	15,919	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	7,349	15,249	26,350	18,309	18,309	18,309
5365 M&R Firefight Equip		159	100	125	125	125
5367 M&R Office Equip	1,303	1,310	1,600	1,900	1,900	1,900
5414 Other Professional Services	353	216	500	300	300	300

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5415 Printing		38	75	50	50	50
5416 Custodial & Bldg Services	1,109	1,422	1,423	1,423	1,423	1,423
5432 Natural Gas	10,068	10,588	12,480	12,980	12,980	12,980
5433 Electricity	17,804	15,438	23,920	24,877	24,877	24,877
5434 Water/Sewer	9,979	10,525	10,000	10,000	10,000	10,000
5436 Garbage	1,581	1,662	1,545	1,592	1,592	1,592
5450 Rental of Equip	25					
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials	593	676	350	800	800	800
5500 Dues & Subscriptions	98	44	150	150	150	150
5570 Misc Business Exp	385	662	560	560	560	560
5575 Laundry/Repair Expense	816	889	720			
Total Materials & Services	88,953	101,335	121,653	116,401	116,401	116,401
Total General Fund	\$ 1,841,475	\$ 1,926,334	\$ 2,289,781	\$ 2,337,868	\$ 2,337,868	\$ 2,337,868



Station 64 - Somerset

Fund 10 • Directorate 04 • Division 60 • Department 064

Station Description

Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970. This 7,500 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 64** and can also respond in **Heavy Brush 64** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 22,409 acres (35.0 square miles) of Station 64's first due area includes portions of northern Aloha, as well as unincorporated Washington and Multnomah counties to the Columbia County line. Station 64 personnel also supervise Firefighter Interns, District Volunteers selected to commit to one year of practical day-to-day operations and training to develop their skills and prepare them for successful fire service careers.

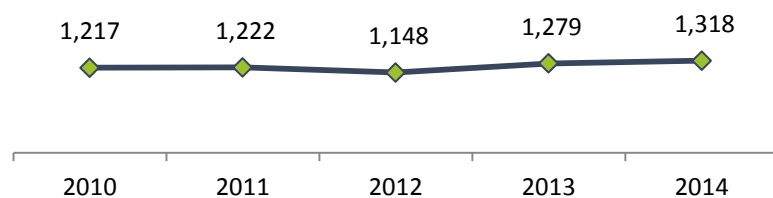
This station is slated for a major seismic improvement through a two year state grant beginning in fiscal year 2015-16.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,650,581	\$ 1,712,882	\$ 1,872,534	\$ 1,918,474
Materials & Services	67,711	79,667	117,814	101,029
Total Expenditure	\$ 1,718,292	\$ 1,792,549	\$ 1,990,348	\$ 2,010,503

Station 64 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

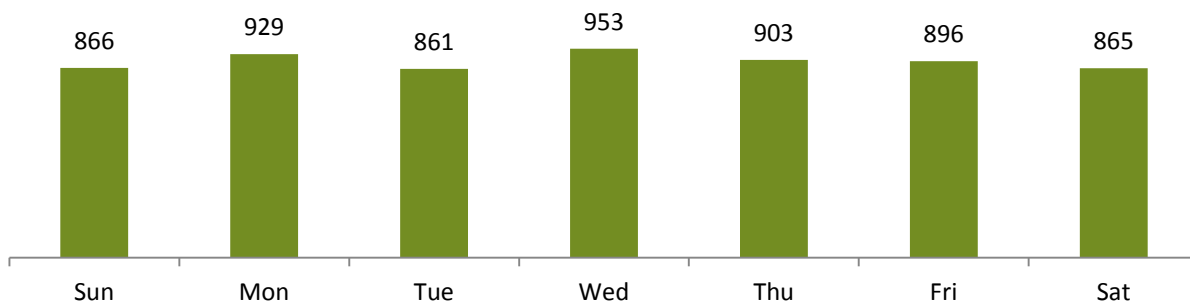
Station 64 - Somerset, continued

Station 64 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	153	37	132	41	112	43	144	42	128	50
Overpressure	0	1	0	2	0	1	0	5	0	6
EMS/Rescue Call	983	799	1,000	798	946	776	1,036	853	1,067	878
Hazardous Condition	20	39	23	33	19	31	28	32	35	49
Service Call	35	76	43	91	40	91	51	92	56	79
Good Intent Call	26	174	6	202	5	152	5	175	15	191
False Call	0	90	0	52	0	50	0	79	0	63
Natural Condition	0	0	0	0	0	1	0	1	0	2
Other Situation	0	1	18	3	26	3	15	0	17	0
Total	1,217		1,222		1,148		1,279		1,318	

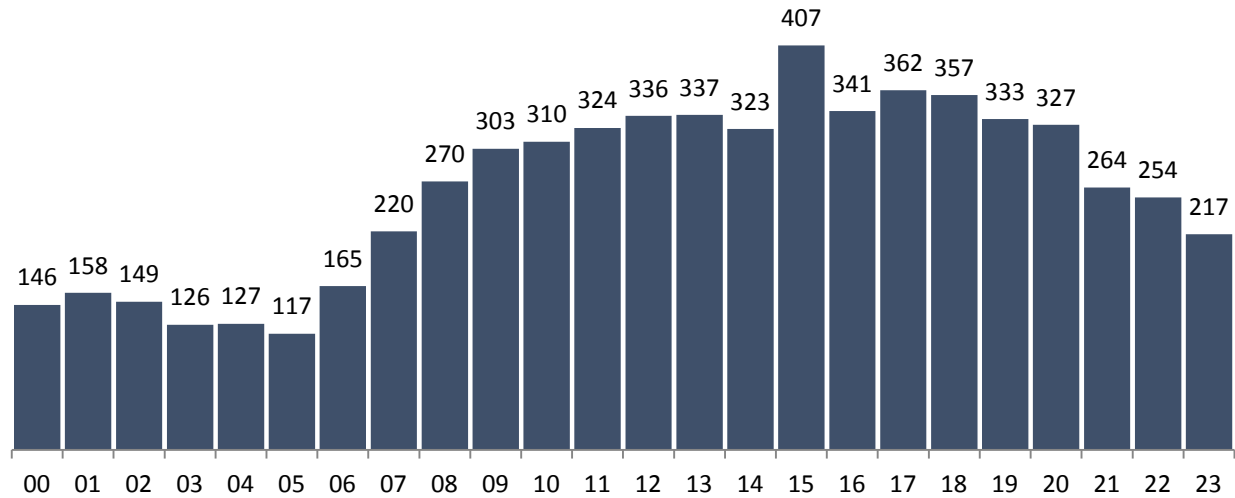
Station 64 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 64 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 64 - Somerset, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10064 General Fund						
5001 Salaries & Wages Union	\$ 801,861	\$ 838,963	\$ 870,920	\$ 898,605	\$ 898,605	\$ 898,605
5003 Vacation Taken Union	101,934	93,454	119,991	119,195	119,195	119,195
5005 Sick Leave Taken Union	11,291	11,395	26,269	24,472	24,472	24,472
5007 Personal Leave Taken Union	13,407	14,273	12,078	12,043	12,043	12,043
5016 Vacation Sold at Retirement		2,347	2,701	2,191	2,191	2,191
5017 PEHP Vac Sold at Retirement		7,908	3,577	5,842	5,842	5,842
5020 Deferred Comp Match Union	32,130	34,806	46,275	50,751	50,751	50,751
5101 Vacation Relief	105,494	104,632	117,896	113,539	113,539	113,539
5105 Sick Relief	14,547	19,841	24,614	21,569	21,569	21,569
5106 On the Job Injury Relief	1,965	3,017	6,187	3,443	3,443	3,443
5107 Short Term Disability Relief			3,767	2,283	2,283	2,283
5110 Personal Leave Relief	6,299	13,888	15,257	13,517	13,517	13,517
5115 Vacant Slot Relief	12,329	11,613				
5118 Standby Overtime	1,963	527	1,125	997	997	997
5120 Overtime Union	8,442	6,887	9,373	22,996	22,996	22,996
5201 PERS Taxes	205,209	214,271	251,505	257,774	257,774	257,774
5203 FICA/MEDI	80,181	83,582	96,395	98,798	98,798	98,798
5206 Worker's Comp	33,263	32,984	35,284	36,163	36,163	36,163
5207 TriMet/Wilsonville Tax	7,560	7,879	9,248	9,349	9,349	9,349
5208 OR Worker's Benefit Fund Tax	453	510	952	952	952	952
5210 Medical Ins Union	202,518	201,151	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,850	6,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,885	2,854	4,800	4,275	4,275	4,275
Total Personnel Services	1,650,581	1,712,882	1,872,534	1,918,474	1,918,474	1,918,474
5300 Office Supplies	406	223	600	525	525	525
5301 Special Department Supplies	3,802	3,056	4,800	4,800	4,800	4,800
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	144	48		106	106	106
5307 Smoke Detector Program		318	300	275	275	275
5320 EMS Supplies	12,820	9,107	13,800	13,500	13,500	13,500
5321 Fire Fighting Supplies	2,247	1,939	3,000	3,375	3,375	3,375
5325 Protective Clothing	4,935	2,846	2,400	3,375	3,375	3,375
5330 Noncapital Furniture & Equip	265	858	590	1,470	1,470	1,470
5350 Apparatus Fuel/Lubricants	21,679	25,484	26,300	24,163	24,163	24,163
5361 M&R Bldg/Bldg Equip & Improv	3,475	18,582	46,855	20,668	20,668	20,668
5365 M&R Firefight Equip	25		100	125	125	125
5367 M&R Office Equip	1,267	1,247	1,600	1,550	1,550	1,550
5414 Other Professional Services	426	380	500	9,500	9,500	9,500
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	737	638	646	721	721	721
5432 Natural Gas	2,546	2,585	3,175	2,769	2,769	2,769
5433 Electricity	7,118	6,327	6,280	7,668	7,668	7,668
5434 Water/Sewer	3,477	3,542	3,540	3,438	3,438	3,438
5436 Garbage	1,015	1,141	1,288	1,084	1,084	1,084
5480 Community/Open House/Outreach			300	300	300	300

Station 64 - Somerset, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	681	600	660	600	600	600
5500 Dues & Subscriptions	98	91	150	150	150	150
5570 Misc Business Exp	400	479	600	600	600	600
5575 Laundry/Repair Expense	106	175	180	117	117	117
Total Materials & Services	67,711	79,667	117,814	92,029	92,029	92,029
Total General Fund	\$ 1,718,292	\$ 1,792,549	\$ 1,990,348	\$ 2,019,503	\$ 2,019,503	\$ 2,019,503



Station 65 - West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

Station Description

Station 65, located on SW 103rd Avenue between Canyon Road (Highway 8) and Walker Road, was originally constructed in 1968 and completely rebuilt and relocated in 2012 through the capital bond program, to improve station seismic durability and District coverage of response calls.. The 10,111 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 65** and can also respond in **Water Tenders 65A and 65B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

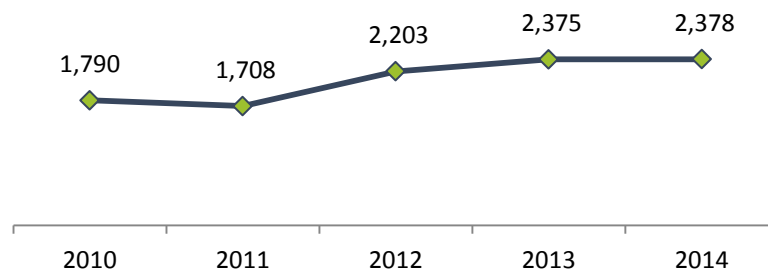
The 2,104 acres (3.3 square miles) of Station 65's first due area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,588,885	\$ 1,683,769	\$ 1,871,574	\$ 1,917,619
Materials & Services	93,015	68,588	79,655	91,635
Total Expenditure	\$ 1,681,901	\$ 1,752,358	\$ 1,951,229	\$ 2,009,254

Station 65 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

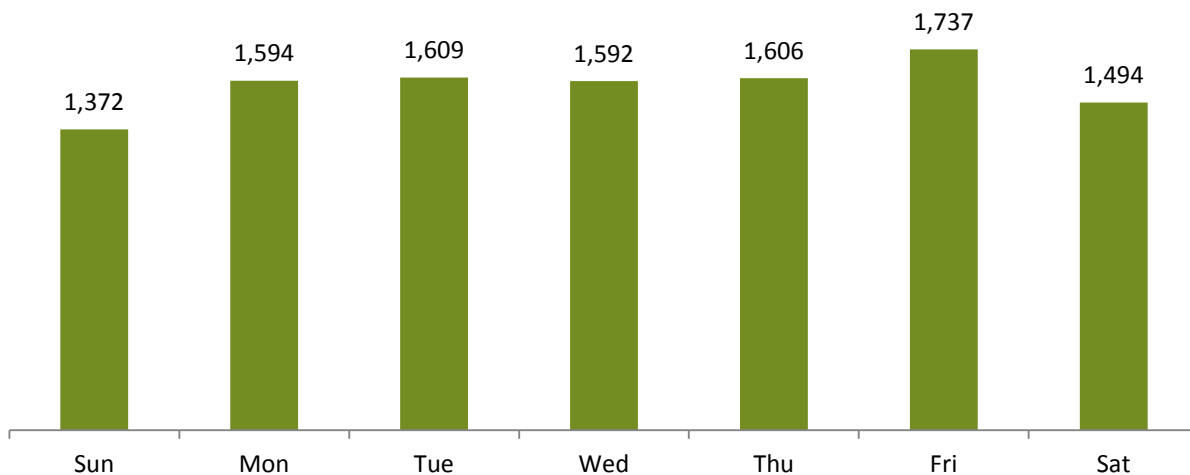
Station 65 - West Slope, continued

Station 65 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	218	42	181	33	265	78	248	60	246	48
Overpressure	0	1	0	5	0	2	0	7	0	2
EMS/Rescue Call	1,486	1,125	1,441	1,069	1,811	1,297	1,992	1,476	1,985	1,538
Hazardous Condition	23	40	28	44	46	77	43	76	49	98
Service Call	37	134	38	136	44	157	45	165	55	122
Good Intent Call	26	332	9	335	10	462	7	461	13	437
False Call	0	113	0	84	0	129	0	127	0	129
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	0	3	11	2	27	1	40	3	30	3
Total	1,790		1,708		2,203		2,375		2,378	

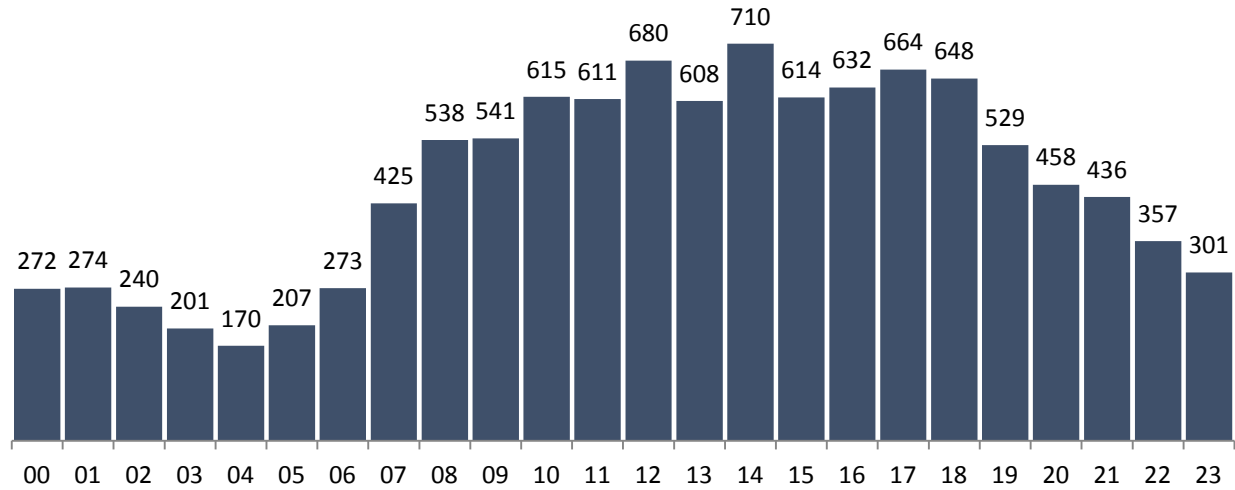
Station 65 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 65 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 65 - West Slope, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10065 General Fund						
5001 Salaries & Wages Union	\$ 717,939	\$ 825,773	\$ 870,920	\$ 898,605	\$ 898,605	\$ 898,605
5003 Vacation Taken Union	104,563	96,582	119,991	119,195	119,195	119,195
5005 Sick Leave Taken Union	42,704	8,513	26,269	24,472	24,472	24,472
5007 Personal Leave Taken Union	11,512	9,521	12,078	12,043	12,043	12,043
5016 Vacation Sold at Retirement			2,701	2,191	2,191	2,191
5017 PEHP Vac Sold at Retirement			3,577	5,842	5,842	5,842
5020 Deferred Comp Match Union	32,496	32,185	46,275	50,751	50,751	50,751
5101 Vacation Relief	106,278	112,330	117,896	113,539	113,539	113,539
5105 Sick Relief	25,269	14,530	24,614	21,569	21,569	21,569
5106 On the Job Injury Relief	779	2,049	6,187	3,443	3,443	3,443
5107 Short Term Disability Relief			3,767	2,283	2,283	2,283
5110 Personal Leave Relief	13,394	9,426	15,257	13,517	13,517	13,517
5115 Vacant Slot Relief	4,403	15,609				
5118 Standby Overtime	666	714	1,125	997	997	997
5120 Overtime Union	8,800	8,708	9,373	22,996	22,996	22,996
5201 PERS Taxes	207,011	212,810	251,505	257,774	257,774	257,774
5203 FICA/MEDI	76,774	82,689	96,395	98,798	98,798	98,798
5206 Worker's Comp	33,263	30,950	35,284	36,163	36,163	36,163
5207 TriMet/Wilsonville Tax	7,227	7,876	9,248	9,349	9,349	9,349
5208 OR Worker's Benefit Fund Tax	419	526	952	952	952	952
5210 Medical Ins Union	185,238	204,830	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,400	6,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,749	2,148	3,840	3,420	3,420	3,420
Total Personnel Services	1,588,885	1,683,769	1,871,574	1,917,619	1,917,619	1,917,619
5300 Office Supplies	388	443	480	420	420	420
5301 Special Department Supplies	9,233	3,599	3,840	3,840	3,840	3,840
5302 Training Supplies	87	296	100	100	100	100
5305 Fire Extinguisher	160			160	160	160
5307 Smoke Detector Program	215	489	300	275	275	275
5320 EMS Supplies	8,056	9,271	11,500	10,500	10,500	10,500
5321 Fire Fighting Supplies	1,878	2,056	2,400	2,700	2,700	2,700
5325 Protective Clothing	1,941	3,916	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip	14,508					
5350 Apparatus Fuel/Lubricants	13,371	8,391	12,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	13,522	11,966	15,495	15,790	15,790	15,790
5365 M&R Firefight Equip		49	100	125	125	125
5367 M&R Office Equip	1,338	1,378	1,600	1,550	1,550	1,550
5414 Other Professional Services	2,828		300	125	125	125
5415 Printing	27	54	50	50	50	50
5416 Custodial & Bldg Services	800	639	640	480	480	480
5432 Natural Gas	1,693	1,536	3,000	3,000	3,000	3,000
5433 Electricity	13,558	15,519	16,640	17,350	17,350	17,350
5434 Water/Sewer	4,023	6,353	6,000	16,200	16,200	16,200
5436 Garbage	1,576	1,725	2,060	2,120	2,120	2,120
5480 Community/Open House/Outreach	2,412		300	300	300	300

Station 65 - West Slope, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	521	172		900	900	900
5500 Dues & Subscriptions	127	66	150	150	150	150
5570 Misc Business Exp	472	380	480	480	480	480
5575 Laundry/Repair Expense	281	290	300	320	320	320
Total Materials & Services	93,015	68,588	79,655	91,635	91,635	91,635
Total General Fund	\$ 1,681,901	\$ 1,752,358	\$ 1,951,229	\$ 2,009,254	\$ 2,009,254	\$ 2,009,254



Station 66 - Brockman Road

Fund 10 • Directorate 04 • Division 60 • Department 066

Station Description

Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and remodeled in 2008. The 7,494 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 66**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

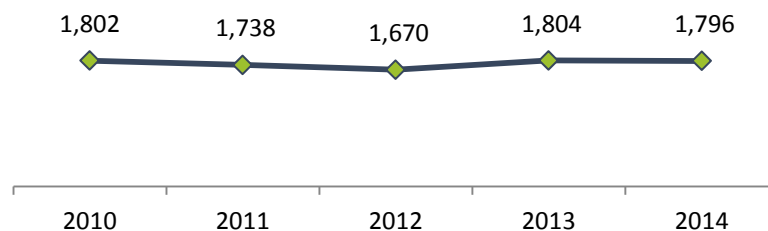
The 3,346 acres (5.2 square miles) of Station 66's First-Due Area includes south and southwest Beaverton (Murrayhill). Station 66 also houses **Heavy Squad 66**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, equipped to deploy on any event within the region requiring mass decontamination or mass casualty resources.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,615,363	\$ 1,656,235	\$ 1,871,574	\$ 1,917,619
Materials & Services	60,679	62,874	93,808	81,957
Total Expenditure	\$ 1,676,042	\$ 1,719,109	\$ 1,965,382	\$ 1,999,576

Station 66 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

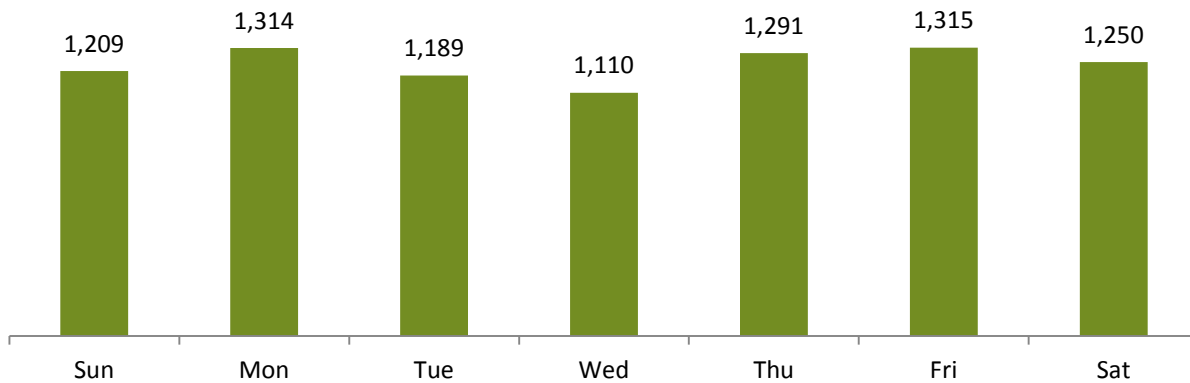
Station 66 - Brockman Road, continued

Station 66 First-Due Area incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	153	36	149	44	121	41	126	36	118	32
Overpressure	0	2	0	2	0	8	0	4	0	4
EMS/Rescue Call	1,536	1,304	1,477	1,198	1,446	1,238	1,569	1,316	1,560	1,314
Hazardous Condition	29	31	21	31	22	36	24	36	26	48
Service Call	52	94	68	91	57	92	59	110	66	115
Good Intent Call	32	234	5	264	8	174	3	210	3	176
False Call	0	100	0	106	0	80	0	89	0	100
Natural Condition	0	0	0	0	0	0	0	3	0	4
Other Situation	0	1	18	2	16	1	23	0	23	3
Total	1,802		1,738		1,670		1,804		1,796	

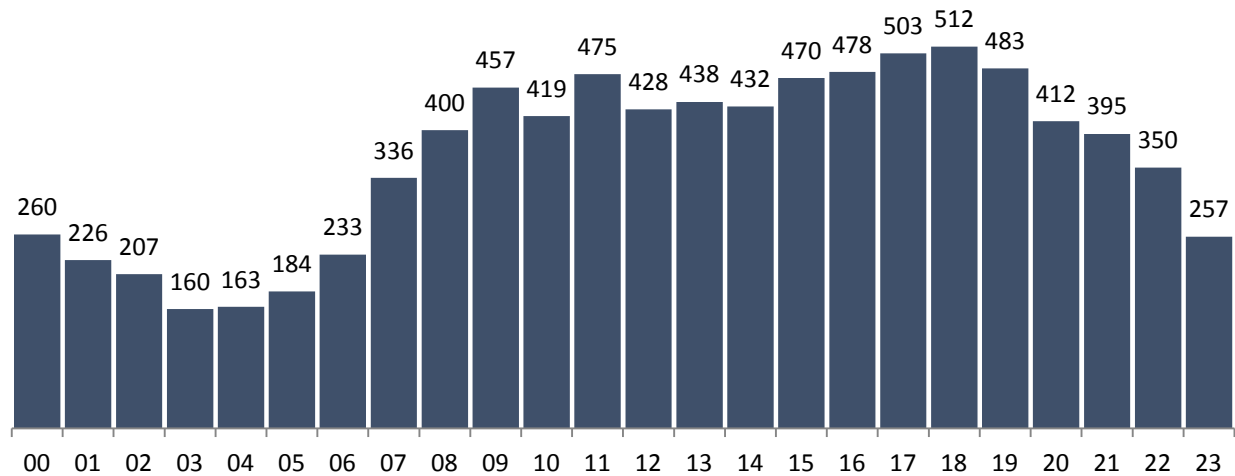
Station 66 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 66 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 66 - Brockman Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10066 General Fund						
5001 Salaries & Wages Union	\$ 785,770	\$ 788,480	\$ 870,920	\$ 898,605	\$ 898,605	\$ 898,605
5003 Vacation Taken Union	97,442	109,789	119,991	119,195	119,195	119,195
5005 Sick Leave Taken Union	11,604	17,710	26,269	24,472	24,472	24,472
5007 Personal Leave Taken Union	10,850	8,330	12,078	12,043	12,043	12,043
5016 Vacation Sold at Retirement			2,701	2,191	2,191	2,191
5017 PEHP Vac Sold at Retirement		3,037	3,577	5,842	5,842	5,842
5020 Deferred Comp Match Union	31,700	31,367	46,275	50,751	50,751	50,751
5101 Vacation Relief	99,171	109,280	117,896	113,539	113,539	113,539
5105 Sick Relief	19,746	16,742	24,614	21,569	21,569	21,569
5106 On the Job Injury Relief	1,875	2,975	6,187	3,443	3,443	3,443
5107 Short Term Disability Relief			3,767	2,283	2,283	2,283
5110 Personal Leave Relief	14,713	12,636	15,257	13,517	13,517	13,517
5115 Vacant Slot Relief	4,270	4,214				
5118 Standby Overtime	1,386	870	1,125	997	997	997
5120 Overtime Union	10,071	11,206	9,373	22,996	22,996	22,996
5201 PERS Taxes	206,171	209,450	251,505	257,774	257,774	257,774
5203 FICA/MEDI	78,314	80,939	96,395	98,798	98,798	98,798
5206 Worker's Comp	34,576	30,166	35,284	36,163	36,163	36,163
5207 TriMet/Wilsonville Tax	7,321	7,662	9,248	9,349	9,349	9,349
5208 OR Worker's Benefit Fund Tax	444	501	952	952	952	952
5210 Medical Ins Union	191,277	201,471	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,950	5,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,713	3,508	3,840	3,420	3,420	3,420
Total Personnel Services	1,615,363	1,656,235	1,871,574	1,917,619	1,917,619	1,917,619
5300 Office Supplies	375	320	480	420	420	420
5301 Special Department Supplies	2,917	3,568	3,840	3,840	3,840	3,840
5302 Training Supplies	87	75	100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	24	211	300	275	275	275
5320 EMS Supplies	12,016	10,075	14,950	12,500	12,500	12,500
5321 Fire Fighting Supplies	1,437	1,834	2,607	2,700	2,700	2,700
5325 Protective Clothing	1,842	933	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip		1,716	1,500	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	10,113	10,989	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	9,161	9,099	31,024	20,379	20,379	20,379
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,338	1,334	1,600	1,550	1,550	1,550
5414 Other Professional Services	194	397	500	400	400	400
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	725	922	922	922	922	922
5432 Natural Gas	2,815	4,573	3,640	3,786	3,786	3,786
5433 Electricity	8,220	8,781	9,100	9,460	9,460	9,460
5434 Water/Sewer	6,282	5,341	6,500	6,500	6,500	6,500
5436 Garbage	1,634	1,634	1,750	1,800	1,800	1,800
5480 Community/Open House/Outreach			300	300	300	300

Station 66 - Brockman Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	861	562	700	700	700	700
5500 Dues & Subscriptions	98	42	150	150	150	150
5570 Misc Business Exp	400	278	480	480	480	480
5575 Laundry/Repair Expense	139	190	175	200	200	200
Total Materials & Services	60,679	62,874	93,808	81,957	81,957	81,957
Total General Fund	\$ 1,676,042	\$ 1,719,109	\$ 1,965,382	\$ 1,999,576	\$ 1,999,576	\$ 1,999,576



Station 67 - Farmington Road

Fund 10 • Directorate 04 • Division 60 • Department 067

Station Description

Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 67**. In addition to the first due area, the truck serves as a resource for the entire North Battalion. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 67**. The **North Battalion Chief (C5)** also responds from and maintains quarters at Station 67.

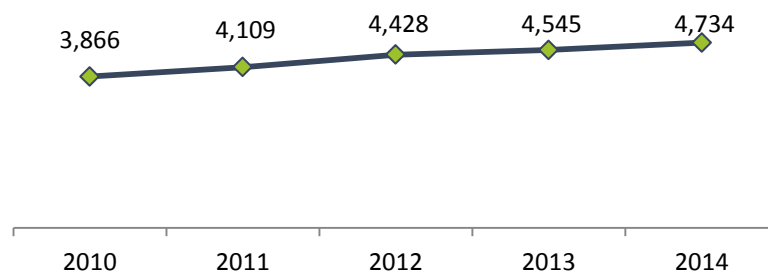
The 3,915 acres (6.1 square miles) of Station 67's first due area includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 3,645,691	\$ 3,662,576	\$ 3,819,652	\$ 3,938,452
Materials & Services	126,731	127,713	123,323	202,682
Total Expenditure	\$ 3,772,423	\$ 3,790,289	\$ 3,942,975	\$ 4,141,134

Station 67 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

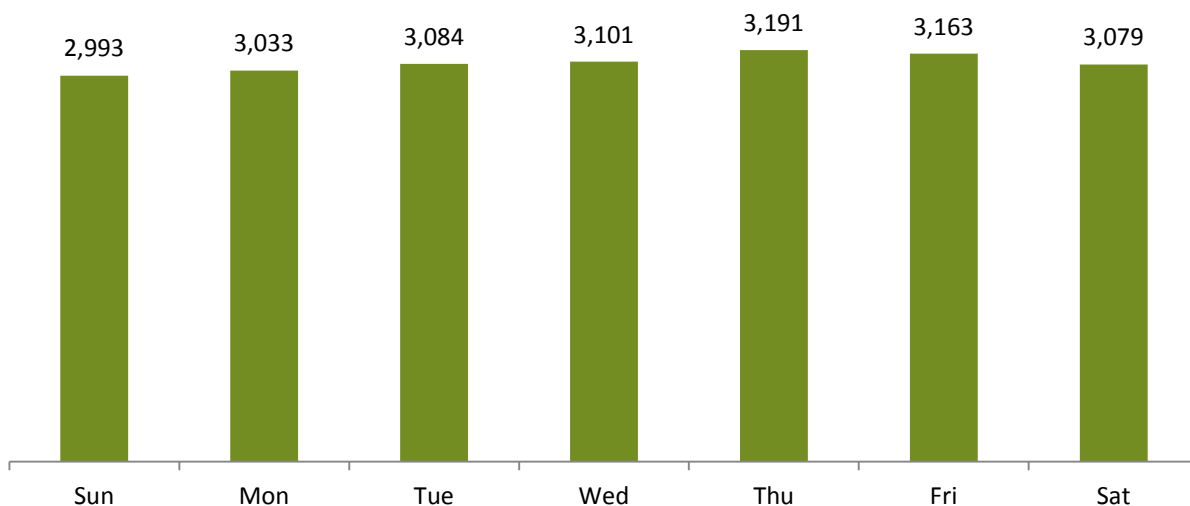
Station 67 - Farmington Road, continued

Station 67 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	310	103	305	111	369	143	383	154	356	152
Overpressure	0	9	0	7	0	13	0	14	0	4
EMS/Rescue Call	3,312	2,543	3,553	2,503	3,810	2,853	3,876	2,934	4,106	3,182
Hazardous Condition	65	99	72	90	75	104	76	96	73	107
Service Call	122	199	110	258	113	242	121	254	127	293
Good Intent Call	57	749	8	989	14	882	22	893	16	804
False Call	0	161	0	150	0	190	0	198	0	186
Natural Condition	0	0	0	0	0	0	0	0	0	3
Other Situation	0	3	61	1	47	1	67	2	56	3
Total	3,866		4,109		4,428		4,545		4,734	

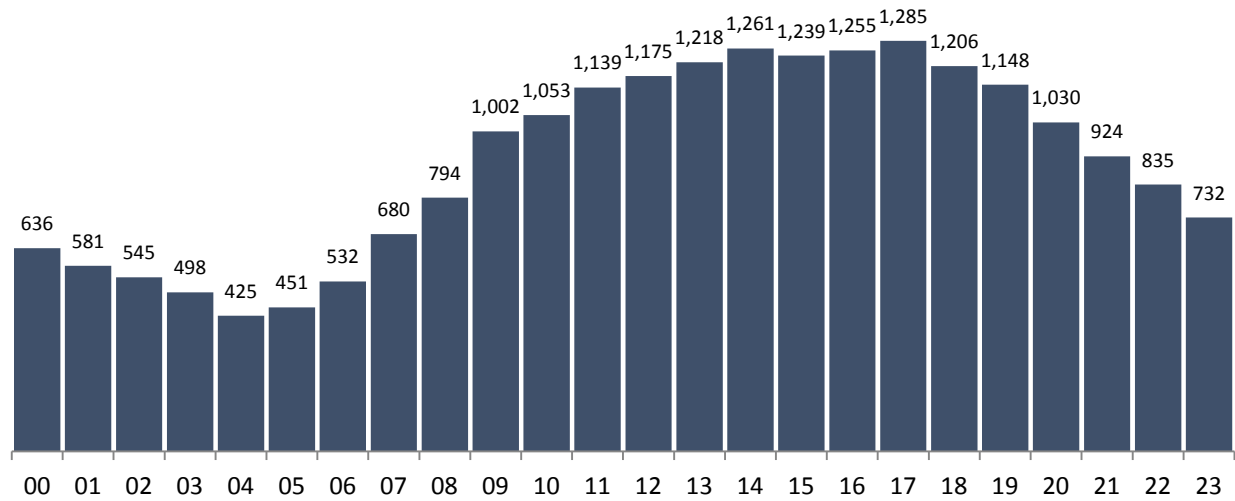
Station 67 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 67 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 67 - Farmington Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10067 General Fund						
5001 Salaries & Wages Union	\$ 1,702,378	\$ 1,696,381	\$ 1,772,678	\$ 1,842,215	\$ 1,842,215	\$ 1,842,215
5003 Vacation Taken Union	217,975	230,618	244,230	244,357	244,357	244,357
5005 Sick Leave Taken Union	33,802	46,440	53,465	50,169	50,169	50,169
5007 Personal Leave Taken Union	21,936	26,450	24,582	24,685	24,685	24,685
5016 Vacation Sold at Retirement			5,497	4,489	4,489	4,489
5017 PEHP Vac Sold at Retirement	1,333	6,113	7,280	11,973	11,973	11,973
5020 Deferred Comp Match Union	76,905	75,184	94,186	104,042	104,042	104,042
5101 Vacation Relief	256,317	253,388	239,962	232,760	232,760	232,760
5105 Sick Relief	54,305	47,702	50,097	44,215	44,215	44,215
5106 On the Job Injury Relief	9,130	11,920	12,592	7,055	7,055	7,055
5107 Short Term Disability Relief	2,318		7,665	4,677	4,677	4,677
5110 Personal Leave Relief	35,218	37,709	31,052	27,708	27,708	27,708
5115 Vacant Slot Relief	20,830	23,809				
5118 Standby Overtime	1,304	1,796	2,288	2,042	2,042	2,042
5120 Overtime Union	33,061	31,896	19,076	47,140	47,140	47,140
5201 PERS Taxes	462,470	468,320	511,906	528,449	528,449	528,449
5203 FICA/MEDI	178,294	179,447	196,198	202,539	202,539	202,539
5206 Worker's Comp	70,611	61,298	71,813	74,133	74,133	74,133
5207 TriMet/Wilsonville Tax	16,650	17,005	18,819	19,163	19,163	19,163
5208 OR Worker's Benefit Fund Tax	982	1,054	1,766	1,766	1,766	1,766
5210 Medical Ins Union	426,227	425,722	431,500	442,750	442,750	442,750
5220 Post Retire Ins Union	15,300	13,800	15,000	15,000	15,000	15,000
5270 Uniform Allowance	8,343	6,524	8,000	7,125	7,125	7,125
Total Personnel Services	3,645,691	3,662,576	3,819,652	3,938,452	3,938,452	3,938,452
5300 Office Supplies	408	593	1,000	875	875	875
5301 Special Department Supplies	6,630	5,591	8,000	8,000	8,000	8,000
5302 Training Supplies	146	142	100	100	100	100
5305 Fire Extinguisher	128	189	120			
5307 Smoke Detector Program	242	715	300	275	275	275
5320 EMS Supplies	20,516	20,253	24,800	24,500	24,500	24,500
5321 Fire Fighting Supplies	5,877	5,199	6,000	6,875	6,875	6,875
5325 Protective Clothing	7,733	7,188	4,000	5,625	5,625	5,625
5330 Noncapital Furniture & Equip	8,181	1,071	1,080	1,344	1,344	1,344
5350 Apparatus Fuel/Lubricants	21,849	22,099		24,307	24,307	24,307
5361 M&R Bldg/Bldg Equip & Improv	23,841	31,622	42,684	94,908	94,908	94,908
5365 M&R Firefight Equip	278	265	500	125	125	125
5367 M&R Office Equip	1,589	1,498	1,600	1,550	1,550	1,550
5414 Other Professional Services	404	194	600	400	400	400
5415 Printing			75	50	50	50
5416 Custodial & Bldg Services	925	1,473	1,276	622	622	622
5432 Natural Gas	5,428	5,685	6,300	6,300	6,300	6,300
5433 Electricity	12,011	12,902	13,478	14,500	14,500	14,500
5434 Water/Sewer	6,759	7,008	6,960	7,168	7,168	7,168
5436 Garbage	1,949	1,886	1,920	2,000	2,000	2,000
5480 Community/Open House/Outreach			300	300	300	300

Station 67 - Farmington Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	790	723	800	1,459	1,459	1,459
5500 Dues & Subscriptions	98	86	150	150	150	150
5570 Misc Business Exp	721	1,081	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense	228	249	280	249	249	249
Total Materials & Services	126,731	127,713	123,323	202,682	202,682	202,682
Total General Fund	\$ 3,772,423	\$ 3,790,289	\$ 3,942,975	\$ 4,141,134	\$ 4,141,134	\$ 4,141,134



Station 68 - Bethany

Fund 10 • Directorate 04 • Division 60 • Department 068

Station Description

Station 68, located on the corner of NW Evergreen Street and NW Thompson Road, was originally constructed in 1970 as a residential home. Utilizing bond proceeds that were approved by voters in 2006, Station 68 was completely rebuilt in 2013-14 and reopened its doors on October 16, 2014. The station was relocated from NW 147th Place just north of West Union Road to more efficiently serve the first due area. The 10,540 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule) and includes a new community room for use by community groups in the area. The crew responds to incidents utilizing **Engine 68**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

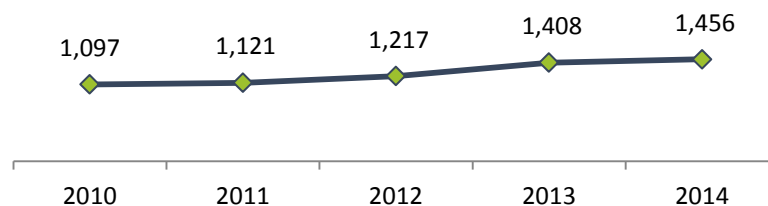
The 3,021 acres (4.7 square miles) of Station 68's first due area includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany).



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,593,349	\$ 1,777,792	\$ 1,823,059	\$ 1,867,895
Materials & Services	43,111	46,959	118,095	79,651
Total Expenditure	\$ 1,636,460	\$ 1,824,751	\$ 1,941,154	\$ 1,947,546

Station 68 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

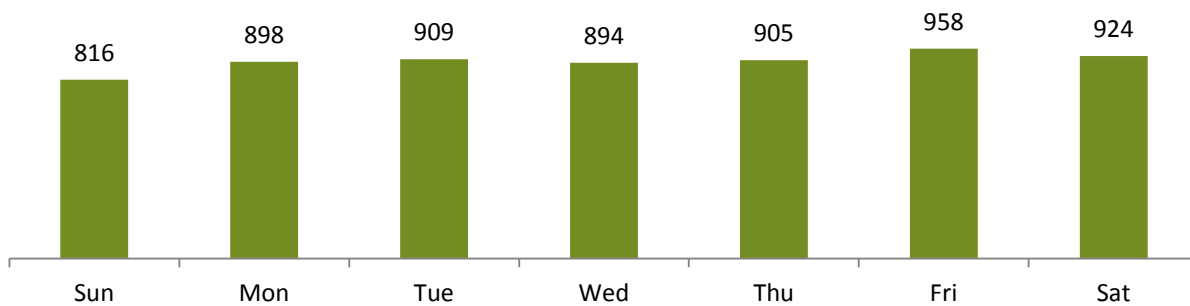
Station 68 - Bethany, continued

Station 68 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	122	26	108	41	114	30	147	43	143	37
Overpressure	0	0	0	2	0	2	0	2	0	2
EMS/Rescue Call	885	736	928	760	1,004	829	1,126	929	1,165	935
Hazardous Condition	22	33	18	17	29	23	34	30	32	26
Service Call	49	99	46	114	62	89	75	145	95	176
Good Intent Call	19	125	10	130	2	160	12	163	6	178
False Call	0	76	0	56	0	83	0	95	0	101
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	0	2	11	1	6	1	14	1	15	1
Total	1,097		1,121		1,217		1,408		1,456	

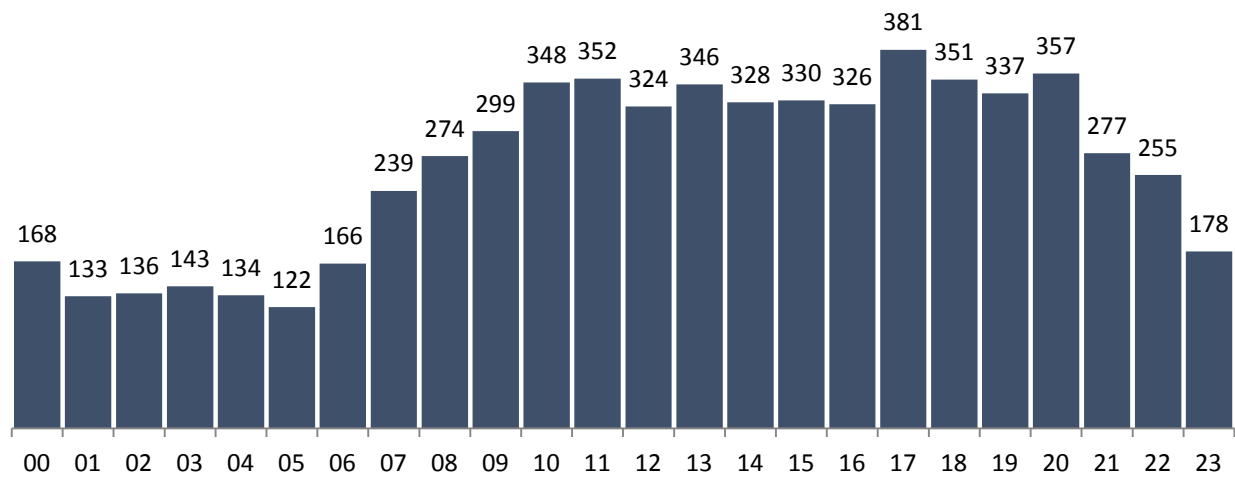
Station 68 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 68 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 68 - Bethany, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10068 General Fund						
5001 Salaries & Wages Union	\$ 736,210	\$ 810,929	\$ 845,442	\$ 872,317	\$ 872,317	\$ 872,317
5003 Vacation Taken Union	110,664	125,253	116,481	115,708	115,708	115,708
5005 Sick Leave Taken Union	16,621	9,507	25,501	23,756	23,756	23,756
5007 Personal Leave Taken Union	8,957	12,233	11,725	11,691	11,691	11,691
5016 Vacation Sold at Retirement		38,558	2,622	2,127	2,127	2,127
5017 PEHP Vac Sold at Retirement		270	3,472	5,671	5,671	5,671
5020 Deferred Comp Match Union	35,515	37,623	44,922	49,266	49,266	49,266
5101 Vacation Relief	111,492	112,392	114,448	110,217	110,217	110,217
5105 Sick Relief	19,288	21,094	23,895	20,938	20,938	20,938
5106 On the Job Injury Relief	13,433	519	6,006	3,342	3,342	3,342
5107 Short Term Disability Relief	800		3,657	2,216	2,216	2,216
5110 Personal Leave Relief	10,061	12,806	14,810	13,122	13,122	13,122
5115 Vacant Slot Relief	5,539	13,522				
5118 Standby Overtime	830	612	1,093	968	968	968
5120 Overtime Union	7,973	13,541	9,099	22,323	22,323	22,323
5201 PERS Taxes	211,755	236,993	244,148	250,233	250,233	250,233
5203 FICA/MEDI	77,648	86,367	93,576	95,908	95,908	95,908
5206 Worker's Comp	25,107	28,313	34,252	35,105	35,105	35,105
5207 TriMet/Wilsonville Tax	7,277	8,318	8,978	9,075	9,075	9,075
5208 OR Worker's Benefit Fund Tax	419	493	772	772	772	772
5210 Medical Ins Union	185,210	197,368	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,450	6,700	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,101	4,383	3,840	3,420	3,420	3,420
Total Personnel Services	1,593,349	1,777,792	1,823,059	1,867,895	1,867,895	1,867,895
5300 Office Supplies	123	249	480	420	420	420
5301 Special Department Supplies	2,204	5,778	9,840	3,840	3,840	3,840
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	22	104	120	120	120	120
5307 Smoke Detector Program			300	275	275	275
5320 EMS Supplies	8,005	8,971	9,200	9,250	9,250	9,250
5321 Fire Fighting Supplies	1,449	2,514	2,400	2,700	2,700	2,700
5325 Protective Clothing	1,603	3,908	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip	614	10,807	20,000			
5350 Apparatus Fuel/Lubricants	791	2,348	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	17,686	1,813	35,070	23,266	23,266	23,266
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,238	1,294	1,600	1,550	1,550	1,550
5414 Other Professional Services	97	36	3,150	125	125	125
5415 Printing	133	38	50	50	50	50
5416 Custodial & Bldg Services	247	240	2,423	800	800	800
5432 Natural Gas	1,076	1,276	4,680	5,000	5,000	5,000
5433 Electricity	4,559	4,539	14,732	17,000	17,000	17,000
5434 Water/Sewer	2,252	2,211	7,500	7,000	7,000	7,000
5436 Garbage	450	462	1,900	2,300	2,300	2,300
5480 Community/Open House/Outreach			300	300	300	300

Station 68 - Bethany, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5481 Community Education Materials	326	224	300	700	700	700
5500 Dues & Subscriptions	76	42	150	150	150	150
5570 Misc Business Exp	119	103	480	480	480	480
5575 Laundry/Repair Expense			300	400	400	400
Total Materials & Services	43,111	46,959	118,095	79,651	79,651	79,651
Total General Fund	\$ 1,636,460	\$ 1,824,751	\$ 1,941,154	\$ 1,947,546	\$ 1,947,546	\$ 1,947,546



Station 70 - Raleigh Hills

Fund 10 • Directorate 04 • Division 60 • Department 070

Station Description

Station 70, located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, is scheduled to be completed in the fall of 2015. This 1,951 square foot station will house a total of **two full-time personnel**. Two EMT-Paramedics (on a ten-hour, four day a week schedule) will respond to incidents utilizing **Medic 70**. This will be the District's first station that operates on a 40-hour per week schedule. When the station is not staffed, the first due area will be serviced by neighboring stations 53 and 65.

The 2,290 acres (3.6 square miles) of Station 70's first due area includes the Raleigh Hills neighborhood as well as portions of west Beaverton, and the Southwest Hills and Garden Home neighborhoods.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services				\$ 343,091
Materials & Services				74,933
Total Expenditure				\$ 418,024

Station 70 - Raleigh Hills, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10070 General Fund						
5001 Salaries & Wages Union				\$ 162,205	\$ 162,205	\$ 162,205
5003 Vacation Taken Union				21,517	21,517	21,517
5005 Sick Leave Taken Union				4,418	4,418	4,418
5007 Personal Leave Taken Union				2,175	2,175	2,175
5016 Vacation Sold at Retirement				397	397	397
5017 PEHP Vac Sold at Retirement				1,056	1,056	1,056
5020 Deferred Comp Match Union				9,162	9,162	9,162
5101 Vacation Relief				20,495	20,495	20,495
5105 Sick Relief				3,895	3,895	3,895
5106 On the Job Injury Relief				623	623	623
5107 Short Term Disability Relief				413	413	413
5110 Personal Leave Relief				2,441	2,441	2,441
5118 Standby Overtime				181	181	181
5120 Overtime Union				4,152	4,152	4,152
5201 PERS Taxes				46,535	46,535	46,535
5203 FICA/MEDI				17,836	17,836	17,836
5206 Worker's Comp				6,529	6,529	6,529
5207 TriMet/Wilsonville Tax				1,688	1,688	1,688
5208 OR Worker's Benefit Fund Tax				183	183	183
5210 Medical Ins Union				35,420	35,420	35,420
5220 Post Retire Ins Union				1,200	1,200	1,200
5270 Uniform Allowance				570	570	570
Total Personnel Services				343,091	343,091	343,091
5300 Office Supplies				1,070	1,070	1,070
5301 Special Department Supplies				10,640	10,640	10,640
5302 Training Supplies				100	100	100
5307 Smoke Detector Program				275	275	275
5320 EMS Supplies				10,000	10,000	10,000
5321 Fire Fighting Supplies				450	450	450
5325 Protective Clothing				450	450	450
5330 Noncapital Furniture & Equip				10,000	10,000	10,000
5350 Apparatus Fuel/Lubricants				7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv				20,748	20,748	20,748
5365 M&R Firefight Equip				125	125	125
5367 M&R Office Equip				1,550	1,550	1,550
5414 Other Professional Services				125	125	125
5415 Printing				50	50	50
5416 Custodial & Bldg Services				500	500	500
5432 Natural Gas				900	900	900
5433 Electricity				3,600	3,600	3,600
5434 Water/Sewer				2,400	2,400	2,400
5436 Garbage				1,020	1,020	1,020
5480 Community/Open House/Outreach				2,500	2,500	2,500
5481 Community Education Materials				500	500	500

Station 70 - Raleigh Hills, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5500 Dues & Subscriptions				150	150	150
5570 Misc Business Exp				80	80	80
5575 Laundry/Repair Expense				200	200	200
Total Materials & Services				74,933	74,933	74,933
Total General Fund				\$ 418,024	\$ 418,024	\$ 418,024



Division Description

The Central Integrated Operations division manages and responds to the central area of the District through the Central Operating Center and fire stations 33, 35, 50, 51, 53, and 69.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 15,162,399	\$ 15,726,297	\$ 16,676,748	\$ 17,032,191
Materials & Services	465,731	484,995	655,748	719,111
Total Expenditures	\$ 15,628,130	\$ 16,211,292	\$ 17,332,496	\$ 17,751,302

Personnel Summary

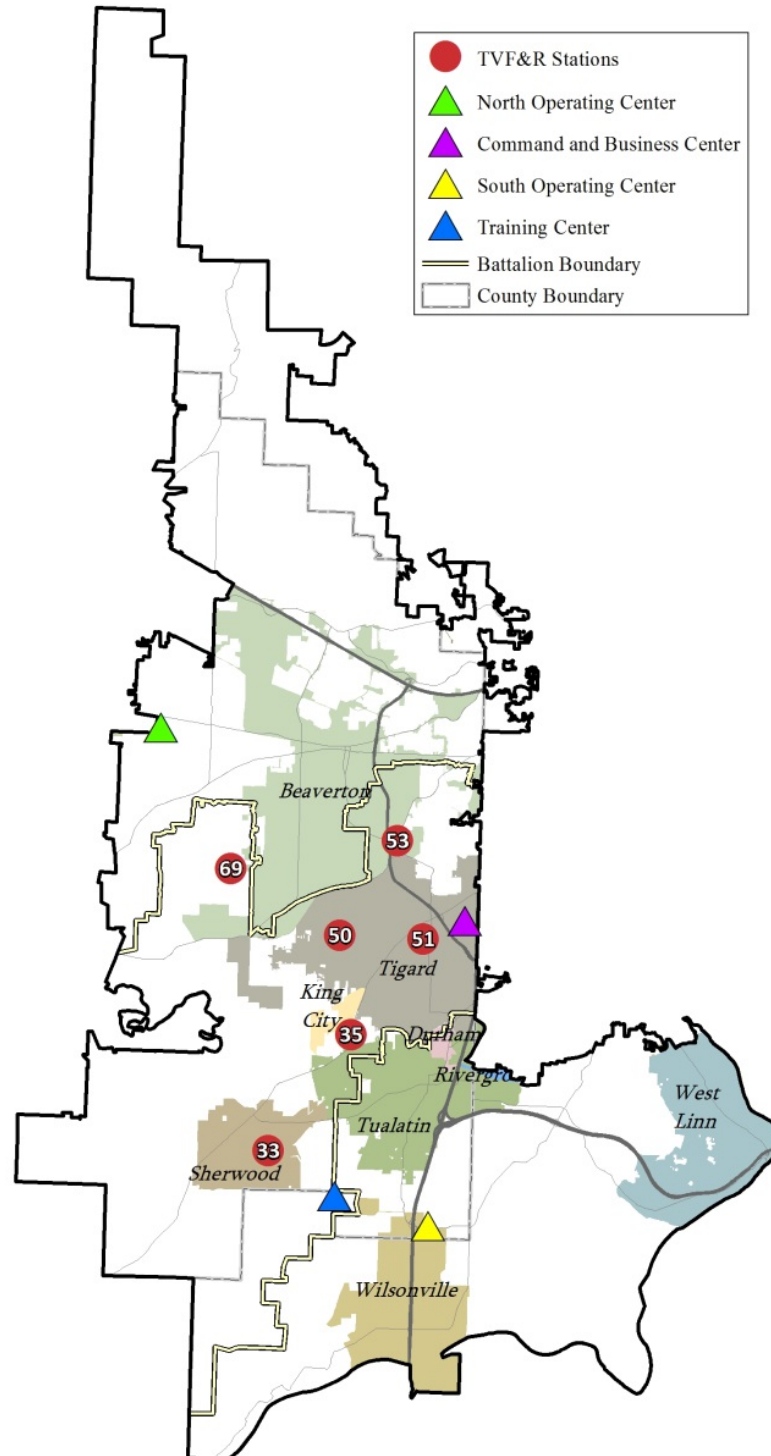
Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	5.00	5.00	5.00
Administrative Assistant II	2.00	2.00	2.00	2.00
Administrative Assistant I	0.50	0.50	1.00	1.00
Station 33	12.00	12.00	12.00	12.00
Station 35	14.00	14.00	14.00	14.00
Station 50	13.00	13.00	13.00	13.00
Station 51	24.00	24.00	24.00	24.00
Station 53	14.00	14.00	14.00	14.00
Station 69	9.00	12.00	12.00	12.00
Total Full-Time Equivalents (FTE)	99.50	103.50	104.00	104.00

2015-16 Significant Changes





















The reduction in Personnel Services reflects anticipated changes in wages and benefits, offset by the reduction in the budgeted PERS rate, as the 2014-15 budget reflects actual PERS rate contribution levels for 2013-15 after legislative amendments were made to benefits in 2013, and reductions in budgeted workers' compensation premiums.

Within Materials and Services, the increase is primarily due to account 5361, Building Maintenance and Repairs, for increases at Stations 35, 51, and 69. Station 35, King City, projects include extensive interior painting (\$20,000), carpet (\$12,000), and bay heaters (\$4,000); Station 51, Tigard, projects in account 5361 include exterior brick seal coating (\$15,000), lighting replacement for energy efficiency (\$8,970); and Station 52, Wilsonville, projects in account 5361 include carpet replacement (\$10,000) and interior painting (\$10,000). The timing of Stations 51 and 52 maintenance projects will be coordinated with the seismic facility improvements funded through the Capital Projects Fund, Fund 52.


Location of Stations in Area of Operations




Station FTE and Units

Stations	2014-15 Budget			2015-16 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 35 (King City)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 50 (Walnut)	13.00	 	Engine, Car	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue/Engine	24.00	 	Truck, Heavy Rescue
Station 53 (Progress)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 69 (Cooper Mountain)	12.00		Engine	12.00		Engine

○ Full Time Employees (FTE) per Unit

 52-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

 40-Hour Unit: FTE per Unit x 1 = Total FTE

Status of 2014-15 Service Measures

- Participate in the District's comprehensive CRR analysis (as identified in the Goal 1 Calls to Action) to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific Central Integrated Operations CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/A and 1

Service Type(s): Essential

Measured By: Identification of global CRR priorities and specific Central Integrated Operations efforts that will address these priorities.

Status or Outcome: Ongoing. Integrated Operations initiated the next phase of the Community Risk Reduction (CRR) program, aimed to "sweep" the entire District into targeting toward focused, District-wide strategic priorities. Any new CRR programs have been halted, and only existing station-base initiatives are continuing. Staff is researching and developing "global" fire, EMS and response times CRR priorities, with an anticipated roll-out date of July 1, 2015. The new CRR priorities will be intended to support and target the most significant issues facing the District, such as response times, residential fire loss, and key EMS initiatives.



Central Integrated Operations Division, continued

Status of 2014-15 Service Measures, continued

- Strengthen internal District communications for the successful team building strategies for their implementation and future organizational changes.

Goal(s)/Call(s) for Action: I; VII
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This Service Measure will be evaluated by an annual survey (to be developed).
Status or Outcome: Ongoing. Division Chief met regularly with assigned Battalion Chiefs and staff, distributing internal intelligence report for them to disseminate information to line personnel. Battalion Chiefs remained engaged with station personnel with monthly meetings. Public Affairs Officer compiled and prepared monthly external intelligence report that was distributed to Company Officers. Deputy Fire Marshalls met with assigned station personnel throughout the year.

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations' service area.

Goal(s)/Call(s) for Action: II/1 and 3; VI/A and 1
Service Type(s): Essential
Measured By: Regular attendance by Central Integrated Operations personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and homeowner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.
Status or Outcome: Ongoing. Deputy Fire Marshals consulted regularly with city building officials, contractors, business owners, the public to provide guidance on local interpretations and practices that are considered to be in compliance with the Oregon Fire Code. Staff participated on Technical Advisory Committees for River Terrace expansion, Sherwood West expansion and Tigard Triangle; Traffic Advisory Committees for City of Tigard and Sherwood and participated in Southwest Corridor planning meetings; Tigard Triangle Citizen Advisory Committee meetings. Central Division personnel participated (and hosted) Chamber of Commerce networking events for Tigard and Sherwood. Division Chief attended monthly city Leadership/Executive staff meetings and participated in Federal Bureau of Investigations Citizen Academy. Station personnel remained engaged with communities attending citizen involvement organizations and neighborhood association meetings. We have continued to increase our outreach to local businesses and provide public education on District initiatives, such as Hands-Only CPR, emergency preparedness, evacuation planning, fire extinguisher awareness, and general fire & life safe prevention. We were able to deepen our relationship with city and community partners by providing Hands Only CPR training to City of Tigard staff and Library personnel at their staff meetings, collaborating with the City of Sherwood on the very popular Community Service Fair. We also attended multiple National Night Out events.

Status of 2014-15 Service Measures, continued

- Communicate regularly with local media who cover the Central Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3; II/B, C, 3, and 4; VI/1
 Service Type(s): Essential
 Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.
 Status or Outcome: Ongoing. The timely delivery of information from incidents was shared through FlashNews, the district's website and social media. Safety information and emergency preparedness messages were also shared through social media, city newsletters, local media print (Tigard Times, King City Regal Courier, and Sherwood Archer) and radio. Stories highlighting cardiac survival were especially prolific in coverage this year and allowed us to work with business and law enforcement partners to promote Hands Only CPR and AED placement.

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the Central Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, and 1
 Service Type(s): Essential
 Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.
 Status or Outcome: Completed. This year was our most consistent attendance in all four training offerings. Highlights in Central include: Station 66 hosting (for the second year in a row) the Multi-Family Fire Reduction Program at their Station with the assistance of central operations staff. Attendance at Station 66 increased by 50%.

Central Integrated Operations Division, continued

Status of 2014-15 Service Measures, continued

- Increase or maintain the number of community events within the Central Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: I/3; II/A, B, C, 1, 3, and 4
 Service Type(s): Essential
 Measured By: Overall increase of scheduled events beyond prior year.
 Status or Outcome: Completed. Central Division participated in 232 events, 9% increase from previous year. Highlights included Washington Square Hands-Only CPR event, Sherwood Community Services Fair, Sherwood Santa Rides, Sherwood Cruisin', Tigard Tree Lighting, Robin Hood Festival, station tours, parades, and school visits. Other highlights include: DFM guest speaker at Woodland Heights, a DFM/Station 35 knock & talk-smoke alarm and CO install, Senior Safety at Summerfield with DFM/Station 35. Additional we were able to support and educate our community partners by participating at the Sherwood YMCA Lifeguard Training and Sherwood School District Lock-in Drills.

- Reduce the number of false alarms generated by automatic commercial alarms within the Central Integrated Operations' service area.

Goal(s) /Call(s) for Action: I/E and 1
 Service Type(s): Essential
 Measured By: Overall decrease of false alarms.
 Status or Outcome: Ongoing.

Central	
2009	512
2010	437
2011	394
2012	407
2013	424
2014	412

Status of 2014-15 Change Strategies

- Establish Hands-Only CPR training at middle schools in the Central Integrated Operations' service area with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3; II/A, C, and 4; VI/A
 Budget Impact: Increase required
 Duration: Year 3 of 3
 Budget Description: Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
 Partner(s): EMS, schools, external partners/citizens
 Status or Outcome: Completed. Move to Service Measure and purchase CPR Anytime Kits for two additional schools (Hazelbrook and Tuality). Continue to teach Hands-Only CPR using Anytime Kits and/or the District or Legacy Mannequins. 100% of the students at Sherwood Middle School, Laurel Ridge, Hazelbrook

and Twality were taught. Anticipated that 100% of Fowler students will be taught by end of 2015.

Additional 2014-15 Accomplishments (limit to top five)

- Successfully integrated crews and apparatus into neighboring stations to accommodate Station 51 remodel/seismic project (Heavy Rescue 51 into Station 53, Truck 51 into Station 50, and Medic/Light Brush 53 into CBOC).
- Provided regular communications to City of Tigard, Chamber of Commerce, Tigard Downtown Alliance, Tigard Police, neighbors and local media about Station 51 remodel. This resulted in positive coverage and feedback from local media and community partners.
- Large scale community events: Washington Square Hands Only CPR (included partnership with Tigard Police), Sherwood Community Service Fair and Santa Rides.
- 100% of the students at Sherwood Middle School, Laurel Ridge, Hazelbrook and Twality being taught Hands Only CPR. Anticipate 100% of Fowler students will be taught by end of 2015. At request of City Manager, provided entire City of Tigard staff with Hands-Only training, then was asked to additionally train entire Library volunteer staff.
- Successfully integrated new employees into Central OPS: PAO Myers, DFM Candela (moved to NOC), replaced by DFM McKee, and Medic 53 crews.

Central Integrated Operations Division, continued

2015-16 Service Measures

- Participate in comprehensive CRR analysis to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific Central Integrated Operations CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I/; II/1 and 2; VI/A and 1
Service Type(s): Essential
Measured By: Identification of global CRR priorities and specific Central Integrated Operations efforts that will address these priorities.

- Strengthen internal District communications for the successful team building strategies for their implementation of future organizational changes.

Goal(s)/Call(s) for Action: I/1, 2 and 3; VII
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This Service Measure will be evaluated by an annual survey (to be developed).

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations' service area.

Goal(s)/Call(s) for Action: II/B, 1 and 3; VI/A and 1
Service Type(s): Essential
Measured By: Regular attendance by Central Integrated Operations personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and homeowner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- Communicate regularly with local media who cover the Central Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I; II/B, C, 3, and 4; VI/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

2015-16 Service Measures, continued

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the Central Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B; II/A, B, C, and 1
 Service Type(s): Essential
 Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- Increase or maintain the number of community events within the Central Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: I; II/A, B, C, 1, 2, 3, and 4
 Service Type(s): Essential
 Measured By: Overall increase of scheduled events beyond prior year.

- Increase or maintain the number of middle school students who learn Hands-Only CPR in the Central Integrated Operations' service area.

Goal(s)/Call(s) for Action: IC and D; II/A, C, and 4; VI/A
 Service Type(s): Essential
 Measured By: Overall participation of local middle schools.

- Reduce the number of false alarms generated by automatic commercial alarms within the Central Integrated Operations' service area.

Goal(s) /Call(s) for Action: I/E
 Service Type(s): Essential
 Measured By: Overall decrease of false alarms.

Central	
2009	512
2010	437
2011	394
2012	407
2013	424
2014	412

2015-16 Change Strategies

- None

Central Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
General Fund						
5001 Salaries & Wages Union	\$ 6,473,158	\$ 6,789,404	\$ 7,012,716	\$ 7,554,695	\$ 7,554,695	\$ 7,554,695
5002 Salaries & Wages Nonunion	693,862	781,719	891,114	590,022	590,022	590,022
5003 Vacation Taken Union	929,969	1,020,065	941,155	960,050	960,050	960,050
5004 Vacation Taken Nonunion	80,976	101,841	68,066	45,390	45,390	45,390
5005 Sick Leave Taken Union	148,582	116,384	208,155	201,532	201,532	201,532
5006 Sick Taken Nonunion	14,481	15,206	13,615	9,080	9,080	9,080
5007 Personal Leave Taken Union	108,743	104,538	96,069	99,295	99,295	99,295
5008 Personal Leave Taken Nonunion	6,071	2,825	5,838	3,893	3,893	3,893
5009 Comp Taken Union	511	1,613				
5010 Comp Taken Nonunion	601	1,132				
5015 Vacation Sold	9,395	8,562	47,932	48,239	48,239	48,239
5016 Vacation Sold at Retirement	1,037	45,402	20,472	16,634	16,634	16,634
5017 PEHP Vac Sold at Retirement	45,237	19,756	27,112	44,356	44,356	44,356
5020 Deferred Comp Match Union	290,298	297,297	371,097	420,702	420,702	420,702
5021 Deferred Comp Match Nonunion	31,285	37,644	48,620	52,258	52,258	52,258
5090 Temporary Services-Backfill	25,217	4,772				
5101 Vacation Relief	828,072	776,379	893,633	914,857	914,857	914,857
5102 Duty Chief Relief	106,903	115,282	110,400			
5105 Sick Relief	155,298	138,732	186,570	167,032	167,032	167,032
5106 On the Job Injury Relief	32,133	33,767	46,894	32,000	32,000	32,000
5107 Short Term Disability Relief	4,015	2,013	28,551	18,633	18,633	18,633
5110 Personal Leave Relief	78,653	82,765	115,643	104,590	104,590	104,590
5115 Vacant Slot Relief	63,889	63,496				
5118 Standby Overtime	6,178	6,143	8,525	7,572	7,572	7,572
5120 Overtime Union	164,293	134,639	105,089	212,031	212,031	212,031
5121 Overtime Nonunion	796	476	3,528	2,436	2,436	2,436
5201 PERS Taxes	2,006,100	2,071,373	2,254,720	2,284,605	2,284,605	2,284,605
5203 FICA/MEDI	726,345	762,895	864,177	874,545	874,545	874,545
5206 Worker's Comp	278,151	248,849	308,189	321,480	321,480	321,480
5207 TriMet/Wilsonville Tax	68,506	72,940	82,906	83,384	83,384	83,384
5208 OR Worker's Benefit Fund Tax	3,696	4,129	9,738	9,716	9,716	9,716
5210 Medical Ins Union	1,559,134	1,604,838	1,622,440	1,717,870	1,717,870	1,717,870
5211 Medical Ins Nonunion	103,665	131,534	141,631	107,888	107,888	107,888
5220 Post Retire Ins Union	54,450	55,050	56,400	58,200	58,200	58,200
5221 Post Retire Ins Nonunion	7,500	7,350	9,000	6,300	6,300	6,300
5230 Dental Ins Nonunion	14,450	16,364	16,917	10,170	10,170	10,170
5240 Life/Disability Insurance	7,476	7,876	11,376	8,241	8,241	8,241
5270 Uniform Allowance	25,004	27,030	33,340	30,575	30,575	30,575
5295 Vehicle/Cell Allowance	8,270	14,220	15,120	13,920	13,920	13,920
Total Personnel Services	15,162,399	15,726,297	16,676,748	17,032,191	17,032,191	17,032,191
5300 Office Supplies	1,680	2,129	4,060	3,615	3,615	3,615
5301 Special Department Supplies	21,216	23,183	30,830	28,830	28,830	28,830
5302 Training Supplies	461	2,418	1,700	1,700	1,700	1,700
5305 Fire Extinguisher	476	205	695	695	695	695

Central Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
5307 Smoke Detector Program	771	1,438	1,900	1,750	1,750	1,750
5320 EMS Supplies	62,938	62,108	78,000	75,100	75,100	75,100
5321 Fire Fighting Supplies	9,943	19,084	19,150	21,582	21,582	21,582
5325 Protective Clothing	18,881	18,084	19,395	22,025	22,025	22,025
5330 Noncapital Furniture & Equip	4,495	14,014	19,175	16,585	16,585	16,585
5350 Apparatus Fuel/Lubricants	91,597	96,622	108,054	114,670	114,670	114,670
5361 M&R Bldg/Bldg Equip & Improv	78,741	66,285	161,786	212,041	212,041	215,541
5365 M&R Firefight Equip	609	836	1,000	750	750	750
5367 M&R Office Equip	14,553	14,856	16,800	9,300	9,300	9,300
5400 Insurance Premium				400	400	400
5414 Other Professional Services	800	5,626	7,550	7,425	7,425	7,425
5415 Printing	1,339	1,229	2,100	1,500	1,500	1,500
5416 Custodial & Bldg Services	4,269	4,155	5,702	4,492	4,492	4,492
5432 Natural Gas	16,016	16,194	22,621	23,332	23,332	23,332
5433 Electricity	68,953	66,972	76,588	78,280	78,280	78,280
5434 Water/Sewer	38,094	37,901	38,596	42,702	42,702	42,702
5436 Garbage	8,815	9,603	10,633	11,348	11,348	11,348
5445 Rent/Lease of Building			1,200	3,000	3,000	3,000
5461 External Training		195				
5462 Travel and Per Diem	381	367	500	500	500	500
5471 Citizen Awards		158	150	150	150	150
5480 Community/Open House/Outreach	2,600	3,566	6,600	6,925	6,925	6,925
5481 Community Education Materials	9,234	8,861	8,834	12,019	12,019	12,019
5484 Postage UPS & Shipping	236	12	500			
5500 Dues & Subscriptions	3,736	3,552	3,624	5,815	5,815	5,815
5502 Certifications & Licensing	240	220	420	1,150	1,150	1,150
5570 Misc Business Exp	2,365	2,690	4,560	4,560	4,560	4,560
5571 Planning Retreat Expense			550	550	550	550
5575 Laundry/Repair Expense	2,291	2,431	2,475	2,820	2,820	2,820
Total Materials & Services	465,731	484,995	655,748	715,611	715,611	719,111
Total General Fund	\$ 15,628,130	\$ 16,211,292	\$ 17,332,496	\$ 17,747,802	\$ 17,747,802	\$ 17,751,302



Central Operating Center

Fund 10 • Directorate 04 • Division 61 • Department 160

Description

The Central Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the central portion of the District. The Central Operating Center is located within the Command and Business Operations Center (CBOC) in Tigard.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 2,035,943	\$ 2,321,677	\$ 2,524,399	\$ 2,508,675
Materials & Services	31,693	36,512	44,133	43,978
Total Expenditure	\$ 2,067,636	\$ 2,358,189	\$ 2,568,532	\$ 2,552,653

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	5.00	5.00	5.00
Administrative Assistant II	2.00	2.00	2.00	2.00
Administrative Assistant I	0.50	0.50	1.00	1.00
Total Full-Time Equivalents (FTE)	13.50	14.50	15.00	15.00

2015-16 Significant Changes

This Center is based out of the Command and Business Operations Center (CBOC) at the District's Dartmouth facility in Tigard, occupied in October of 2010. The Central Operating Center manages Integrated Operations for the central service area of the District. For 2014-15, Personnel costs of the Center were increased to cover anticipated wage and benefit cost increases.

Central Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10160 General Fund						
5001 Salaries & Wages Union	\$ 334,079	\$ 382,138	\$ 411,255	\$ 731,203	\$ 731,203	\$ 731,203
5002 Salaries & Wages Nonunion	693,862	781,719	891,114	590,022	590,022	590,022
5003 Vacation Taken Union	46,177	59,397	31,637	54,955	54,955	54,955
5004 Vacation Taken Nonunion	80,976	101,841	68,066	45,390	45,390	45,390
5005 Sick Leave Taken Union	5,044	5,068	9,042	15,705	15,705	15,705
5006 Sick Taken Nonunion	14,481	15,206	13,615	9,080	9,080	9,080
5007 Personal Leave Taken Union	7,207	8,981	4,521	7,855	7,855	7,855
5008 Personal Leave Taken Nonunion	6,071	2,825	5,838	3,893	3,893	3,893
5009 Comp Taken Union	511	1,613				
5010 Comp Taken Nonunion	601	1,132				
5015 Vacation Sold	9,395	8,562	47,932	48,239	48,239	48,239
5016 Vacation Sold at Retirement	1,037	14,465				
5017 PEHP Vac Sold at Retirement		5,346				
5020 Deferred Comp Match Union	14,614	14,168	20,339	35,329	35,329	35,329
5021 Deferred Comp Match Nonunion	31,285	37,644	48,620	52,258	52,258	52,258
5090 Temporary Services-Backfill	25,217	4,772				
5101 Vacation Relief				52,715	52,715	52,715
5102 Duty Chief Relief	106,903	115,282	110,400			
5105 Sick Relief				3,254	3,254	3,254
5106 On the Job Injury Relief				5,858	5,858	5,858
5107 Short Term Disability Relief				1,302	1,302	1,302
5110 Personal Leave Relief				1,953	1,953	1,953
5120 Overtime Union	25,653	31,052	34,042	37,419	37,419	37,419
5121 Overtime Nonunion	796	476	3,528	2,436	2,436	2,436
5201 PERS Taxes	280,162	307,373	348,355	327,229	327,229	327,229
5203 FICA/MEDI	92,951	106,175	133,517	124,337	124,337	124,337
5206 Worker's Comp	28,321	25,266	40,747	46,886	46,886	46,886
5207 TriMet/Wilsonville Tax	9,250	10,782	12,813	12,401	12,401	12,401
5208 OR Worker's Benefit Fund Tax	389	486	814	747	747	747
5210 Medical Ins Union	72,871	93,135	86,300	141,680	141,680	141,680
5211 Medical Ins Nonunion	103,665	131,534	141,631	107,888	107,888	107,888
5220 Post Retire Ins Union	2,600	3,150	3,000	4,800	4,800	4,800
5221 Post Retire Ins Nonunion	7,500	7,350	9,000	6,300	6,300	6,300
5230 Dental Ins Nonunion	14,450	16,364	16,917	10,170	10,170	10,170
5240 Life/Disability Insurance	7,476	7,876	11,376	8,241	8,241	8,241
5270 Uniform Allowance	4,128	6,281	4,860	5,210	5,210	5,210
5295 Vehicle/Cell Allowance	8,270	14,220	15,120	13,920	13,920	13,920
Total Personnel Services	2,035,943	2,321,677	2,524,399	2,508,675	2,508,675	2,508,675
5300 Office Supplies	42	93	500	500	500	500
5301 Special Department Supplies	401	258	350	350	350	350
5302 Training Supplies		2,381	1,100	1,100	1,100	1,100
5307 Smoke Detector Program		163	100	100	100	100
5320 EMS Supplies	122	20	300	1,100	1,100	1,100

Central Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5321 Fire Fighting Supplies	82	55	350	350	350	350
5325 Protective Clothing	715	1,094	5,155	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	196	1,257		4,900	4,900	4,900
5350 Apparatus Fuel/Lubricants	8,871	10,279	11,350	11,350	11,350	11,350
5361 M&R Bldg/Bldg Equip & Improv	622					
5367 M&R Office Equip	6,602	6,709	7,200			
5400 Insurance Premium				400	400	400
5414 Other Professional Services	19					
5415 Printing	1,230	1,027	1,700	1,200	1,200	1,200
5461 External Training		195				
5462 Travel and Per Diem	381	367	500	500	500	500
5471 Citizen Awards		158	150	150	150	150
5480 Community/Open House/Outreach	2,600	3,074	4,800	5,125	5,125	5,125
5481 Community Education Materials	5,797	5,523	5,334	7,118	7,118	7,118
5484 Postage UPS & Shipping	236	12	500			
5500 Dues & Subscriptions	3,086	3,225	2,724	4,915	4,915	4,915
5502 Certifications & Licensing	240	220	420	1,150	1,150	1,150
5570 Misc Business Exp	416	404	1,000	1,000	1,000	1,000
5571 Planning Retreat Expense			550	550	550	550
5575 Laundry/Repair Expense	36		50	120	120	120
Total Materials & Services	31,693	36,512	44,133	43,978	43,978	43,978
Total General Fund	\$ 2,067,636	\$ 2,358,189	\$ 2,568,532	\$ 2,552,653	\$ 2,552,653	\$ 2,552,653



Station 33 - Sherwood

Fund 10 • Directorate 04 • Division 60 • Department 033

Station Description

Station 33, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 33** and can also respond in **Light Brush 33** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

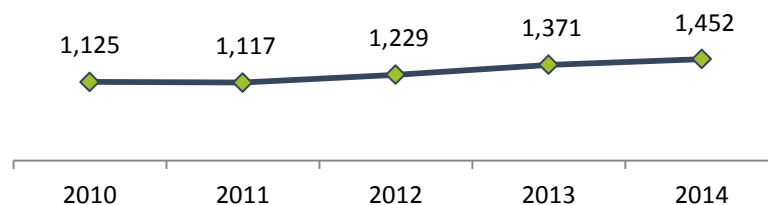
The 18,803 acres (29.4 square miles) of Station 33's first due area includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333** and **Van 333**.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,688,808	\$ 1,764,405	\$ 1,871,574	\$ 1,917,619
Materials & Services	73,955	65,113	79,671	150,664
Total Expenditure	\$ 1,762,764	\$ 1,829,517	\$ 1,951,245	\$ 2,068,283

Station 33 First-Due Area Incident Count ¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

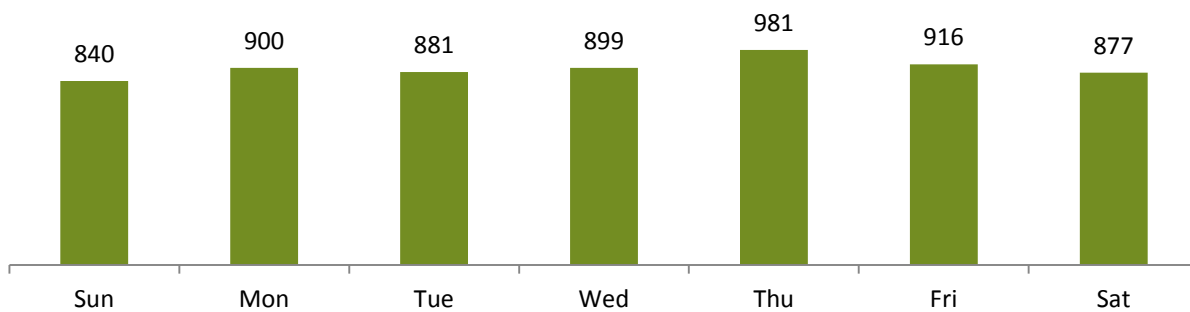
Station 33 - Sherwood, continued

Station 33 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	130	42	127	23	136	39	178	38	175	61
Overpressure	0	1	0	2	0	3	0	2	0	2
EMS/Rescue Call	889	734	886	730	992	820	1,027	846	1,159	991
Hazardous Condition	28	21	32	28	23	33	53	59	38	47
Service Call	45	80	48	77	50	88	71	90	55	90
Good Intent Call	33	176	9	184	16	172	25	204	10	171
False Call	0	66	0	66	0	73	0	128	0	89
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	0	5	15	7	12	1	17	3	15	1
Total	1,125		1,117		1,229		1,371		1,452	

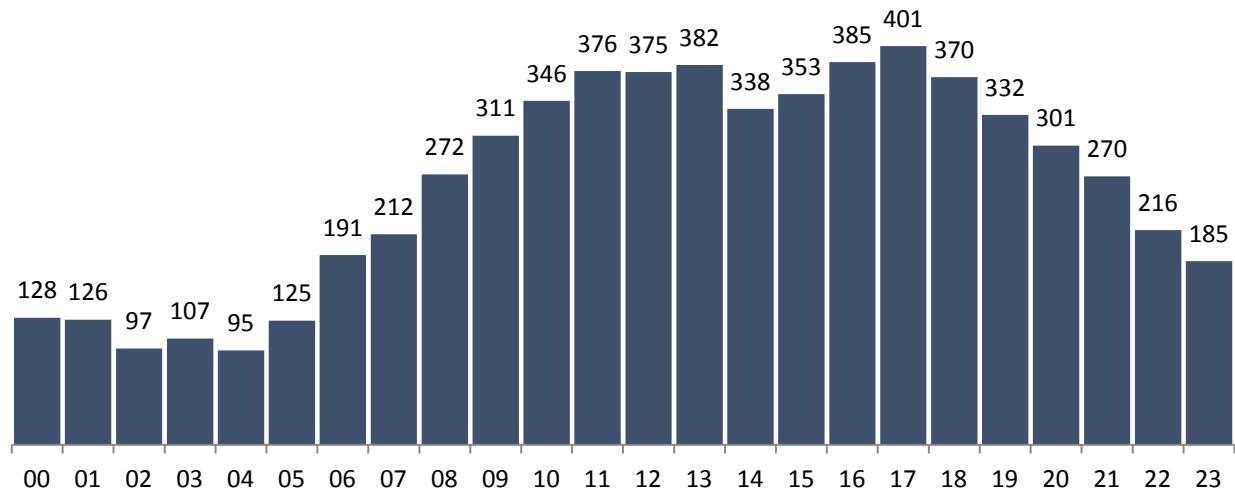
Station 33 First-Due Area

Incident Count by Day of Week, Calendar Years 2009–2013¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 33 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 33 - Sherwood, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10033 General Fund						
5001 Salaries & Wages Union	\$ 789,211	\$ 851,157	\$ 870,920	\$ 898,605	\$ 898,605	\$ 898,605
5003 Vacation Taken Union	114,275	119,827	119,991	119,195	119,195	119,195
5005 Sick Leave Taken Union	26,033	19,448	26,269	24,472	24,472	24,472
5007 Personal Leave Taken Union	14,465	13,464	12,078	12,043	12,043	12,043
5016 Vacation Sold at Retirement			2,701	2,191	2,191	2,191
5017 PEHP Vac Sold at Retirement		4,486	3,577	5,842	5,842	5,842
5020 Deferred Comp Match Union	36,031	36,099	46,275	50,751	50,751	50,751
5101 Vacation Relief	103,398	110,088	117,896	113,539	113,539	113,539
5105 Sick Relief	15,255	13,917	24,614	21,569	21,569	21,569
5106 On the Job Injury Relief	3,782	4,701	6,187	3,443	3,443	3,443
5107 Short Term Disability Relief			3,767	2,283	2,283	2,283
5110 Personal Leave Relief	10,350	10,629	15,257	13,517	13,517	13,517
5115 Vacant Slot Relief	13,451	9,444				
5118 Standby Overtime	898	818	1,125	997	997	997
5120 Overtime Union	13,799	6,726	9,373	22,996	22,996	22,996
5201 PERS Taxes	214,690	222,263	251,505	257,774	257,774	257,774
5203 FICA/MEDI	81,553	86,482	96,395	98,798	98,798	98,798
5206 Worker's Comp	33,500	29,150	35,284	36,163	36,163	36,163
5207 TriMet/Wilsonville Tax	7,413	8,152	9,248	9,349	9,349	9,349
5208 OR Worker's Benefit Fund Tax	449	504	952	952	952	952
5210 Medical Ins Union	200,360	205,356	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	7,050	6,950	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,845	4,743	3,840	3,420	3,420	3,420
Total Personnel Services	1,688,808	1,764,405	1,871,574	1,917,619	1,917,619	1,917,619
5300 Office Supplies	173	517	480	420	420	420
5301 Special Department Supplies	2,766	2,731	3,840	3,840	3,840	3,840
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		288	300	275	275	275
5320 EMS Supplies	7,680	8,979	9,200	9,500	9,500	9,500
5321 Fire Fighting Supplies	932	3,601	2,400	2,700	2,700	2,700
5325 Protective Clothing	2,469	1,369	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip		3,206	3,590	3,970	3,970	3,970
5350 Apparatus Fuel/Lubricants	10,805	11,705	13,500	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	26,044	10,316	15,685	84,087	84,087	84,087
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,264	1,284	1,600	1,550	1,550	1,550
5414 Other Professional Services	87	247	300	250	250	250
5415 Printing	100		50	50	50	50
5416 Custodial & Bldg Services	550	626	627	627	627	627
5432 Natural Gas	2,493	2,271	4,160	4,000	4,000	4,000
5433 Electricity	8,201	8,735	10,200	10,200	10,200	10,200
5434 Water/Sewer	7,430	6,401	8,004	8,000	8,000	8,000

Station 33 - Sherwood, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5436 Garbage	1,391	1,426	1,545	1,600	1,600	1,600
5480 Community/Open House/Outreach		44	300	300	300	300
5481 Community Education Materials	919	687	600	1,200	1,200	1,200
5500 Dues & Subscriptions	70	42	150	150	150	150
5570 Misc Business Exp	253	308	480	480	480	480
5575 Laundry/Repair Expense	288	332	420	420	420	420
Total Materials & Services	73,955	65,113	79,671	150,664	150,664	150,664
Total General Fund	\$ 1,762,764	\$ 1,829,517	\$ 1,951,245	\$ 2,068,283	\$ 2,068,283	\$ 2,068,283



Station 35 - King City

Fund 10 • Directorate 04 • Division 60 • Department 035

Station Description

Station 35, located on Highway 99W just south of Durham Road, was constructed in 1972 and seismically upgraded in 2003. The 6,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 35** and can also respond in **Water Tenders 35A and 35B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 35**.

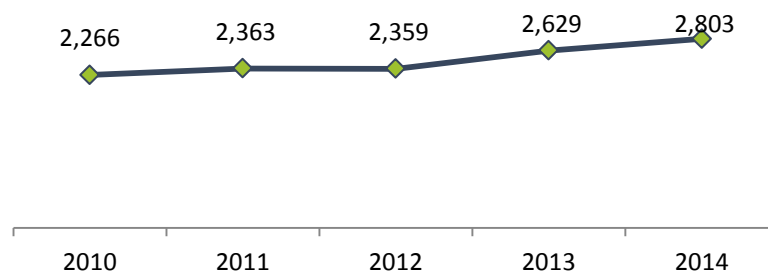
The 5,236 acres (8.2 square miles) of Station 35's first due area, includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a corner of northwest Tualatin.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,957,967	\$ 1,988,564	\$ 2,204,520	\$ 2,258,755
Materials & Services	56,333	56,526	120,211	95,716
Total Expenditure	\$ 2,014,300	\$ 2,045,090	\$ 2,324,731	\$ 2,354,471

Station 35 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

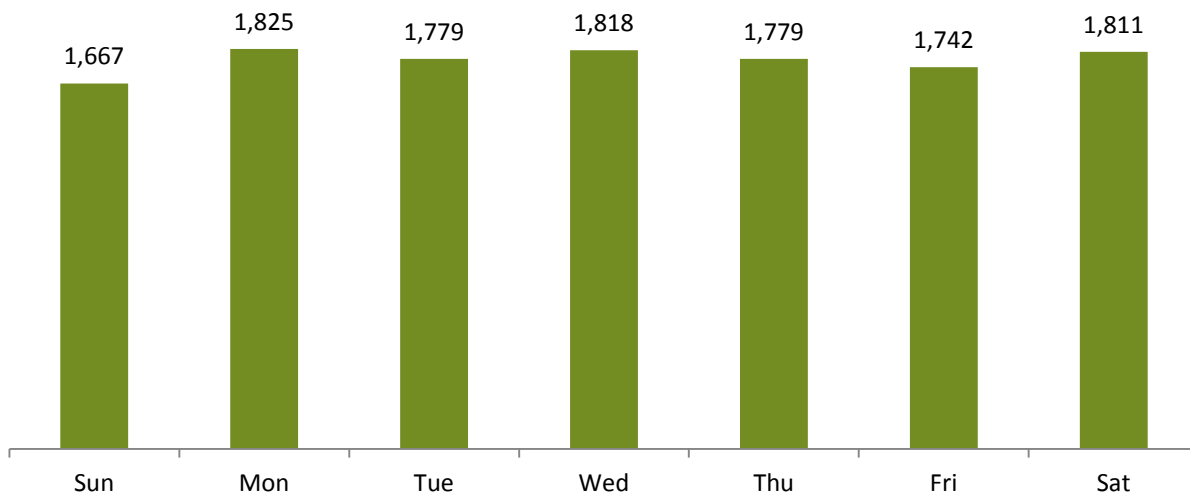
Station 35 - King City, continued

Station 35 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	172	26	141	44	143	30	159	40	147	40
Overpressure	0	3	0	2	0	1	0	1	0	3
EMS/Rescue Call	1,992	1,548	2,135	1,576	2,076	1,553	2,332	1,652	2,516	1,898
Hazardous Condition	18	24	14	35	29	35	30	32	33	46
Service Call	60	178	51	215	74	241	74	295	71	302
Good Intent Call	24	348	7	393	8	363	11	466	8	391
False Call	0	139	0	96	0	130	0	139	0	121
Natural Condition	0	0	0	0	0	2	0	1	0	1
Other Situation	0	0	15	2	29	4	23	3	28	1
Total	2,266		2,363		2,359		2,629		2,803	

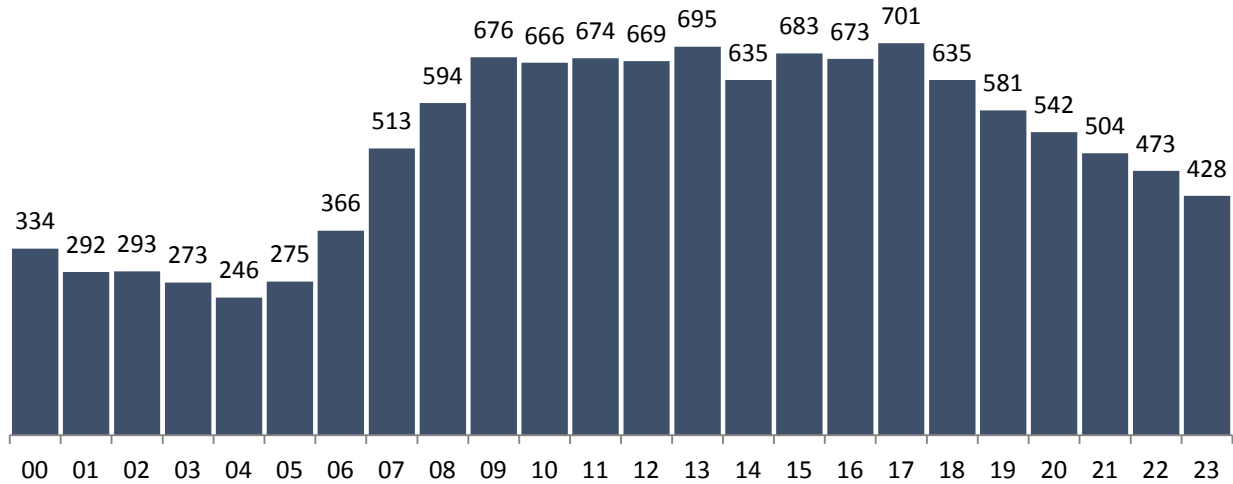
Station 35 First-Due Area

Incident Count by Day of Week, Calendar Years 20010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 35 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 35 - King City, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10035 General Fund						
5001 Salaries & Wages Union	\$ 918,682	\$ 926,196	\$ 1,027,119	\$ 1,059,769	\$ 1,059,769	\$ 1,059,769
5003 Vacation Taken Union	131,293	149,074	141,512	140,572	140,572	140,572
5005 Sick Leave Taken Union	30,600	23,025	30,980	28,861	28,861	28,861
5007 Personal Leave Taken Union	12,615	13,496	14,244	14,201	14,201	14,201
5016 Vacation Sold at Retirement		30,937	3,185	2,584	2,584	2,584
5017 PEHP Vac Sold at Retirement	1,847	2,400	4,218	6,889	6,889	6,889
5020 Deferred Comp Match Union	39,163	36,654	54,575	59,853	59,853	59,853
5101 Vacation Relief	115,364	117,442	139,040	133,901	133,901	133,901
5105 Sick Relief	19,224	15,975	29,028	25,437	25,437	25,437
5106 On the Job Injury Relief	7,713	3,539	7,296	4,060	4,060	4,060
5107 Short Term Disability Relief	800	859	4,442	2,692	2,692	2,692
5110 Personal Leave Relief	14,443	11,508	17,992	15,941	15,941	15,941
5115 Vacant Slot Relief	11,105	7,434				
5118 Standby Overtime	1,475	1,620	1,326	1,176	1,176	1,176
5120 Overtime Union	19,480	11,952	11,055	27,119	27,119	27,119
5201 PERS Taxes	243,472	250,569	296,610	304,004	304,004	304,004
5203 FICA/MEDI	95,106	97,968	113,683	116,516	116,516	116,516
5206 Worker's Comp	39,223	35,334	41,611	42,648	42,648	42,648
5207 TriMet/Wilsonville Tax	8,900	9,257	10,906	11,024	11,024	11,024
5208 OR Worker's Benefit Fund Tax	510	540	1,178	1,178	1,178	1,178
5210 Medical Ins Union	235,370	231,361	241,640	247,940	247,940	247,940
5220 Post Retire Ins Union	7,950	7,750	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,633	3,676	4,480	3,990	3,990	3,990
Total Personnel Services	1,957,967	1,988,564	2,204,520	2,258,755	2,258,755	2,258,755
5300 Office Supplies	280	353	560	490	490	490
5301 Special Department Supplies	2,538	2,787	4,480	4,480	4,480	4,480
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	96		75	75	75	75
5307 Smoke Detector Program	66	459	300	275	275	275
5320 EMS Supplies	14,164	12,937	20,200	16,000	16,000	16,000
5321 Fire Fighting Supplies	2,222	2,081	2,800	3,150	3,150	3,150
5325 Protective Clothing	2,412	1,976	2,240	3,150	3,150	3,150
5330 Noncapital Furniture & Equip			1,135	1,910	1,910	1,910
5350 Apparatus Fuel/Lubricants	10,157	11,688	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	4,231	3,504	47,315	20,140	20,140	23,640
5365 M&R Firefight Equip	110	110	100	125	125	125
5367 M&R Office Equip	1,355	1,401	1,600	1,550	1,550	1,550
5414 Other Professional Services	68	397	400	350	350	350
5415 Printing		19	75	50	50	50
5416 Custodial & Bldg Services	561	552	771	561	561	561
5432 Natural Gas	2,187	2,431	3,500	4,000	4,000	4,000
5433 Electricity	8,528	8,104	10,500	10,500	10,500	10,500
5434 Water/Sewer	4,711	5,104	5,500	6,000	6,000	6,000

Station 35 - King City, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5436 Garbage	1,327	1,433	2,000	2,500	2,500	2,500
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials	371	233	250	300	300	300
5500 Dues & Subscriptions	140	42	150	150	150	150
5570 Misc Business Exp	357	485	560	560	560	560
5575 Laundry/Repair Expense	411	430	300	500	500	500
Total Materials & Services	56,333	56,526	120,211	92,216	92,216	95,716
Total General Fund	\$ 2,014,300	\$ 2,045,090	\$ 2,324,731	\$ 2,350,971	\$ 2,350,971	\$ 2,354,471



Station 50 - Walnut

Fund 10 • Directorate 04 • Division 60 • Department 050

Station Description

Station 50, located on SW Walnut Street just east of Gaarde Street, was constructed in 2009. The 11,700 square foot station houses a total of **13 full-time** personnel. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 50**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 50**.

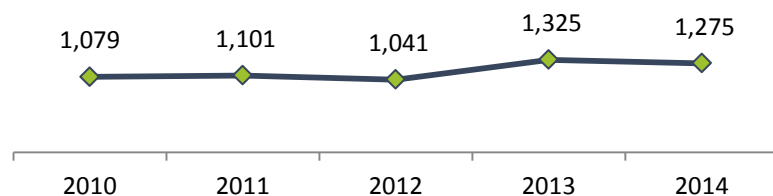
The 3,260 acres (5.1 square miles) of Station 50's first due area includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 350** is located at Station 50, responding out of **Rehab 350** and **Van 350**



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,948,248	\$ 1,934,937	\$ 1,998,523	\$ 2,047,675
Materials & Services	85,728	82,068	87,747	113,606
Total Expenditure	\$ 2,033,976	\$ 2,017,005	\$ 2,086,270	\$ 2,161,281

Station 50 First-Due Area Incident Count ¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

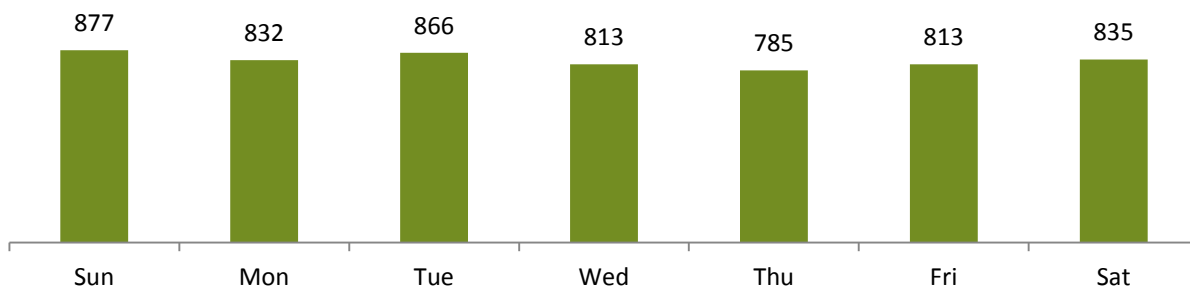
Station 50 - Walnut, continued

Station 50 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	108	27	111	55	86	39	119	29	92	31
Overpressure	0	1	0	1	0	1	0	2	0	3
EMS/Rescue Call	876	697	888	714	848	718	1,091	853	1,085	870
Hazardous Condition	12	19	15	17	20	22	16	15	15	30
Service Call	57	87	61	86	64	49	74	122	66	97
Good Intent Call	26	156	11	161	3	144	6	218	6	175
False Call	0	90	0	65	0	67	0	86	0	67
Natural Condition	0	0	0	2	0	0	0	0	0	1
Other Situation	0	2	15	0	20	1	19	0	11	1
Total	1,079		1,101		1,041		1,325		1,275	

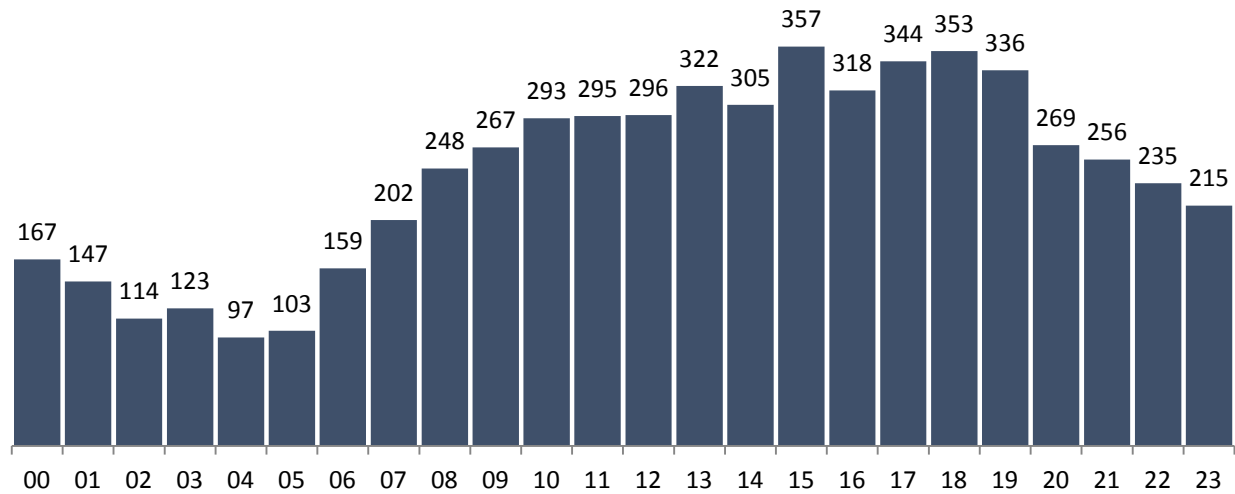
Station 50 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 50 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 50 - Walnut, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10050 General Fund						
5001 Salaries & Wages Union	\$ 889,882	\$ 951,854	\$ 928,245	\$ 957,752	\$ 957,752	\$ 957,752
5003 Vacation Taken Union	142,773	134,569	127,890	127,040	127,040	127,040
5005 Sick Leave Taken Union	30,141	28,062	27,998	26,083	26,083	26,083
5007 Personal Leave Taken Union	10,713	9,420	12,873	12,835	12,835	12,835
5016 Vacation Sold at Retirement			2,878	2,335	2,335	2,335
5017 PEHP Vac Sold at Retirement	30,451	354	3,813	6,226	6,226	6,226
5020 Deferred Comp Match Union	42,018	43,235	49,321	54,092	54,092	54,092
5101 Vacation Relief	111,622	91,794	125,656	121,011	121,011	121,011
5105 Sick Relief	32,973	21,173	26,235	22,988	22,988	22,988
5106 On the Job Injury Relief	2,283	6,437	6,594	3,670	3,670	3,670
5107 Short Term Disability Relief			4,015	2,433	2,433	2,433
5110 Personal Leave Relief	6,481	6,040	16,261	14,406	14,406	14,406
5115 Vacant Slot Relief	8,107	10,010				
5118 Standby Overtime	921	839	1,199	1,063	1,063	1,063
5120 Overtime Union	16,229	10,149	9,991	24,509	24,509	24,509
5201 PERS Taxes	250,068	249,697	268,059	274,740	274,740	274,740
5203 FICA/MEDI	93,483	96,013	102,741	105,300	105,300	105,300
5206 Worker's Comp	35,462	31,078	37,606	38,542	38,542	38,542
5207 TriMet/Wilsonville Tax	8,703	9,027	9,856	9,963	9,963	9,963
5208 OR Worker's Benefit Fund Tax	480	532	952	952	952	952
5210 Medical Ins Union	223,745	223,623	224,380	230,230	230,230	230,230
5220 Post Retire Ins Union	7,600	7,750	7,800	7,800	7,800	7,800
5270 Uniform Allowance	4,112	3,283	4,160	3,705	3,705	3,705
Total Personnel Services	1,948,248	1,934,937	1,998,523	2,047,675	2,047,675	2,047,675
5300 Office Supplies	429	268	520	455	455	455
5301 Special Department Supplies	4,701	4,852	4,160	4,160	4,160	4,160
5302 Training Supplies	41	27	100	100	100	100
5305 Fire Extinguisher	55	28	100	100	100	100
5307 Smoke Detector Program	308	144	300	275	275	275
5320 EMS Supplies	10,513	9,279	9,200	11,250	11,250	11,250
5321 Fire Fighting Supplies	1,201	1,797	2,600	2,925	2,925	2,925
5325 Protective Clothing	1,093	3,039	2,080	2,925	2,925	2,925
5330 Noncapital Furniture & Equip	326	325	65			
5350 Apparatus Fuel/Lubricants	17,656	16,393	21,000	24,000	24,000	24,000
5361 M&R Bldg/Bldg Equip & Improv	17,506	15,209	14,765	30,695	30,695	30,695
5365 M&R Firefight Equip		49	100	125	125	125
5367 M&R Office Equip	1,362	1,381	1,600	1,550	1,550	1,550
5414 Other Professional Services	192	173	200	200	200	200
5415 Printing			75	50	50	50
5416 Custodial & Bldg Services	1,112	1,052	1,053	1,053	1,053	1,053
5432 Natural Gas	2,432	2,705	3,016	3,136	3,136	3,136
5433 Electricity	14,948	13,579	15,704	16,332	16,332	16,332
5434 Water/Sewer	8,788	8,851	7,300	9,754	9,754	9,754
5436 Garbage	1,499	1,630	1,664	1,725	1,725	1,725

Station 50 - Walnut, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach		8	300	300	300	300
5481 Community Education Materials	1,197	927	900	1,551	1,551	1,551
5500 Dues & Subscriptions	98	67	150	150	150	150
5570 Misc Business Exp			520	520	520	520
5575 Laundry/Repair Expense	272	285	275	275	275	275
Total Materials & Services	85,728	82,068	87,747	113,606	113,606	113,606
Total General Fund	\$ 2,033,976	\$ 2,017,005	\$ 2,086,270	\$ 2,161,281	\$ 2,161,281	\$ 2,161,281



Station 51 - Tigard

Fund 10 • Directorate 04 • Division 60 • Department 051

Station Description

Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993 and remodeled in 2015. The 10,552 square foot station houses a total of **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Heavy Rescue 51**, and can also respond in **Engine 51** when needed. An additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 51**. In addition to the first due area, the truck serves as a resource for the entire Central Battalion. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing ALS treatment.

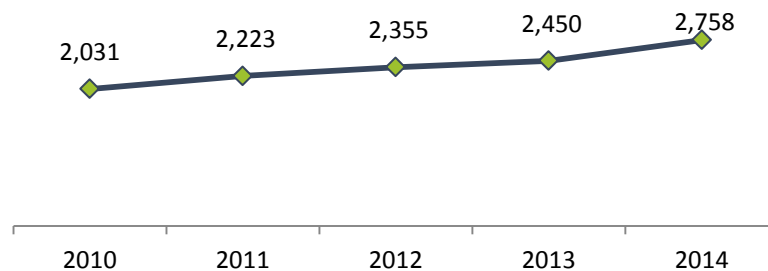
The 3,617 acres (5.7 square miles) of Station 51's first due area includes Tigard and a small northern portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Technical Rescue Team** is also housed at Station 51.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 3,712,434	\$ 3,806,362	\$ 3,933,398	\$ 4,053,186
Materials & Services	90,152	106,772	159,900	122,673
Total Expenditure	\$ 3,802,586	\$ 3,913,134	\$ 4,093,298	\$ 4,175,859

Station 51 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

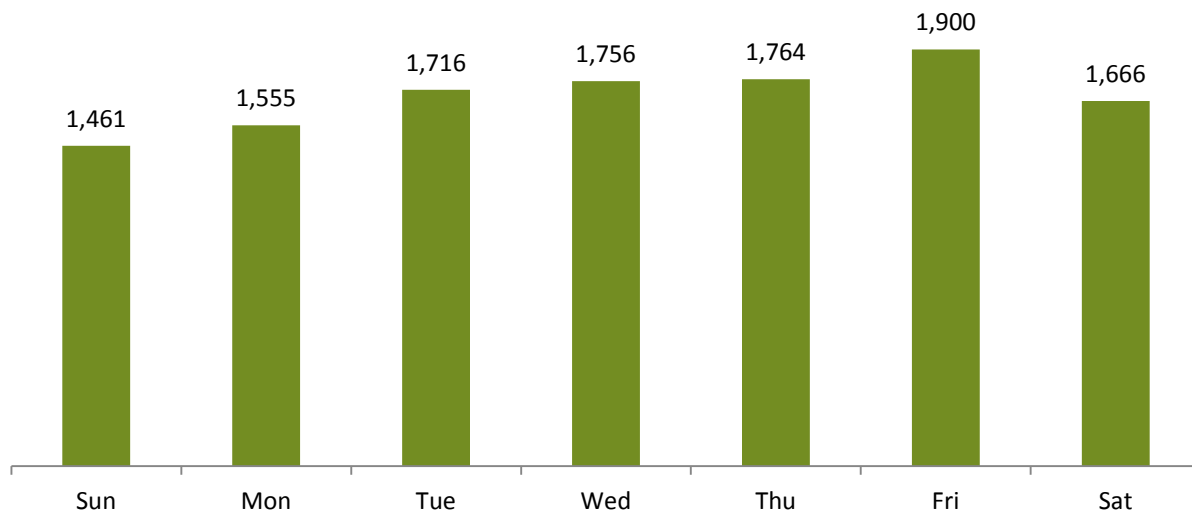
Station 51 - Tigard, continued

Station 51 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	227	53	250	88	246	84	268	74	268	70
Overpressure	0	1	0	3	0	8	0	9	0	5
EMS/Rescue Call	1,685	1,152	1,834	1,299	1,968	1,436	2,032	1,427	2,295	1,519
Hazardous Condition	41	60	41	73	48	60	49	71	87	100
Service Call	39	103	59	86	53	88	57	128	66	133
Good Intent Call	39	526	15	555	13	552	14	599	14	778
False Call	0	132	0	116	0	119	0	141	0	148
Natural Condition	0	0	0	2	0	0	0	0	0	2
Other Situation	0	4	24	1	27	8	30	1	28	3
Total	2,031		2,223		2,355		2,450		2,758	

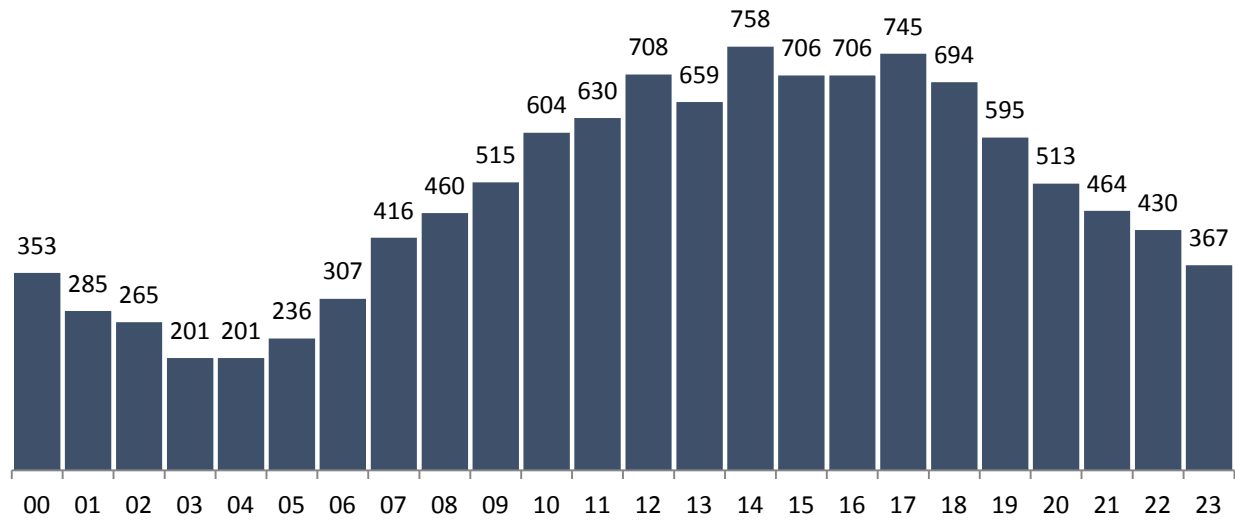
Station 51 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 51 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 51 - Tigard, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10051 General Fund						
5001 Salaries & Wages Union	\$ 1,781,141	\$ 1,841,392	\$ 1,841,468	\$ 1,912,190	\$ 1,912,190	\$ 1,912,190
5003 Vacation Taken Union	251,306	275,885	253,707	253,639	253,639	253,639
5005 Sick Leave Taken Union	20,561	17,974	55,540	52,075	52,075	52,075
5007 Personal Leave Taken Union	35,289	32,652	25,536	25,623	25,623	25,623
5016 Vacation Sold at Retirement			5,710	4,659	4,659	4,659
5017 PEHP Vac Sold at Retirement	4,311	2,034	7,562	12,429	12,429	12,429
5020 Deferred Comp Match Union	78,211	82,670	97,842	107,994	107,994	107,994
5101 Vacation Relief	217,910	211,122	249,275	241,601	241,601	241,601
5105 Sick Relief	47,601	36,014	52,041	45,894	45,894	45,894
5106 On the Job Injury Relief	8,010	14,681	13,080	7,325	7,325	7,325
5107 Short Term Disability Relief	2,266		7,963	4,854	4,854	4,854
5110 Personal Leave Relief	21,157	24,959	32,258	28,761	28,761	28,761
5115 Vacant Slot Relief	7,405	12,814				
5118 Standby Overtime	896	662	2,377	2,122	2,122	2,122
5120 Overtime Union	41,748	37,240	19,816	48,931	48,931	48,931
5201 PERS Taxes	493,318	512,621	531,772	548,523	548,523	548,523
5203 FICA/MEDI	180,191	186,241	203,813	210,233	210,233	210,233
5206 Worker's Comp	72,697	62,805	74,600	76,949	76,949	76,949
5207 TriMet/Wilsonville Tax	16,887	17,571	19,550	19,891	19,891	19,891
5208 OR Worker's Benefit Fund Tax	916	1,013	3,168	3,213	3,213	3,213
5210 Medical Ins Union	413,193	418,055	414,240	425,040	425,040	425,040
5220 Post Retire Ins Union	14,300	14,500	14,400	14,400	14,400	14,400
5270 Uniform Allowance	3,121	3,458	7,680	6,840	6,840	6,840
Total Personnel Services	3,712,434	3,806,362	3,933,398	4,053,186	4,053,186	4,053,186
5300 Office Supplies	419	317	960	840	840	840
5301 Special Department Supplies	4,903	4,789	9,680	7,680	7,680	7,680
5302 Training Supplies	254		100	100	100	100
5305 Fire Extinguisher	325	160	160	160	160	160
5307 Smoke Detector Program	295	144	300	275	275	275
5320 EMS Supplies	12,689	11,012	13,800	13,500	13,500	13,500
5321 Fire Fighting Supplies	3,219	7,133	5,800	6,400	6,400	6,400
5325 Protective Clothing	5,140	8,792	3,840	5,400	5,400	5,400
5330 Noncapital Furniture & Equip	2,155	5,211	11,195	5,225	5,225	5,225
5350 Apparatus Fuel/Lubricants	21,746	23,721	21,200	23,320	23,320	23,320
5361 M&R Bldg/Bldg Equip & Improv	6,193	9,644	48,350	22,890	22,890	22,890
5365 M&R Firefight Equip	499	530	500	125	125	125
5367 M&R Office Equip	1,320	1,404	1,600	1,550	1,550	1,550
5414 Other Professional Services	134	4,616	6,200	300	300	300
5415 Printing		183	75	50	50	50
5416 Custodial & Bldg Services	786	481	1,805	805	805	805
5432 Natural Gas	4,355	4,043	5,825	5,824	5,824	5,824
5433 Electricity	12,781	11,420	13,940	13,936	13,936	13,936
5434 Water/Sewer	9,183	9,365	8,800	9,724	9,724	9,724
5436 Garbage	1,738	1,882	2,010	2,009	2,009	2,009

Station 51 - Tigard, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5445 Rent/Lease of Building			1,200			
5480 Community/Open House/Outreach		36	300	300	300	300
5481 Community Education Materials	550	549	700	700	700	700
5500 Dues & Subscriptions	122	66	150	150	150	150
5570 Misc Business Exp	891	782	960	960	960	960
5575 Laundry/Repair Expense	455	490	450	450	450	450
Total Materials & Services	90,152	106,772	159,900	122,673	122,673	122,673
Total General Fund	\$ 3,802,586	\$ 3,913,134	\$ 4,093,298	\$ 4,175,859	\$ 4,175,859	\$ 4,175,859



Station 53 - Progress

Fund 10 • Directorate 04 • Division 60 • Department 053

Station Description

Station 53, located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall, was originally constructed in 1966 and completely rebuilt in 2010. The 12,368 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 53**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 53**. The **Central Battalion Chief (C7)** also responds from and maintains quarters at Station 53.

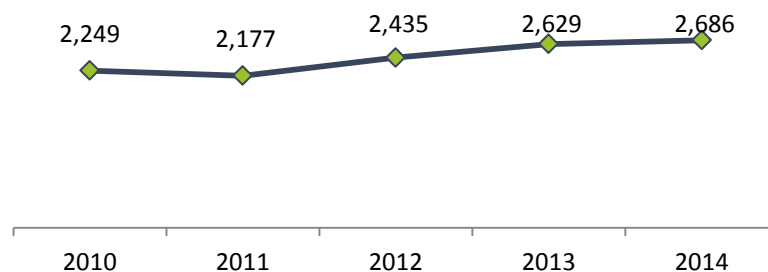
The 3,635 acres (5.7 square miles) of Station 53's first due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 2,069,746	\$ 2,195,942	\$ 2,309,144	\$ 2,365,955
Materials & Services	87,192	96,136	94,516	123,255
Total Expenditure	\$ 2,156,938	\$ 2,292,078	\$ 2,403,660	\$ 2,489,210

Station 53 First-Due Area Incident Count¹



¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

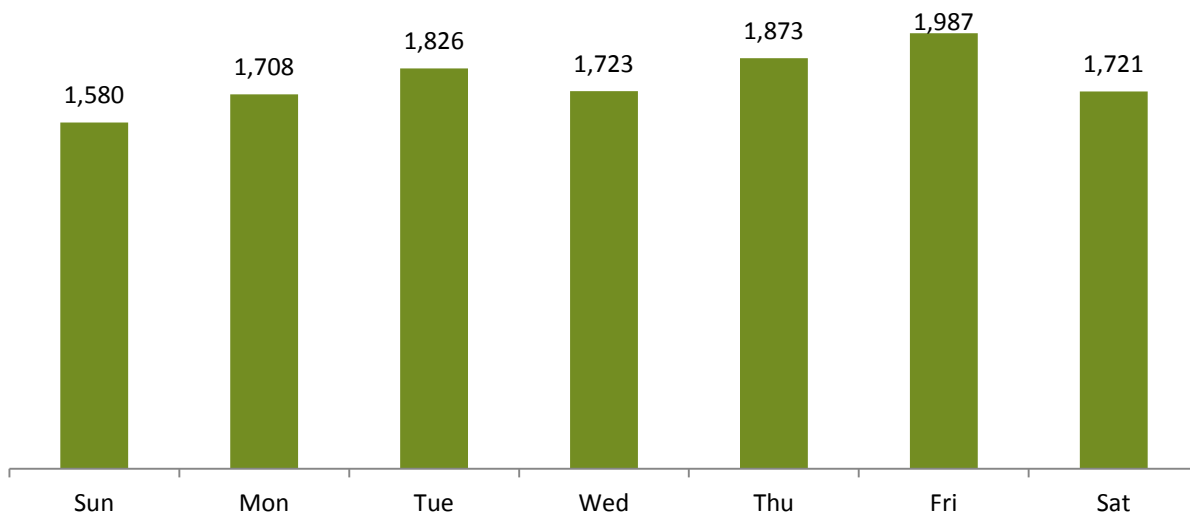
Station 53 - Progress, continued

Station 53 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	298	37	256	46	217	45	212	48	230	57
Overpressure	0	4	0	5	0	6	0	7	0	8
EMS/Rescue Call	1,820	1,419	1,792	1,414	2,058	1,639	2,244	1,751	2,285	1,798
Hazardous Condition	50	74	33	63	75	78	60	85	63	92
Service Call	47	121	54	114	54	145	76	231	63	206
Good Intent Call	34	378	12	359	5	394	5	378	5	383
False Call	0	215	0	172	0	125	0	129	0	141
Natural Condition	0	0	0	1	0	0	0	0	0	1
Other Situation	0	1	30	3	26	3	32	0	40	0
Total	2,249		2,177		2,435		2,629		2,686	

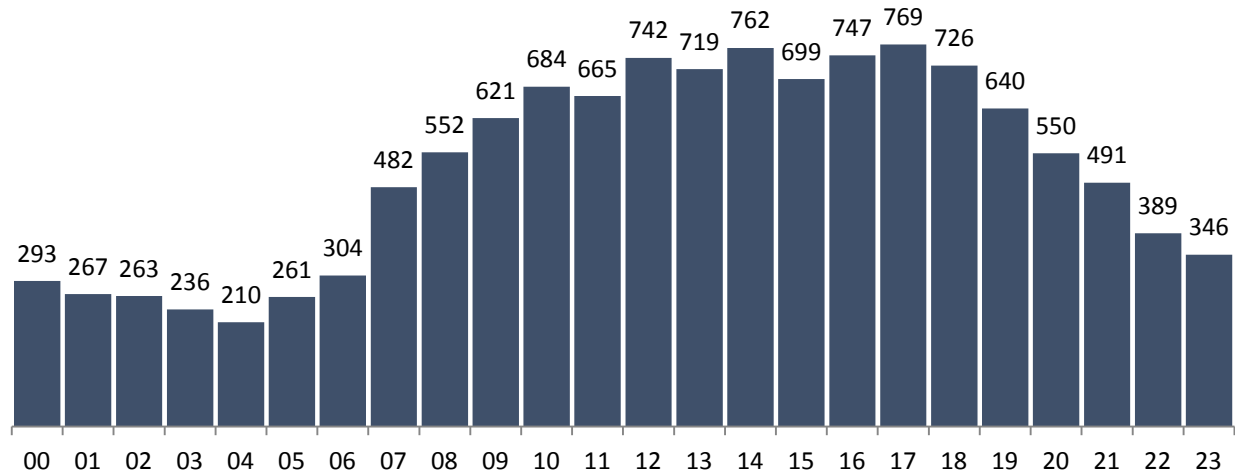
Station 53 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 53 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 53 - Progress, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10053 General Fund						
5001 Salaries & Wages Union	\$ 939,528	\$ 1,027,327	\$ 1,081,897	\$ 1,116,287	\$ 1,116,287	\$ 1,116,287
5003 Vacation Taken Union	137,627	146,293	149,059	148,069	148,069	148,069
5005 Sick Leave Taken Union	5,697	9,619	32,633	30,401	30,401	30,401
5007 Personal Leave Taken Union	17,563	15,531	15,004	14,959	14,959	14,959
5016 Vacation Sold at Retirement			3,356	2,722	2,722	2,722
5017 PEHP Vac Sold at Retirement	2,077	2,176	4,444	7,256	7,256	7,256
5020 Deferred Comp Match Union	42,923	46,918	57,485	63,046	63,046	63,046
5101 Vacation Relief	171,627	142,164	146,456	141,042	141,042	141,042
5105 Sick Relief	23,161	33,055	30,577	26,794	26,794	26,794
5106 On the Job Injury Relief	4,052	2,417	7,686	4,277	4,277	4,277
5107 Short Term Disability Relief		1,154	4,679	2,836	2,836	2,836
5110 Personal Leave Relief	16,671	23,973	18,953	16,791	16,791	16,791
5115 Vacant Slot Relief	12,583	20,808				
5118 Standby Overtime	1,194	1,046	1,397	1,239	1,239	1,239
5120 Overtime Union	25,603	22,248	11,644	28,566	28,566	28,566
5201 PERS Taxes	290,579	300,628	312,431	320,217	320,217	320,217
5203 FICA/MEDI	98,126	106,274	119,747	122,731	122,731	122,731
5206 Worker's Comp	41,281	36,172	43,831	44,923	44,923	44,923
5207 TriMet/Wilsonville Tax	9,401	10,252	11,488	11,612	11,612	11,612
5208 OR Worker's Benefit Fund Tax	500	578	1,857	1,857	1,857	1,857
5210 Medical Ins Union	216,047	235,016	241,640	247,940	247,940	247,940
5220 Post Retire Ins Union	8,000	8,150	8,400	8,400	8,400	8,400
5270 Uniform Allowance	5,508	4,141	4,480	3,990	3,990	3,990
Total Personnel Services	2,069,746	2,195,942	2,309,144	2,365,955	2,365,955	2,365,955
5300 Office Supplies	198	287	560	490	490	490
5301 Special Department Supplies	3,843	4,880	4,480	4,480	4,480	4,480
5302 Training Supplies	41	10	100	100	100	100
5305 Fire Extinguisher		17	120	120	120	120
5307 Smoke Detector Program	103	144	300	275	275	275
5320 EMS Supplies	13,325	15,785	18,400	17,500	17,500	17,500
5321 Fire Fighting Supplies	1,293	2,707	2,800	3,150	3,150	3,150
5325 Protective Clothing	5,420	1,365	2,240	3,150	3,150	3,150
5330 Noncapital Furniture & Equip	402	3,118	1,140	580	580	580
5350 Apparatus Fuel/Lubricants	14,844	15,855	16,500	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	18,276	20,461	14,571	42,655	42,655	42,655
5365 M&R Firefight Equip		98	100	125	125	125
5367 M&R Office Equip	1,351	1,384	1,600	1,550	1,550	1,550
5414 Other Professional Services	217	95	300	200	200	200
5415 Printing	9		75	50	50	50
5416 Custodial & Bldg Services	855	1,064	1,065	1,065	1,065	1,065
5432 Natural Gas	2,086	2,237	3,000	3,120	3,120	3,120
5433 Electricity	16,961	17,385	17,700	18,408	18,408	18,408
5434 Water/Sewer	5,712	5,890	5,800	6,032	6,032	6,032
5436 Garbage	1,274	1,452	1,350	1,390	1,390	1,390

Station 53 - Progress, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach		280	300	300	300	300
5481 Community Education Materials	188	666	750	750	750	750
5500 Dues & Subscriptions	98	44	150	150	150	150
5570 Misc Business Exp	295	477	560	560	560	560
5575 Laundry/Repair Expense	401	437	555	555	555	555
Total Materials & Services	87,192	96,136	94,516	123,255	123,255	123,255
Total General Fund	\$ 2,156,938	\$ 2,292,078	\$ 2,403,660	\$ 2,489,210	\$ 2,489,210	\$ 2,489,210



Station 69 - Cooper Mountain

Fund 10 • Directorate 04 • Division 60 • Department 069

Station Description

Station 69, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981. The 6,000 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 69** and can also respond in **Heavy Brush 69** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.

The 7,728 acres (12.1 square miles) of Station 69's first due area includes unincorporated Washington County and portions of west and southwest Beaverton.

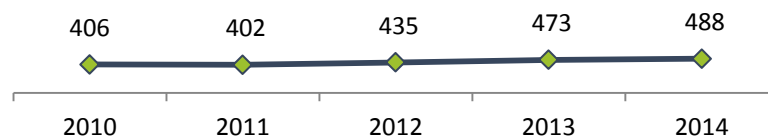
This station is slated for a major seismic improvement through a two year state grant beginning in fiscal year 2015-16.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,749,253	\$ 1,714,411	\$ 1,835,190	\$ 1,880,326
Materials & Services	40,677	41,869	69,570	69,219
Total Expenditure	\$ 1,789,930	\$ 1,756,279	\$ 1,904,760	\$ 1,949,545

Station 69 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

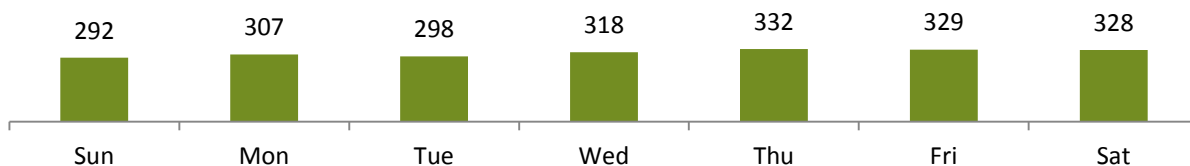
Station 69 - Cooper Mountain, continued

Station 69 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	35	16	33	9	35	11	41	20	39	12
Overpressure	0	0	0	3	0	2	0	1	0	0
EMS/Rescue Call	324	290	334	281	352	309	380	312	405	342
Hazardous Condition	7	7	5	11	10	11	13	12	17	16
Service Call	21	30	18	19	25	25	26	24	15	38
Good Intent Call	19	39	4	60	4	50	6	72	6	52
False Call	0	24	0	16	0	26	0	30	0	24
Natural Condition	0	0	0	0	0	0	0	0	0	4
Other Situation	0	0	8	3	9	1	7	2	6	0
Total	406		402		435		473		488	

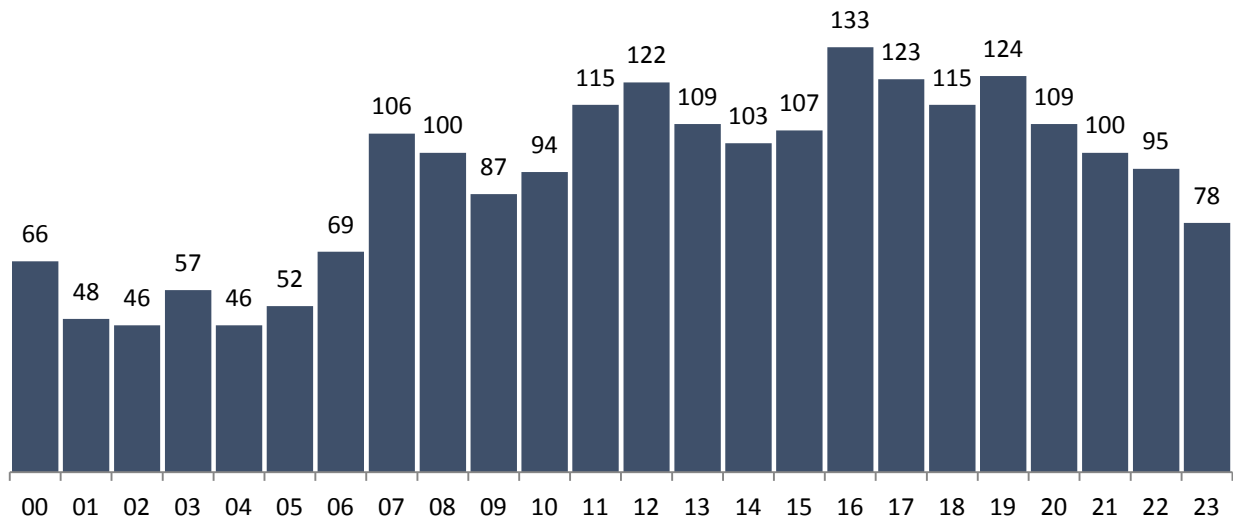
Station 69 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 69 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

Station 69 - Cooper Mountain, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10069 General Fund						
5001 Salaries & Wages Union	\$ 820,635	\$ 809,341	\$ 851,812	\$ 878,889	\$ 878,889	\$ 878,889
5003 Vacation Taken Union	106,517	135,019	117,359	116,580	116,580	116,580
5005 Sick Leave Taken Union	30,506	13,188	25,693	23,935	23,935	23,935
5007 Personal Leave Taken Union	10,891	10,994	11,813	11,779	11,779	11,779
5016 Vacation Sold at Retirement			2,642	2,143	2,143	2,143
5017 PEHP Vac Sold at Retirement	6,550	2,961	3,498	5,714	5,714	5,714
5020 Deferred Comp Match Union	37,338	37,554	45,260	49,637	49,637	49,637
5101 Vacation Relief	108,151	103,769	115,310	111,048	111,048	111,048
5105 Sick Relief	17,085	18,598	24,075	21,096	21,096	21,096
5106 On the Job Injury Relief	6,295	1,992	6,051	3,367	3,367	3,367
5107 Short Term Disability Relief	950		3,685	2,233	2,233	2,233
5110 Personal Leave Relief	9,550	5,656	14,922	13,221	13,221	13,221
5115 Vacant Slot Relief	11,239	2,985				
5118 Standby Overtime	793	1,158	1,101	975	975	975
5120 Overtime Union	21,779	15,272	9,168	22,491	22,491	22,491
5201 PERS Taxes	233,811	228,223	245,988	252,118	252,118	252,118
5203 FICA/MEDI	84,936	83,741	94,281	96,630	96,630	96,630
5206 Worker's Comp	27,668	29,043	34,510	35,369	35,369	35,369
5207 TriMet/Wilsonville Tax	7,951	7,901	9,045	9,144	9,144	9,144
5208 OR Worker's Benefit Fund Tax	452	476	817	817	817	817
5210 Medical Ins Union	197,548	198,292	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,950	6,800	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,657	1,448	3,840	3,420	3,420	3,420
Total Personnel Services	1,749,253	1,714,411	1,835,190	1,880,326	1,880,326	1,880,326
5300 Office Supplies	139	294	480	420	420	420
5301 Special Department Supplies	2,065	2,885	3,840	3,840	3,840	3,840
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		96	300	275	275	275
5320 EMS Supplies	4,445	4,095	6,900	6,250	6,250	6,250
5321 Fire Fighting Supplies	993	1,710	2,400	2,907	2,907	2,907
5325 Protective Clothing	1,632	451	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip	1,416	898	2,050			
5350 Apparatus Fuel/Lubricants	7,517	6,982	9,504	10,500	10,500	10,500
5361 M&R Bldg/Bldg Equip & Improv	5,870	7,151	21,100	11,574	11,574	11,574
5365 M&R Firefight Equip		49	100	125	125	125
5367 M&R Office Equip	1,300	1,293	1,600	1,550	1,550	1,550
5414 Other Professional Services	83	98	150	6,125	6,125	6,125
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	406	380	381	381	381	381
5432 Natural Gas	2,463	2,507	3,120	3,252	3,252	3,252
5433 Electricity	7,534	7,749	8,544	8,904	8,904	8,904
5434 Water/Sewer	2,269	2,290	3,192	3,192	3,192	3,192
5436 Garbage	1,587	1,780	2,064	2,124	2,124	2,124

Station 69 - Cooper Mountain, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5445 Rent/Lease of Building				3,000	3,000	3,000
5480 Community/Open House/Outreach		125	300	300	300	300
5481 Community Education Materials	211	278	300	400	400	400
5500 Dues & Subscriptions	123	66	150	150	150	150
5570 Misc Business Exp	154	235	480	480	480	480
5575 Laundry/Repair Expense	427	457	425	500	500	500
Total Materials & Services	40,677	41,869	69,570	69,219	69,219	69,219
Total General Fund	\$ 1,789,930	\$ 1,756,279	\$ 1,904,760	\$ 1,949,545	\$ 1,949,545	\$ 1,949,545



South Integrated Operations Division

Fund 10 • Directorate 04 • Division 62

Division Description

The South Integrated Operations Division manages and responds to the southern area of the District through the South Operating Center and stations 34, 52, 56, 57, 58, and 59. The planned new Station 54 will also be managed as part of this division.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 12,729,967	\$ 13,264,873	\$ 15,440,743	\$ 16,745,443
Materials & Services	549,108	518,430	629,696	807,221
Total Expenditures	\$ 13,279,074	\$ 13,783,303	\$ 16,070,439	\$ 17,552,664

¹ Wildland Program budget was transferred to Integrated Operations Administration in fiscal year 2013-14. Prior years are restated for comparability.

² The HazMat and Water Rescue Teams transferred to Integrated Operations Administration in fiscal year 2014-15. Prior years are restated for comparability.

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	4.00	4.00	4.00
Communications Officer	1.00	0.00	0.00	0.00
Public Affairs Officer	0.00	1.00	1.00	1.00
Administrative Assistant ¹	2.38	2.00	2.00	2.00
Station 34	13.00	13.00	13.00	13.00
Station 52	12.00	12.00	18.00	18.00
Station 54	0.00	0.00	0.00	6.00
Station 56	12.00	12.00	12.00	12.00
Station 57	12.00	12.00	12.00	12.00
Station 58	12.00	12.00	18.00	18.00
Station 59	12.00	12.00	12.00	12.00
Total Full-Time Equivalents (FTE)	85.38	85.00	97.00	103.00

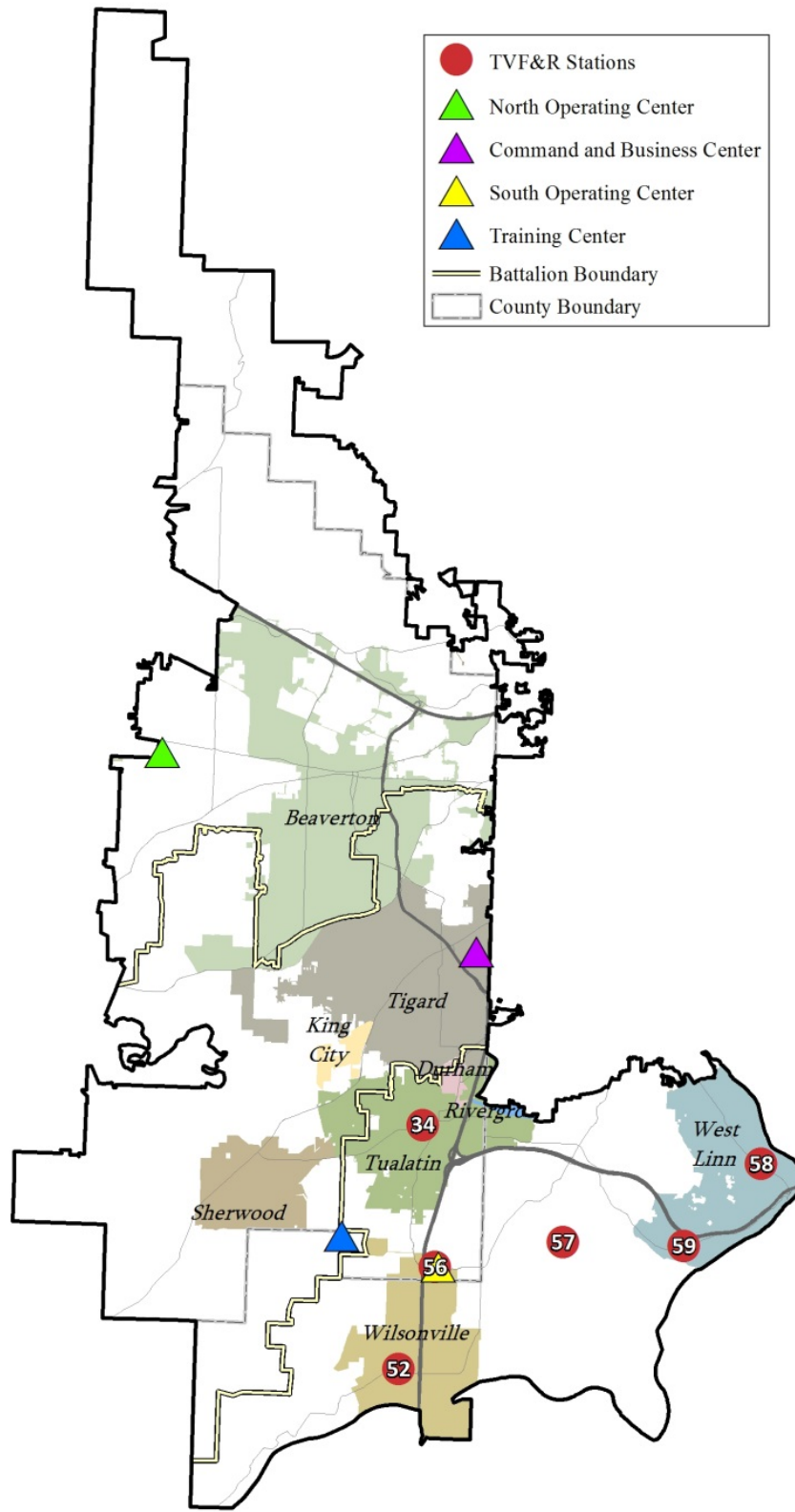
¹ The part-time Code Enforcement Program Assistant was transferred on July 1, 2013, from the South Integrated Operations Division to the North Integrated Operations Division, returning to the South Integrated Operations Division on July 1, 2014.

2015-16 Significant Changes



















Personnel Services increases by six additional firefighters added to new unit Medic 54.

Within Materials and Services, Building Maintenance and Repair projects in account 5361 increased due to turnout locker replacements at Station 57 and 34, overhead door replacement at Station 34, and exterior painting of Station 58.


Location of Stations in Area of Operations




Station FTE and Units

Stations	2014-15 Budget			2015-16 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 34 (Tualatin)	13.00	 	Aerial Pumper, Car	13.00	 	Aerial Pumper, Car
Station 52 (Wilsonville)	18.00	 	Engine, Medic	18.00	 	Engine, Medic
Station 56 (Elligsen Rd.)	12.00		Truck	12.00		Truck
Station 57 (Mountain Rd.)	12.00		Engine	12.00		Engine
Station 58 (Bolton)	18.00	 	Engine, Medic	18.00	 	Engine, Medic
Station 59 (Willamette)	12.00		Engine	12.00		Engine

○ Full Time Employees (FTE) per Unit

 52-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

 40-Hour Unit: FTE per Unit x 1 = Total FTE

Status of 2014-15 Service Measures

- Participate in the District's comprehensive CRR analysis (as identified in the Goal 1 Calls to Action) to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific South Integrated Operations CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/A and 1

Service Type(s): Essential

Measured By: Identification of global CRR priorities and specific South Integrated Operations efforts that will address these priorities.

Status or Outcome: Integrated Operations initiated the next phase of the Community Risk Reduction (CRR) program, aimed to "sweep" the entire District into targeting toward focused, District-wide strategic priorities. Any new CRR programs have been halted, and only existing station-base initiatives are continuing. Staff is researching and developing "global" fire, EMS and response times CRR priorities, with an anticipated roll-out date of July 1, 2015. The new CRR priorities will be intended to support and target the most significant issues facing the District, such as response times, residential fire loss, and key EMS initiatives.

- Strengthen internal District communications in support of successful team building strategies for the implementation and future organizational changes.

Goal(s)/Call(s) for Action: I; VII

Service Type(s): Essential

Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed).

South Integrated Operations Division, continued

Status of 2014-15 Service Measures, continued

Status or Outcome: The Operating Center staff meets monthly and often has guests from Planning, Fire Chief's Office, Line staff (including Battalion Chiefs), and Public Affairs. Additionally, Public Affairs Officers have compiled and prepared a monthly intelligence report for the District and it is distributed at the Company Officer level and higher.

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the South Integrated Operations' service area.

Goal(s)/Call(s) for Action: II/1 and 3; VI/A and 1

Service Type(s): Essential

Measured By: Regular attendance by South Integrated Operations personnel at City Council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and home owner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

Status or Outcome: Operating Center representatives have organized opportunities to meet with our municipal partners; this has built stronger relations, opened lines of communication, and garnered mutual support for initiatives. Examples of outreach include (and is not limited to) our Fire Code adoption/resolution by each city, targeted outreach to our Building and Planning partners, and expanding our roles in Traffic and Transportation during project development periods. South Operating Center has hosted networking events with our municipal Chambers of Commerce to develop greater relationships with our business community. We have increased our outreach to our local businesses to provide public education on District initiatives, such as hands only CPR, emergency preparedness.

- Communicate regularly with local media who cover the South Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3; II/B, C, 3 and 4; VI/1

Service Type(s): Essential

Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

Status or Outcome: South Operating Center Public Affairs has regularly pitched stories to our local media. Examples include proper disposal of ashes (Charbonneau) and home heating safety (Tualatin).

Status of 2014-15 Service Measures, continued

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the South Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, and 1
 Service Type(s): Essential
 Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.
 Status or Outcome: Completed. This year was our largest attendance in all four training offerings. Measured by attendance.

- Increase or maintain the number of community events within the South Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/3; II/A, B, C, 1, 3 and 4
 Service Type(s): Essential
 Measured By: Overall increase of scheduled events beyond prior year.
 Status or Outcome: Completed. Increase total events from 162 to 173.

- Reduce the number of false alarms generated by automatic commercial alarms within the South Integrated Operations' service area.

Goal(s)/Call(s) for Action: I/E and 1
 Service Type(s): Essential
 Measured By: Overall decrease of false alarms.
 Status or Outcome: On-going.

	South
2008	528
2009	514
2010	484
2011	391
2012	391
2013	411
2014	367

South Integrated Operations Division, continued

Status of 2014-15 Change Strategies

- Establish Hands-Only CPR training at middle schools in the South Integrated Operations' service area with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action:	I/3; II/A, C and 4; VI/A
Budget Impact:	Increase required
Duration:	Year 3 of 3
Budget Description:	Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s):	EMS, schools, external partners/citizens
Status or Outcome:	Completed. Move to Service Measure and continue to teach Hands-Only CPR using Anytime Kits and/or the District Mannequins.

Additional 2014-15 Accomplishments

- Barrington Heights (West Linn) neighborhood wild fire risk evaluation and Fire Wise Communities designation.
- Successfully deployed two Medic units in Clackamas County to augment our response capabilities to include patient transport services.
- Actively participated with the Chamber of Commerce in Cities of Tualatin, Wilsonville and West Linn. Hosted multiple chamber events allowing staff to further develop relationships with key business owners in our communities.
- Scheduled regular informal meetings with the City leaders of Tualatin, Wilsonville, West Linn, Rivergrove and Durham allowing for information sharing and collaborative problem solving working towards our collective success.

2015-16 Service Measures

- Participate in the District's comprehensive CRR analysis to identify global CRR priorities that will be targeted at each Operating Center. Subsequently, identify specific South Integrated Operations CRR efforts to support this strategic initiative.

Goal(s)/Call(s) for Action: I; II/1 and 2; VI/A and 1
 Service Type(s): Essential
 Measured By: Identification of global CRR priorities and specific South Integrated Operations efforts that will address these priorities.

- Strengthen internal District communications in support of successful team building strategies for the implementation of future organizational changes.

Goal(s)/Call(s) for Action: I/1, 2 and 3; VII
 Service Type(s): Essential
 Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed).

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the South Integrated Operations' service area.

Goal(s)/Call(s) for Action: II/B, 1 and 3; VI/A and 1
 Service Type(s): Essential
 Measured By: Regular attendance by South Integrated Operations personnel at City Council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and home owner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- Communicate regularly with local media who cover the South Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I; II/B, C, 3 and 4; VI/1
 Service Type(s): Essential
 Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

South Integrated Operations Division, continued

2015-16 Service Measures, continued

- Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the South Integrated Operations' service area. Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B; II/A, B, C, and 1
 Service Type(s): Essential
 Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- Increase or maintain the number of community events within the South Integrated Operations' service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/; II/A, B, C, 1, 2, 3 and 4
 Service Type(s): Essential
 Measured By: Overall increase of scheduled events beyond prior year.

- Increase or maintain the number of middle school students who learn Hands-Only CPR in the South Integrated Operations' service area.

Goal(s)/Call(s) for Action: I/C and D; II/A, C, and 4; VI/A
 Service Type(s): Essential
 Measured By: Overall participation of local middle schools.

- Reduce the number of false alarms generated by automatic commercial alarms within the South Integrated Operations' service area.

Goal(s)/Call(s) for Action: I/E
 Service Type(s): Essential
 Measured By: Overall decrease of false alarms.

South	
2008	528
2009	514
2010	484
2011	391
2012	391
2013	411
2014	367

2015-16 Change Strategies

- None

South Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
General Fund						
5001 Salaries & Wages Union	\$ 5,357,003	\$ 5,649,068	\$ 6,557,294	\$ 7,559,773	\$ 7,559,773	\$ 7,559,773
5002 Salaries & Wages Nonunion	654,046	666,210	739,192	412,131	412,131	412,131
5003 Vacation Taken Union	775,272	832,330	883,122	963,761	963,761	963,761
5004 Vacation Taken Nonunion	79,697	88,656	56,220	31,481	31,481	31,481
5005 Sick Leave Taken Union	100,893	113,668	195,053	201,982	201,982	201,982
5006 Sick Taken Nonunion	9,789	7,770	11,245	6,298	6,298	6,298
5007 Personal Leave Taken Union	77,427	83,301	89,975	99,510	99,510	99,510
5008 Personal Leave Taken Nonunion	1,686	1,869	4,824	2,701	2,701	2,701
5009 Comp Taken Union	352	482				
5010 Comp Taken Nonunion	51	68				
5015 Vacation Sold	14,003	10,108	33,748	34,005	34,005	34,005
5016 Vacation Sold at Retirement	41,558	4,606	19,300	16,776	16,776	16,776
5017 PEHP Vac Sold at Retirement	74,501	40,537	25,559	44,735	44,735	44,735
5018 Comp Time Sold Union		111				
5020 Deferred Comp Match Union	227,991	241,503	347,185	421,433	421,433	421,433
5021 Deferred Comp Match Nonunion	27,814	30,162	40,156	35,324	35,324	35,324
5041 Severance Pay		3,988				
5090 Temporary Services-Backfill	9,371	15,078				
5101 Vacation Relief	684,021	747,963	842,465	948,476	948,476	948,476
5102 Duty Chief Relief	108,157	106,940	110,400			
5105 Sick Relief	138,645	120,852	175,886	170,039	170,039	170,039
5106 On the Job Injury Relief	13,557	20,766	44,209	35,148	35,148	35,148
5107 Short Term Disability Relief	5,718	1,094	26,917	19,434	19,434	19,434
5110 Personal Leave Relief	109,935	105,170	109,022	106,432	106,432	106,432
5115 Vacant Slot Relief	41,389	46,948				
5118 Standby Overtime	5,660	6,223	8,039	7,636	7,636	7,636
5120 Overtime Union	114,286	100,706	101,022	208,412	208,412	208,412
5121 Overtime Nonunion	987	1,559	3,360	2,688	2,688	2,688
5201 PERS Taxes	1,676,713	1,773,671	2,081,290	2,248,651	2,248,651	2,248,651
5203 FICA/MEDI	611,730	642,469	797,707	861,510	861,510	861,510
5206 Worker's Comp	234,068	205,663	285,101	317,745	317,745	317,745
5207 TriMet/Wilsonville Tax	55,069	59,090	76,532	82,018	82,018	82,018
5208 OR Worker's Benefit Fund Tax	3,108	3,527	8,528	9,048	9,048	9,048
5210 Medical Ins Union	1,286,889	1,345,074	1,536,140	1,735,580	1,735,580	1,735,580
5211 Medical Ins Nonunion	97,065	96,141	114,841	58,299	58,299	58,299
5220 Post Retire Ins Union	44,300	46,777	53,400	58,800	58,800	58,800
5221 Post Retire Ins Nonunion	6,078	5,775	7,200	4,500	4,500	4,500
5230 Dental Ins Nonunion	12,185	11,869	13,277	6,993	6,993	6,993
5240 Life/Disability Insurance	6,467	6,552	9,184	5,199	5,199	5,199
5270 Uniform Allowance	20,635	18,230	30,350	27,725	27,725	27,725
5295 Vehicle/Cell Allowance	1,850	2,300	3,000	1,200	1,200	1,200
Total Personnel Services	12,729,967	13,264,873	15,440,743	16,745,443	16,745,443	16,745,443
5300 Office Supplies	3,193	3,264	4,900	4,475	4,475	4,475
5301 Special Department Supplies	22,916	24,756	31,600	29,600	29,600	29,600

South Integrated Operations Division, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	Budget Approved FY 2016	Budget Adopted FY 2016
5302 Training Supplies	768	2,051	1,900	950	950	950
5305 Fire Extinguisher	1,392	225	1,220	1,440	1,440	1,440
5306 Photography Supplies & Process						
5307 Smoke Detector Program	799	558	1,900	1,750	1,750	1,750
5320 EMS Supplies	42,514	43,600	53,750	82,450	82,450	82,450
5321 Fire Fighting Supplies	11,639	15,227	18,582	20,939	20,939	20,939
5325 Protective Clothing	13,362	9,455	15,600	21,525	21,525	21,525
5330 Noncapital Furniture & Equip	9,953	18,639	19,305	13,349	13,349	13,349
5350 Apparatus Fuel/Lubricants	71,168	75,267	89,982	90,000	90,000	90,000
5361 M&R Bldg/Bldg Equip & Improv	111,720	99,273	146,232	292,613	292,613	292,613
5365 M&R Firefight Equip	225	390	1,000	750	750	750
5367 M&R Office Equip	13,523	13,336	14,904	14,916	14,916	14,916
5400 Insurance Premium				600	600	600
5414 Other Professional Services	1,404	5,730	9,070	2,845	2,845	2,845
5415 Printing	1,056	1,065	2,125	1,300	1,300	1,300
5416 Custodial & Bldg Services	3,098	26,402	33,053	32,865	32,865	32,865
5417 Temporary Services	269	3,329				
5432 Natural Gas	17,105	20,583	25,152	25,610	25,610	25,610
5433 Electricity	68,029	82,964	82,038	86,964	86,964	86,964
5434 Water/Sewer	22,692	29,989	37,800	42,600	42,600	42,600
5436 Garbage	7,800	9,114	9,400	9,591	9,591	9,591
5445 Rent/Lease of Building	104,162	8,455	1,200			
5450 Rental of Equip	358	271	120	120	120	120
5461 External Training	125	25				
5462 Travel and Per Diem	1,049	1,169	1,100	1,000	1,000	1,000
5471 Citizen Awards	10	42	150	300	300	300
5480 Community/Open House/Outreach	1,614	5,015	8,100	7,875	7,875	7,875
5481 Community Education Materials	8,509	8,294	4,672	6,972	6,972	6,972
5484 Postage UPS & Shipping	465	208	600	600	600	600
5500 Dues & Subscriptions	5,031	5,443	7,176	5,331	5,331	5,331
5502 Certifications & Licensing	200	335	420	630	630	630
5570 Misc Business Exp	1,803	2,767	4,400	4,900	4,900	4,900
5571 Planning Retreat Expense			550	1,000	1,000	1,000
5575 Laundry/Repair Expense	1,157	1,190	1,695	1,361	1,361	1,361
Total Materials & Services	549,108	518,430	629,696	807,221	807,221	807,221
Total General Fund	\$ 13,279,074	\$ 13,783,303	\$ 16,070,439	\$ 17,552,664	\$ 17,552,664	\$ 17,552,664

South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 600

Division Description

The South Operating Center (SOC) manages the District's connection to the community, community risk reduction, and Integrated Operations for the southern portion of the District. The SOC is collocated with Station 56 in Wilsonville.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,932,069	\$ 1,964,663	\$ 2,079,399	\$ 2,078,709
Materials & Services	149,579	69,037	55,549	61,639
Total Expenditure	\$ 2,081,648	\$ 2,033,700	\$ 2,134,948	\$ 2,140,348

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	4.00	4.00	4.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.38	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	12.38	12.00	12.00	12.00

2015-16 Significant Changes

As in the North and Central Operating Centers, unionization of the Battalion Chiefs creates the change from nonunion to union salaries and wages and relief shift accounts.



South Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10600 General Fund						
5001 Salaries & Wages Union	\$ 306,889	\$ 351,838	\$ 333,844	\$ 678,834	\$ 678,834	\$ 678,834
5002 Salaries & Wages Nonunion	654,046	666,210	739,192	412,131	412,131	412,131
5003 Vacation Taken Union	53,650	34,451	25,682	51,044	51,044	51,044
5004 Vacation Taken Nonunion	79,697	88,656	56,220	31,481	31,481	31,481
5005 Sick Leave Taken Union	4,836	11,647	7,338	14,588	14,588	14,588
5006 Sick Taken Nonunion	9,789	7,770	11,245	6,298	6,298	6,298
5007 Personal Leave Taken Union	7,460	7,815	3,669	7,295	7,295	7,295
5008 Personal Leave Taken Nonunion	1,686	1,869	4,824	2,701	2,701	2,701
5009 Comp Taken Union	352	482				
5010 Comp Taken Nonunion	51	68				
5015 Vacation Sold	14,003	10,108	33,748	34,005	34,005	34,005
5016 Vacation Sold at Retirement	21,820	4,606				
5018 Comp Time Sold Union		111				
5020 Deferred Comp Match Union	12,146	10,461	16,510	32,816	32,816	32,816
5021 Deferred Comp Match Nonunion	27,814	30,162	40,156	35,324	35,324	35,324
5041 Severance Pay		3,988				
5090 Temporary Services-Backfill	9,371	15,078				
5101 Vacation Relief				79,073	79,073	79,073
5102 Duty Chief Relief	108,157	106,940	110,400			
5105 Sick Relief				4,881	4,881	4,881
5106 On the Job Injury Relief				8,786	8,786	8,786
5107 Short Term Disability Relief				1,953	1,953	1,953
5110 Personal Leave Relief				2,929	2,929	2,929
5120 Overtime Union	27,915	21,063	34,042	32,327	32,327	32,327
5121 Overtime Nonunion	987	1,559	3,360	2,688	2,688	2,688
5201 PERS Taxes	260,161	261,181	284,082	274,785	274,785	274,785
5203 FICA/MEDI	89,503	89,660	108,884	104,982	104,982	104,982
5206 Worker's Comp	25,337	21,337	32,974	40,835	40,835	40,835
5207 TriMet/Wilsonville Tax	8,943	9,300	10,450	10,431	10,431	10,431
5208 OR Worker's Benefit Fund Tax	369	416	687	661	661	661
5210 Medical Ins Union	76,631	80,777	69,040	123,970	123,970	123,970
5211 Medical Ins Nonunion	97,065	96,141	114,841	58,299	58,299	58,299
5220 Post Retire Ins Union	2,600	2,800	2,400	4,200	4,200	4,200
5221 Post Retire Ins Nonunion	6,078	5,775	7,200	4,500	4,500	4,500
5230 Dental Ins Nonunion	12,185	11,869	13,277	6,993	6,993	6,993
5240 Life/Disability Insurance	6,467	6,552	9,184	5,199	5,199	5,199
5270 Uniform Allowance	4,212	1,673	3,150	3,500	3,500	3,500
5295 Vehicle/Cell Allowance	1,850	2,300	3,000	1,200	1,200	1,200
Total Personnel Services	1,932,069	1,964,663	2,079,399	2,078,709	2,078,709	2,078,709
5300 Office Supplies	1,246	1,138	1,500	1,500	1,500	1,500
5301 Special Department Supplies	1,746	1,752	2,400	2,400	2,400	2,400
5302 Training Supplies	519	2,007	1,100	350	350	350
5305 Fire Extinguisher			300	300	300	300
5307 Smoke Detector Program			100	100	100	100

South Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5320 EMS Supplies	109	118	300	1,200	1,200	1,200
5321 Fire Fighting Supplies	47	414	350	350	350	350
5325 Protective Clothing	1,383	97	2,000	2,400	2,400	2,400
5330 Noncapital Furniture & Equip	889	7,211	975	5,995	5,995	5,995
5350 Apparatus Fuel/Lubricants	19,754	18,444	18,982	19,000	19,000	19,000
5367 M&R Office Equip	5,571	5,444	5,304	5,616	5,616	5,616
5400 Insurance Premium				600	600	600
5414 Other Professional Services	519	3,188	1,620	1,620	1,620	1,620
5415 Printing	786	1,026	1,800	1,000	1,000	1,000
5417 Temporary Services	269	3,329				
5436 Garbage		113				
5445 Rent/Lease of Building	102,225	8,455				
5450 Rental of Equip	48	161				
5461 External Training	125	25				
5462 Travel and Per Diem	1,049	1,169	1,100	1,000	1,000	1,000
5471 Citizen Awards	10	42	150	300	300	300
5480 Community/Open House/Outreach	1,531	2,188	6,300	6,075	6,075	6,075
5481 Community Education Materials	6,260	6,077	2,272	3,522	3,522	3,522
5484 Postage UPS & Shipping	465	208	600	600	600	600
5500 Dues & Subscriptions	4,364	4,999	6,276	4,431	4,431	4,431
5502 Certifications & Licensing	200	335	420	630	630	630
5570 Misc Business Exp	446	1,028	1,000	1,500	1,500	1,500
5571 Planning Retreat Expense			550	1,000	1,000	1,000
5575 Laundry/Repair Expense	18	70	150	150	150	150
Total Materials & Services	149,579	69,037	55,549	61,639	61,639	61,639
Total General Fund	\$ 2,081,648	\$ 2,033,700	\$ 2,134,948	\$ 2,140,348	\$ 2,140,348	\$ 2,140,348



Station 34 - Tualatin

Fund 10 • Directorate 04 • Division 62 • Department 034

Station Description

Station 34, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990 and remodeled in 2010. The 9,500 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Squirt 34** and can also respond in **Water Tenders 34A** and **34B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 34**. The South **Battalion Chief (C6)** also responds from and maintains quarters at Station 34.

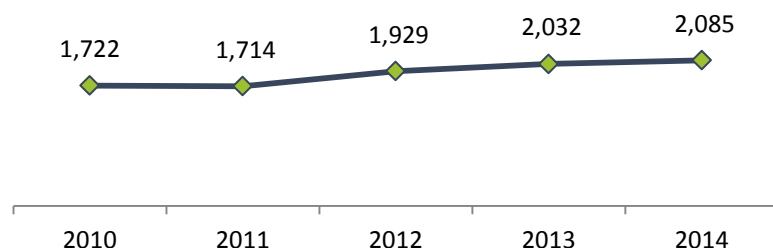
The 5,042 acres (7.9 square miles) of Station 34's first-due area includes most of Tualatin and Durham, all of Rivergrove, and a small southern corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,957,236	\$ 1,945,968	\$ 2,110,352	\$ 2,177,216
Materials & Services	86,735	77,286	83,762	149,008
Total Expenditure	\$ 2,043,971	\$ 2,023,255	\$ 2,194,114	\$ 2,326,224

Station 34 First-Due Area Incident Count¹



¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

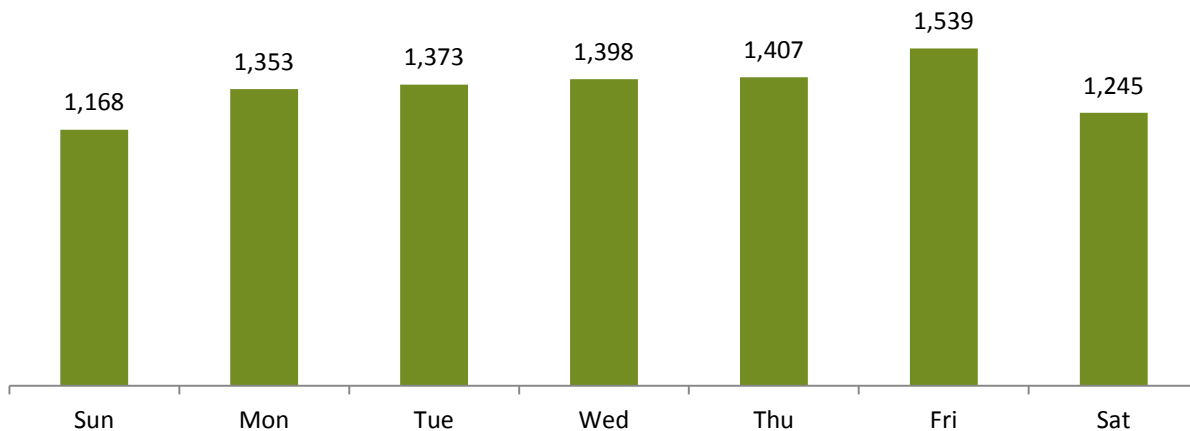
Station 34 - Tualatin, continued

Station 34 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	351	62	329	61	338	72	320	66	291	60
Overpressure	0	3	0	2	0	2	0	2	0	1
EMS/Rescue Call	1,251	947	1,281	949	1,468	1,112	1,563	1,156	1,640	1,283
Hazardous Condition	34	38	33	46	40	44	50	93	53	89
Service Call	42	73	42	91	48	76	56	106	63	110
Good Intent Call	44	363	6	370	14	424	11	419	9	374
False Call	0	234	0	192	0	197	0	188	0	166
Natural Condition	0	1	0	0	0	0	0	0	0	2
Other Situation	0	1	23	3	21	2	32	2	29	0
Total	1,722		1,714		1,929		2,032		2,085	

Station 34 First-Due Area

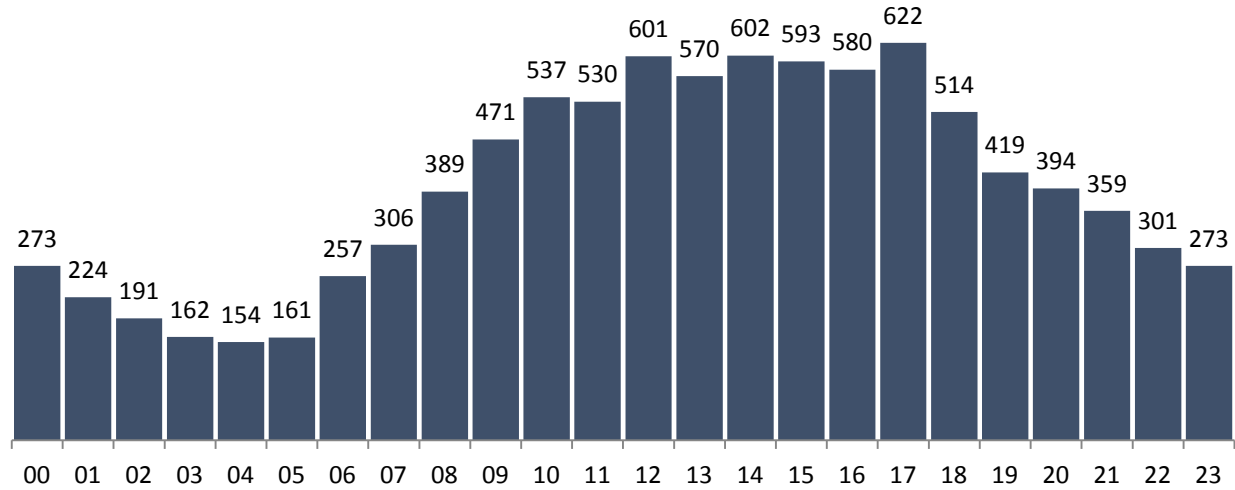
Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 34 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 34 - Tualatin, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10034 General Fund						
5001 Salaries & Wages Union	\$ 921,712	\$ 921,604	\$ 986,843	\$ 1,026,099	\$ 1,026,099	\$ 1,026,099
5003 Vacation Taken Union	119,233	135,710	135,964	136,107	136,107	136,107
5005 Sick Leave Taken Union	13,264	15,129	29,766	27,945	27,945	27,945
5007 Personal Leave Taken Union	7,011	8,100	13,686	13,751	13,751	13,751
5016 Vacation Sold at Retirement			3,061	2,502	2,502	2,502
5017 PEHP Vac Sold at Retirement	4,649		4,054	6,671	6,671	6,671
5020 Deferred Comp Match Union	41,314	41,900	52,435	57,952	57,952	57,952
5101 Vacation Relief	152,344	145,481	133,590	129,647	129,647	129,647
5105 Sick Relief	28,417	15,768	27,891	24,629	24,629	24,629
5106 On the Job Injury Relief	1,651	379	7,011	3,932	3,932	3,932
5107 Short Term Disability Relief	1,024		4,269	2,607	2,607	2,607
5110 Personal Leave Relief	26,341	27,033	17,288	15,435	15,435	15,435
5115 Vacant Slot Relief	2,926	6,636				
5118 Standby Overtime	814	866	1,276	1,139	1,139	1,139
5120 Overtime Union	21,959	17,582	10,622	26,258	26,258	26,258
5201 PERS Taxes	242,826	241,079	284,983	294,348	294,348	294,348
5203 FICA/MEDI	96,013	96,511	109,228	112,815	112,815	112,815
5206 Worker's Comp	40,691	33,004	39,980	41,293	41,293	41,293
5207 TriMet/Wilsonville Tax	9,019	9,126	10,479	10,675	10,675	10,675
5208 OR Worker's Benefit Fund Tax	503	540	1,586	1,676	1,676	1,676
5210 Medical Ins Union	214,682	218,147	224,380	230,230	230,230	230,230
5220 Post Retire Ins Union	7,550	7,600	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,294	3,774	4,160	3,705	3,705	3,705
Total Personnel Services	1,957,236	1,945,968	2,110,352	2,177,216	2,177,216	2,177,216
5300 Office Supplies	528	515	520	455	455	455
5301 Special Department Supplies	4,222	3,744	4,160	4,160	4,160	4,160
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	182	104	300	300	300	300
5307 Smoke Detector Program	322		300	275	275	275
5320 EMS Supplies	10,568	10,123	11,500	12,750	12,750	12,750
5321 Fire Fighting Supplies	2,422	4,466	2,600	3,132	3,132	3,132
5325 Protective Clothing	5,403	1,196	2,080	2,925	2,925	2,925
5330 Noncapital Furniture & Equip	1,762	1,737	2,130	2,260	2,260	2,260
5350 Apparatus Fuel/Lubricants	13,133	12,195	13,000	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	19,397	13,816	18,930	80,177	80,177	80,177
5365 M&R Firefight Equip		246	100	125	125	125
5367 M&R Office Equip	1,518	1,570	1,600	1,550	1,550	1,550
5414 Other Professional Services	357	350	400	400	400	400
5415 Printing	61		75	50	50	50
5416 Custodial & Bldg Services	617	666	667	423	423	423
5432 Natural Gas	4,576	5,268	4,500	4,500	4,500	4,500
5433 Electricity	11,671	11,763	11,000	12,000	12,000	12,000
5434 Water/Sewer	6,815	6,852	6,800	6,800	6,800	6,800
5436 Garbage	1,878	1,784	1,800	1,850	1,850	1,850

Station 34 - Tualatin, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach	82		300	300	300	300
5481 Community Education Materials	582	381		600	600	600
5500 Dues & Subscriptions	76	91	150	150	150	150
5570 Misc Business Exp	285	165	520	520	520	520
5575 Laundry/Repair Expense	238	255	230	206	206	206
Total Materials & Services	86,735	77,286	83,762	149,008	149,008	149,008
Total General Fund	\$ 2,043,971	\$ 2,023,255	\$ 2,194,114	\$ 2,326,224	\$ 2,326,224	\$ 2,326,224



Station 52 - Wilsonville

Fund 10 • Directorate 04 • Division 62 • Department 052

Station Description

Station 52, located on SW Kinsman west of Interstate 5's main Wilsonville exit, was constructed in 1991 and seismically strengthened and remodeled in 2015. The 9,372 square foot station houses a total of **18 full-time personnel** (six personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52** and can also respond in **Light Brush 52** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics respond to incidents utilizing **Medic 52** and also provide transport services in the District's portion of Clackamas County via a subcontract with American Medical Response (AMR).

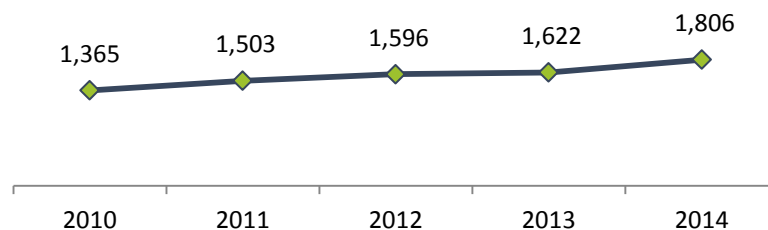
The 7,969 acres (12.5 square miles) of Station 52's first due area includes central and south Wilsonville plus unincorporated Clackamas County. The District's Mobile Command Center is located at Station 52 for use at incidents of extended duration. Personnel at this station also assist with the management of the District's Wildland fire preparedness by housing one of two Wildland Caches (in conjunction with Station 62). This equipment is taken when a team is deployed as part of a Clackamas County deployment.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,692,006	\$ 1,691,031	\$ 2,782,832	\$ 2,851,279
Materials & Services	55,273	59,839	142,457	120,975
Total Expenditure	\$ 1,747,279	\$ 1,750,869	\$ 2,925,289	\$ 2,972,254

Station 52 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

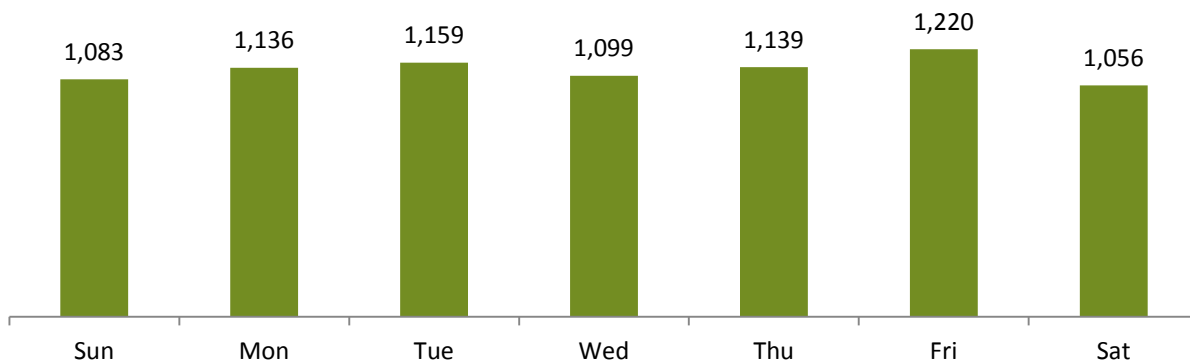
Station 52 - Wilsonville, continued

Station 52 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	114	22	136	26	146	31	183	46	155	39
Overpressure	0	2	0	5	0	8	0	6	0	2
EMS/Rescue Call	1,184	978	1,295	1,093	1,376	1,141	1,368	1,157	1,560	1,341
Hazardous Condition	15	15	19	17	20	14	14	22	19	27
Service Call	30	87	27	107	41	93	38	103	47	134
Good Intent Call	22	175	6	187	7	202	5	174	7	173
False Call	0	85	0	67	0	107	0	113	0	89
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	0	1	20	1	6	0	14	1	18	1
Total	1,365		1,503		1,596		1,622		1,806	

Station 52 First-Due Area

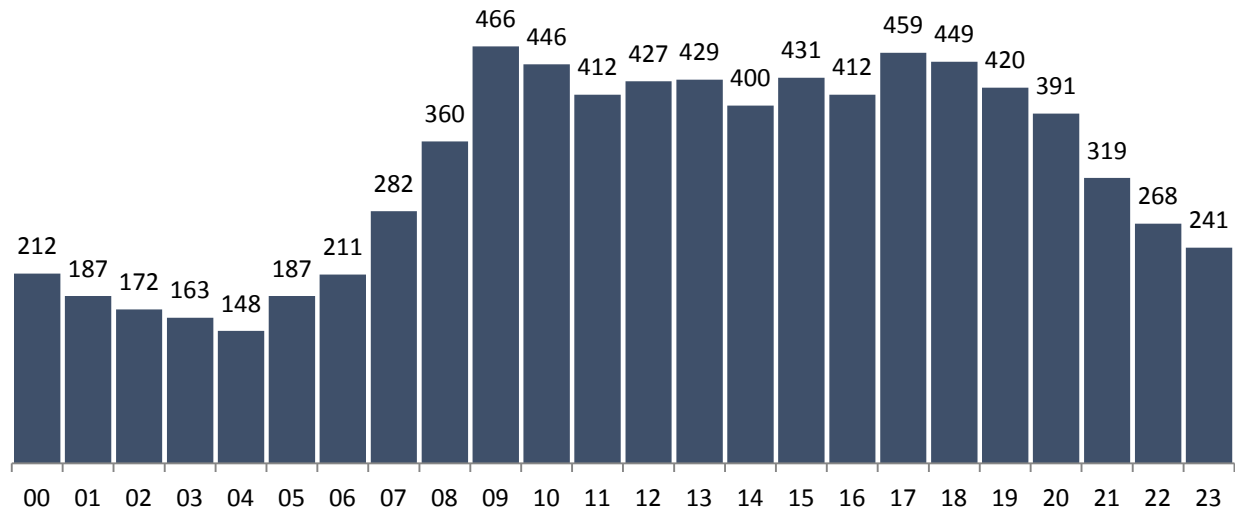
Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 52 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹



Station 52 - Wilsonville, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10052 General Fund						
5001 Salaries & Wages Union	\$ 765,005	\$ 797,963	\$ 1,293,452	\$ 1,334,568	\$ 1,334,568	\$ 1,334,568
5003 Vacation Taken Union	107,616	106,587	178,206	177,021	177,021	177,021
5005 Sick Leave Taken Union	13,445	20,760	39,013	36,345	36,345	36,345
5007 Personal Leave Taken Union	15,342	13,404	17,937	17,884	17,884	17,884
5016 Vacation Sold at Retirement			4,011	3,252	3,252	3,252
5017 PEHP Vac Sold at Retirement	47,359		5,312	8,675	8,675	8,675
5020 Deferred Comp Match Union	34,990	36,822	68,725	75,372	75,372	75,372
5101 Vacation Relief	110,785	110,658	175,092	168,620	168,620	168,620
5105 Sick Relief	14,015	16,074	36,554	32,031	32,031	32,031
5106 On the Job Injury Relief	2,898	6,818	9,188	5,112	5,112	5,112
5107 Short Term Disability Relief	950		5,593	3,389	3,389	3,389
5110 Personal Leave Relief	14,994	8,264	22,658	20,073	20,073	20,073
5115 Vacant Slot Relief	11,000	10,750				
5118 Standby Overtime	918	565	1,669	1,480	1,480	1,480
5120 Overtime Union	12,105	14,093	13,920	34,151	34,151	34,151
5201 PERS Taxes	222,440	220,763	373,520	382,830	382,830	382,830
5203 FICA/MEDI	80,948	83,371	143,160	146,727	146,727	146,727
5206 Worker's Comp	33,024	28,941	52,399	53,706	53,706	53,706
5207 TriMet/Wilsonville Tax	5,414	5,483	13,733	13,883	13,883	13,883
5208 OR Worker's Benefit Fund Tax	431	492	1,450	1,450	1,450	1,450
5210 Medical Ins Union	188,515	199,418	310,680	318,780	318,780	318,780
5220 Post Retire Ins Union	6,550	6,900	10,800	10,800	10,800	10,800
5270 Uniform Allowance	3,260	2,906	5,760	5,130	5,130	5,130
Total Personnel Services	1,692,006	1,691,031	2,782,832	2,851,279	2,851,279	2,851,279
5300 Office Supplies	241	291	720	630	630	630
5301 Special Department Supplies	3,407	3,467	7,760	5,760	5,760	5,760
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	137	76	200	200	200	200
5307 Smoke Detector Program	205	150	300	275	275	275
5320 EMS Supplies	11,446	9,887	13,500	28,000	28,000	28,000
5321 Fire Fighting Supplies	2,100	2,852	3,600	4,257	4,257	4,257
5325 Protective Clothing	747	1,576	2,880	4,050	4,050	4,050
5330 Noncapital Furniture & Equip		1,285	10,810	590	590	590
5350 Apparatus Fuel/Lubricants	6,722	8,218	12,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	6,014	6,847	51,877	27,022	27,022	27,022
5365 M&R Firefight Equip		98	100	125	125	125
5367 M&R Office Equip	1,254	1,251	1,600	1,550	1,550	1,550
5414 Other Professional Services	200	100	6,300	200	200	200
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	645	449	1,640	640	640	640
5432 Natural Gas	4,217	4,498	5,200	5,400	5,400	5,400
5433 Electricity	8,378	8,468	11,000	11,440	11,440	11,440
5434 Water/Sewer	6,735	6,671	7,000	14,000	14,000	14,000
5436 Garbage	1,946	2,074	2,200	2,266	2,266	2,266

Station 52 - Wilsonville, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5445 Rent/Lease of Building			1,200			
5480 Community/Open House/Outreach		137	300	300	300	300
5481 Community Education Materials	248	728	800	800	800	800
5500 Dues & Subscriptions	126	66	150	150	150	150
5570 Misc Business Exp	66	226	720	720	720	720
5575 Laundry/Repair Expense	399	422	450	450	450	450
Total Materials & Services	55,273	59,839	142,457	120,975	120,975	120,975
Total General Fund	\$ 1,747,279	\$ 1,750,869	\$ 2,925,289	\$ 2,972,254	\$ 2,972,254	\$ 2,972,254



Station 54 - Charbonneau

Fund 10 • Directorate 04 • Division 62 • Department 054

Station Description

The District, as part of the new replacement Local Option Levy, is actively seeking fire station land for the Charbonneau area and has budgeted for **six firefighters**, two per 24-hour shift, to respond from a new **Medic 54 unit**.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services				\$ 946,806
Total Expenditure				\$ 946,806

Station 54 – Charbonneau, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10054 General Fund						
5001 Salaries & Wages Union				\$ 443,885	\$ 443,885	\$ 443,885
5003 Vacation Taken Union				58,880	58,880	58,880
5005 Sick Leave Taken Union				12,090	12,090	12,090
5007 Personal Leave Taken Union				5,950	5,950	5,950
5016 Vacation Sold at Retirement				1,084	1,084	1,084
5017 PEHP Vac Sold at Retirement				2,888	2,888	2,888
5020 Deferred Comp Match Union				25,071	25,071	25,071
5101 Vacation Relief				56,085	56,085	56,085
5105 Sick Relief				10,656	10,656	10,656
5106 On the Job Injury Relief				1,702	1,702	1,702
5107 Short Term Disability Relief				1,129	1,129	1,129
5110 Personal Leave Relief				6,677	6,677	6,677
5118 Standby Overtime				494	494	494
5120 Overtime Union				11,361	11,361	11,361
5201 PERS Taxes				127,338	127,338	127,338
5203 FICA/MEDI				48,807	48,807	48,807
5206 Worker's Comp				17,865	17,865	17,865
5207 TriMet/Wilsonville Tax				4,619	4,619	4,619
5208 OR Worker's Benefit Fund Tax				365	365	365
5210 Medical Ins Union				106,260	106,260	106,260
5220 Post Retire Ins Union				3,600	3,600	3,600
Total Personnel Services				946,806	946,806	946,806
Total General Fund				\$ 946,806	\$ 946,806	\$ 946,806

Station 56 - Elligsen Road

Fund 10 • Directorate 04 • Division 62 • Department 056

Station Description

Station 56, located on SW Elligsen Road just east of Interstate 5's north Wilsonville exit was originally constructed in 1979 and completely rebuilt in 2013. The 19,545 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Truck 56** and can also respond in **Engine 56** when needed. In addition to the first due area, the truck serves as a resource for the entire South Battalion. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

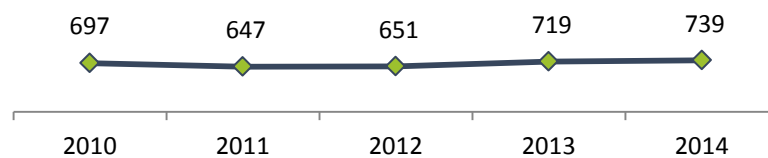
The 8,997 acres (14.1 square miles) of Station 56's first due area includes the south end of Tualatin, north side of Wilsonville, and unincorporated Washington and Clackamas counties. The South Operating Center (SOC) is also collocated with Station 56.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,800,759	\$ 1,971,001	\$ 1,907,966	\$ 1,954,907
Materials & Services	60,508	131,952	141,852	145,727
Total Expenditure	\$ 1,861,267	\$ 2,102,953	\$ 2,049,818	\$ 2,100,634

Station 56 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

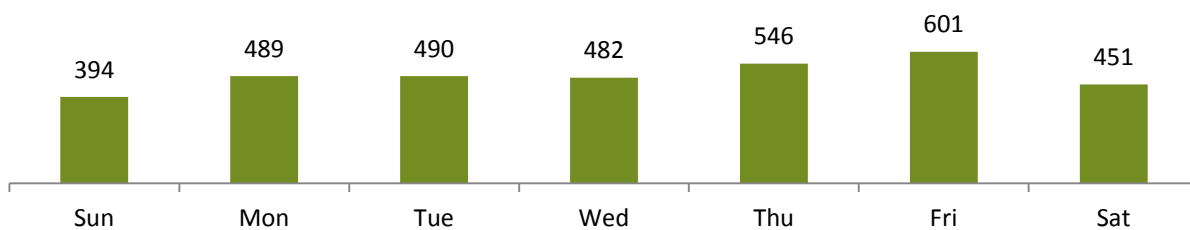
Station 56 - Elligsen Road, continued

Station 56 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	126	10	108	20	118	25	122	22	118	19
Overpressure	0	6	0	5	0	10	0	5	0	5
EMS/Rescue Call	517	415	503	390	482	355	527	401	538	447
Hazardous Condition	12	18	11	16	20	18	11	26	27	41
Service Call	28	52	11	48	19	32	24	50	35	54
Good Intent Call	14	116	6	113	4	150	11	140	5	115
False Call	0	80	0	54	0	59	0	74	0	56
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	0	0	8	1	8	2	24	1	16	2
Total	697		647		651		719		739	

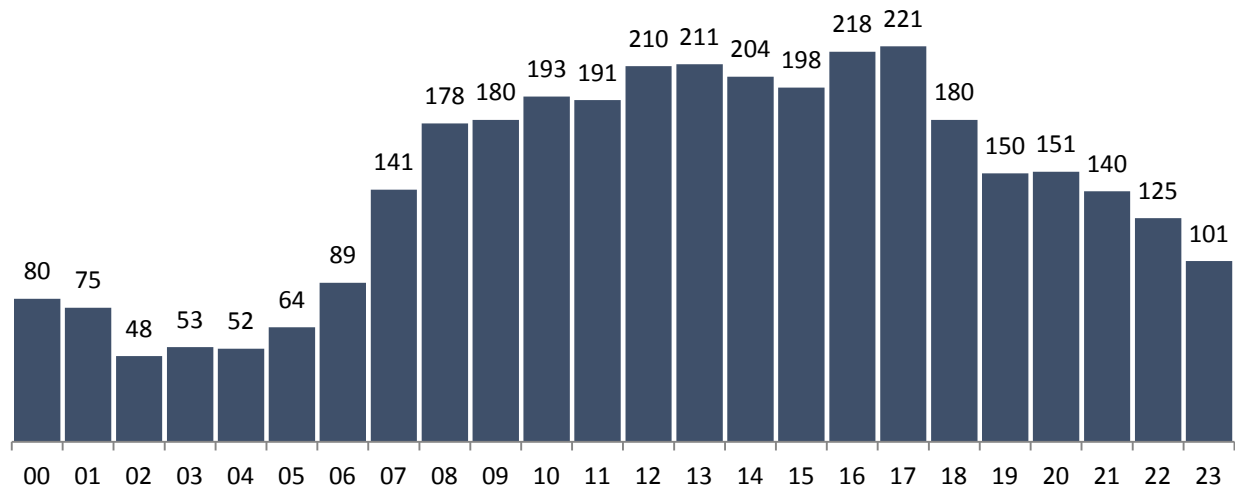
Station 56 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 56 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 56 - Elligsen Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10056 General Fund						
5001 Salaries & Wages Union	\$ 856,587	\$ 910,878	\$ 890,028	\$ 918,320	\$ 918,320	\$ 918,320
5003 Vacation Taken Union	138,789	143,683	122,624	121,810	121,810	121,810
5005 Sick Leave Taken Union	49,280	51,454	26,846	25,009	25,009	25,009
5007 Personal Leave Taken Union	10,228	16,165	12,343	12,307	12,307	12,307
5016 Vacation Sold at Retirement			2,760	2,239	2,239	2,239
5017 PEHP Vac Sold at Retirement	3,518	5,416	3,655	5,970	5,970	5,970
5020 Deferred Comp Match Union	40,452	43,543	47,291	51,864	51,864	51,864
5101 Vacation Relief	72,222	108,983	120,483	116,030	116,030	116,030
5105 Sick Relief	17,223	17,396	25,154	22,042	22,042	22,042
5106 On the Job Injury Relief	4,985	6,321	6,322	3,518	3,518	3,518
5107 Short Term Disability Relief			3,850	2,333	2,333	2,333
5110 Personal Leave Relief	9,363	11,388	15,591	13,814	13,814	13,814
5115 Vacant Slot Relief	5,589	13,403				
5118 Standby Overtime	878	986	1,150	1,019	1,019	1,019
5120 Overtime Union	8,527	10,469	9,579	23,500	23,500	23,500
5201 PERS Taxes	220,884	255,219	257,023	263,429	263,429	263,429
5203 FICA/MEDI	88,558	97,249	98,510	100,965	100,965	100,965
5206 Worker's Comp	33,982	29,779	36,058	36,956	36,956	36,956
5207 TriMet/Wilsonville Tax	7,358	8,898	9,451	9,554	9,554	9,554
5208 OR Worker's Benefit Fund Tax	454	536	1,088	1,088	1,088	1,088
5210 Medical Ins Union	221,321	228,488	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	7,700	8,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,861	2,749	3,840	3,420	3,420	3,420
Total Personnel Services	1,800,759	1,971,001	1,907,966	1,954,907	1,954,907	1,954,907
5300 Office Supplies	369	585	480	420	420	420
5301 Special Department Supplies	5,096	7,301	3,840	3,840	3,840	3,840
5302 Training Supplies	41	44	100	100	100	100
5305 Fire Extinguisher	520	17	300	300	300	300
5307 Smoke Detector Program	66	192	300	275	275	275
5320 EMS Supplies	5,133	7,361	8,050	6,500	6,500	6,500
5321 Fire Fighting Supplies	3,410	2,094	3,632	3,750	3,750	3,750
5325 Protective Clothing	1,307	734	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip	6,540	3,004		1,180	1,180	1,180
5350 Apparatus Fuel/Lubricants	8,902	14,657	14,500	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	7,401	23,714	31,380	35,941	35,941	35,941
5365 M&R Firefight Equip	225	46	500	125	125	125
5367 M&R Office Equip	1,300	1,151	1,600	1,550	1,550	1,550
5414 Other Professional Services	190	1,780	250	250	250	250
5415 Printing		39	50	50	50	50
5416 Custodial & Bldg Services		22,703	28,160	29,216	29,216	29,216
5432 Natural Gas	6	1,140	3,000	2,000	2,000	2,000
5433 Electricity	12,648	26,893	25,000	25,000	25,000	25,000
5434 Water/Sewer	2,448	12,085	14,000	14,000	14,000	14,000
5436 Garbage	1,826	2,966	3,000	3,000	3,000	3,000

Station 56 - Elligsen Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5445 Rent/Lease of Building	1,937					
5450 Rental of Equip	190					
5480 Community/Open House/Outreach		2,650	300	300	300	300
5481 Community Education Materials	452	287	500	500	500	500
5500 Dues & Subscriptions	94	44	150	150	150	150
5570 Misc Business Exp	258	420	480	480	480	480
5575 Laundry/Repair Expense	148	47	360	100	100	100
Total Materials & Services	60,508	131,952	141,852	145,727	145,727	145,727
Total General Fund	\$ 1,861,267	\$ 2,102,953	\$ 2,049,818	\$ 2,100,634	\$ 2,100,634	\$ 2,100,634



Station 57 - Mountain Road

Fund 10 • Directorate 04 • Division 62 • Department 057

Station Description

Station 57, located on SW Mountain Road, south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 57** and can also respond in **Heavy Brush 57** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

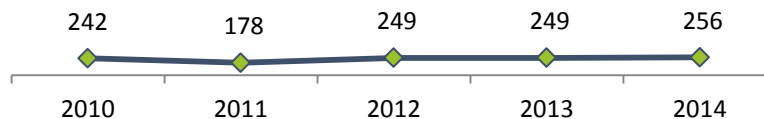
The 7,601 acres (11.9 square miles) of Station 57's first due area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,656,081	\$ 1,683,247	\$ 1,835,190	\$ 1,880,326
Materials & Services	63,740	51,621	57,167	117,431
Total Expenditure	\$ 1,719,821	\$ 1,734,868	\$ 1,892,357	\$ 1,997,757

Station 57 First-Due Area Incident Count¹



¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

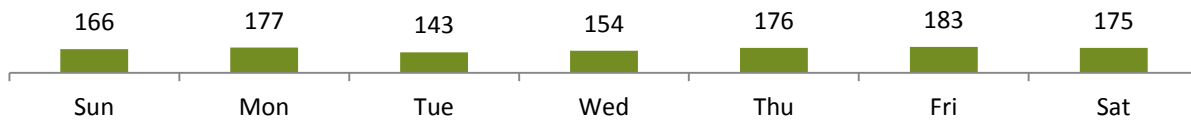
Station 57 - Mountain Road, continued

Station 57 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	66	11	44	9	64	9	57	13	73	20
Overpressure	0	0	0	0	0	1	0	1	0	2
EMS/Rescue Call	141	117	121	87	147	121	160	115	155	120
Hazardous Condition	12	13	3	8	12	15	6	8	10	13
Service Call	13	12	4	13	15	18	14	38	7	16
Good Intent Call	10	55	2	39	7	52	8	48	5	46
False Call	0	32	0	20	0	32	0	25	0	38
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	0	2	4	2	4	1	4	1	6	0
Total	242		178		249		249		256	

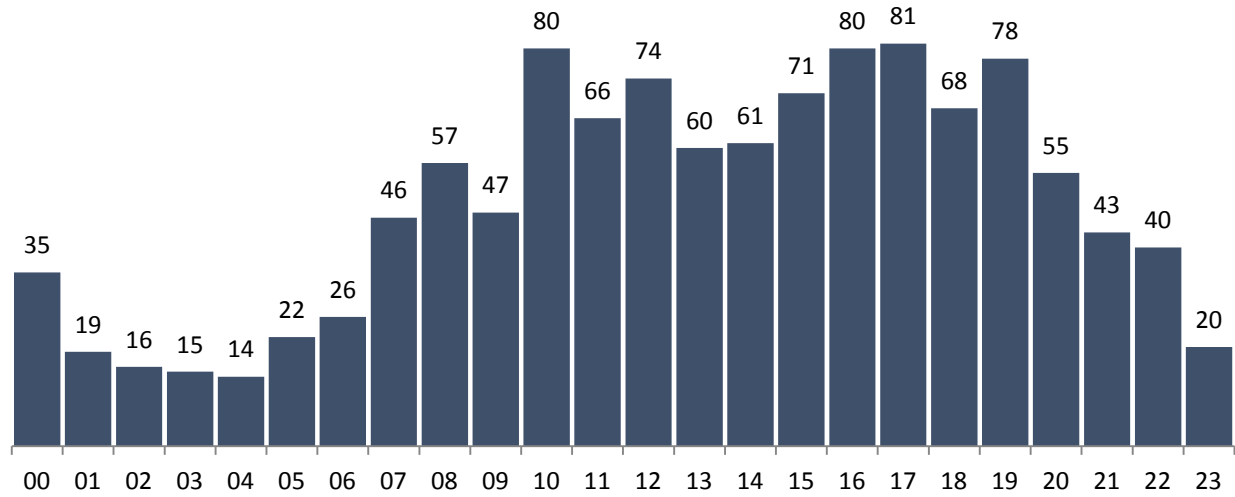
Station 57 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 57 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

Station 57 - Mountain Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10057 General Fund						
5001 Salaries & Wages Union	\$ 776,639	\$ 816,380	\$ 851,812	\$ 878,889	\$ 878,889	\$ 878,889
5003 Vacation Taken Union	117,614	142,838	117,359	116,580	116,580	116,580
5005 Sick Leave Taken Union	9,415	4,134	25,693	23,935	23,935	23,935
5007 Personal Leave Taken Union	14,149	10,906	11,813	11,779	11,779	11,779
5016 Vacation Sold at Retirement	19,738		2,642	2,143	2,143	2,143
5017 PEHP Vac Sold at Retirement	17,091		3,498	5,714	5,714	5,714
5020 Deferred Comp Match Union	31,797	34,241	45,260	49,637	49,637	49,637
5101 Vacation Relief	94,110	90,240	115,310	111,048	111,048	111,048
5105 Sick Relief	12,278	9,628	24,075	21,096	21,096	21,096
5106 On the Job Injury Relief	1,045	519	6,051	3,367	3,367	3,367
5107 Short Term Disability Relief		1,094	3,685	2,233	2,233	2,233
5110 Personal Leave Relief	7,783	7,308	14,922	13,221	13,221	13,221
5115 Vacant Slot Relief	4,474	2,987				
5118 Standby Overtime	833	1,630	1,101	975	975	975
5120 Overtime Union	13,522	4,576	9,168	22,491	22,491	22,491
5201 PERS Taxes	219,525	233,823	245,988	252,118	252,118	252,118
5203 FICA/MEDI	79,716	81,791	94,281	96,630	96,630	96,630
5206 Worker's Comp	32,545	28,523	34,510	35,369	35,369	35,369
5207 TriMet/Wilsonville Tax	7,426	7,756	9,045	9,144	9,144	9,144
5208 OR Worker's Benefit Fund Tax	417	462	817	817	817	817
5210 Medical Ins Union	187,475	195,392	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,200	6,800	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,290	2,221	3,840	3,420	3,420	3,420
Total Personnel Services	1,656,081	1,683,247	1,835,190	1,880,326	1,880,326	1,880,326
5300 Office Supplies	375	416	480	420	420	420
5301 Special Department Supplies	2,995	3,306	3,840	3,840	3,840	3,840
5302 Training Supplies	41		300	100	100	100
5305 Fire Extinguisher	231	28	120	120	120	120
5307 Smoke Detector Program		48	300	275	275	275
5320 EMS Supplies	3,536	4,101	4,500	4,500	4,500	4,500
5321 Fire Fighting Supplies	2,156	2,233	2,400	2,700	2,700	2,700
5325 Protective Clothing	1,268	1,810	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip	762	3,309	5,390	1,849	1,849	1,849
5350 Apparatus Fuel/Lubricants	4,502	4,354	5,000	5,500	5,500	5,500
5361 M&R Bldg/Bldg Equip & Improv	34,125	16,501	14,680	75,853	75,853	75,853
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,313	1,364	1,600	1,550	1,550	1,550
5414 Other Professional Services		96	200	125	125	125
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	429	343	344	344	344	344
5432 Natural Gas	3,618	4,858	5,500	6,500	6,500	6,500
5433 Electricity	5,729	6,120	6,438	6,800	6,800	6,800
5436 Garbage	2,149	2,177	2,400	2,475	2,475	2,475
5450 Rental of Equip	120	110	120	120	120	120

Station 57 - Mountain Road, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials			300	300	300	300
5500 Dues & Subscriptions	130	66	150	150	150	150
5570 Misc Business Exp	93	180	480	480	480	480
5575 Laundry/Repair Expense	169	202	255	255	255	255
Total Materials & Services	63,740	51,621	57,167	117,431	117,431	117,431
Total General Fund	\$ 1,719,821	\$ 1,734,868	\$ 1,892,357	\$ 1,997,757	\$ 1,997,757	\$ 1,997,757



Station 58 - Bolton

Fund 10 • Directorate 04 • Division 62 • Department 058

Station Description

Station 58, located on Failing Street just north of Highway 43, was originally constructed in the early 1950's and completely rebuilt on a nearby site in 2010. The 12,800 square foot station houses a total of **18 full-time personnel** (six personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 58** and can also respond in **Heavy Brush 58** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics respond to incidents utilizing **Medic 58** and also provide transport services in the District's portion of Clackamas County via a subcontract with American Medical Response (AMR).

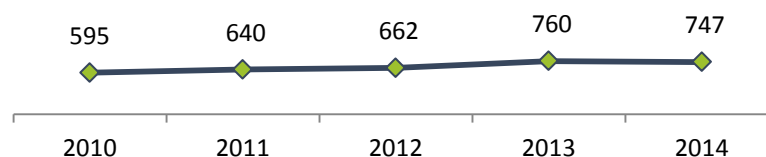
The 3,837 acres (6.0 square miles) of Station 58's first due area includes the northeast portion of West Linn plus rural lands. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,736,428	\$ 1,978,009	\$ 2,758,572	\$ 2,826,421
Materials & Services	80,999	72,919	83,458	132,007
Total Expenditure	\$ 1,817,427	\$ 2,050,927	\$ 2,842,030	\$ 2,958,428

Station 58 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

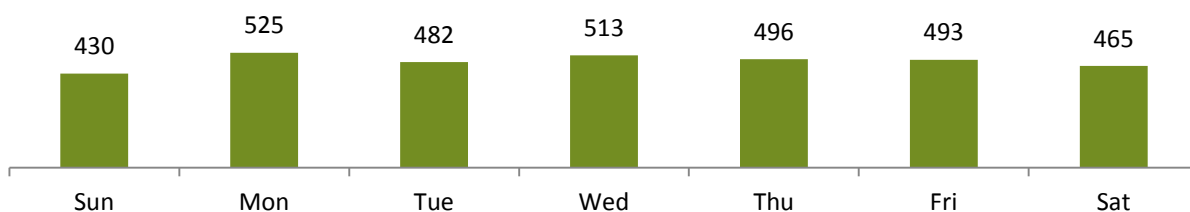
Station 58 - Bolton, continued

Station 58 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	92	23	90	20	77	24	83	23	75	23
Overpressure	0	2	0	2	0	2	0	2	0	2
EMS/Rescue Call	422	342	487	395	495	421	546	485	540	498
Hazardous Condition	23	19	22	35	17	21	17	24	23	37
Service Call	11	37	25	29	22	48	35	73	35	42
Good Intent Call	47	127	6	122	45	109	63	121	67	101
False Call	0	45	0	36	0	36	0	32	0	44
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	0	0	10	1	6	0	16	0	7	0
Total	595		640		662		760		747	

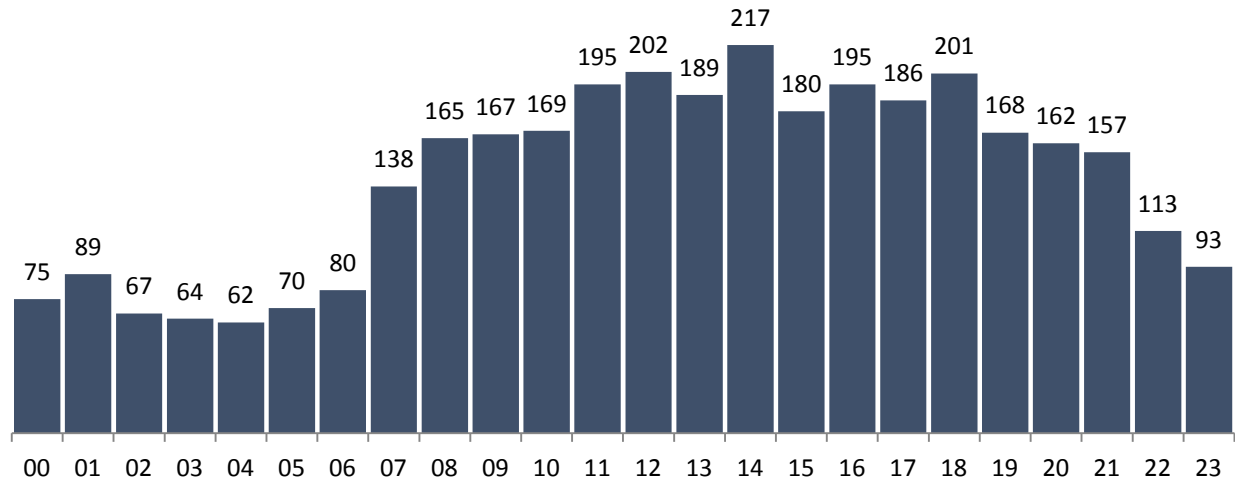
Station 58 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 58 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

Station 58 - Bolton, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10058 General Fund						
5001 Salaries & Wages Union	\$ 801,429	\$ 896,525	\$ 1,280,713	\$ 1,321,425	\$ 1,321,425	\$ 1,321,425
5003 Vacation Taken Union	119,632	134,478	176,451	175,278	175,278	175,278
5005 Sick Leave Taken Union	8,536	4,959	38,629	35,987	35,987	35,987
5007 Personal Leave Taken Union	13,454	14,687	17,760	17,708	17,708	17,708
5016 Vacation Sold at Retirement			3,971	3,220	3,220	3,220
5017 PEHP Vac Sold at Retirement		35,121	5,259	8,590	8,590	8,590
5020 Deferred Comp Match Union	33,419	37,949	68,049	74,629	74,629	74,629
5101 Vacation Relief	113,014	151,500	173,368	166,960	166,960	166,960
5105 Sick Relief	32,238	25,107	36,194	31,715	31,715	31,715
5106 On the Job Injury Relief	871	2,851	9,097	5,061	5,061	5,061
5107 Short Term Disability Relief	1,932		5,538	3,356	3,356	3,356
5110 Personal Leave Relief	26,271	20,943	22,435	19,876	19,876	19,876
5115 Vacant Slot Relief	9,886	8,496				
5118 Standby Overtime	1,408	1,067	1,653	1,466	1,466	1,466
5120 Overtime Union	9,502	14,986	13,783	33,814	33,814	33,814
5201 PERS Taxes	236,866	267,524	369,841	379,060	379,060	379,060
5203 FICA/MEDI	82,525	94,571	141,750	145,282	145,282	145,282
5206 Worker's Comp	32,545	30,730	51,883	53,177	53,177	53,177
5207 TriMet/Wilsonville Tax	7,867	9,003	13,598	13,747	13,747	13,747
5208 OR Worker's Benefit Fund Tax	448	552	1,360	1,360	1,360	1,360
5210 Medical Ins Union	194,990	215,682	310,680	318,780	318,780	318,780
5220 Post Retire Ins Union	6,750	7,477	10,800	10,800	10,800	10,800
5270 Uniform Allowance	2,844	3,800	5,760	5,130	5,130	5,130
Total Personnel Services	1,736,428	1,978,009	2,758,572	2,826,421	2,826,421	2,826,421
5300 Office Supplies	212	199	720	630	630	630
5301 Special Department Supplies	2,629	2,871	5,760	5,760	5,760	5,760
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	24			100	100	100
5307 Smoke Detector Program	62	168	300	275	275	275
5320 EMS Supplies	6,657	7,534	9,850	24,000	24,000	24,000
5321 Fire Fighting Supplies	690	2,362	3,600	4,050	4,050	4,050
5325 Protective Clothing	1,681	3,506	2,880	4,050	4,050	4,050
5330 Noncapital Furniture & Equip		1,902		1,475	1,475	1,475
5350 Apparatus Fuel/Lubricants	10,693	10,597	19,000	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	31,625	17,877	14,760	45,479	45,479	45,479
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,295	1,273	1,600	1,550	1,550	1,550
5414 Other Professional Services	91	88	150	125	125	125
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	636	1,168	1,168	1,168	1,168	1,168
5432 Natural Gas	2,943	2,957	3,000	3,100	3,100	3,100
5433 Electricity	16,370	16,325	13,000	15,500	15,500	15,500
5434 Water/Sewer	4,756	3,168	6,000	3,800	3,800	3,800

Station 58 - Bolton, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials	96	455	200	500	500	500
5500 Dues & Subscriptions	132	100	150	150	150	150
5570 Misc Business Exp	318	314	720	720	720	720
5575 Laundry/Repair Expense	49	54	50			
Total Materials & Services	80,999	72,919	83,458	132,007	132,007	132,007
Total General Fund	\$ 1,817,427	\$ 2,050,927	\$ 2,842,030	\$ 2,958,428	\$ 2,958,428	\$ 2,958,428



Station 59 - Willamette

Fund 10 • Directorate 04 • Division 62 • Department 059

Station Description

Station 59, located on Willamette Falls Drive, south of Interstate 205 off of the 10th Street exit, was originally constructed in the 1940's or early 1950's and completely rebuilt in 2010. The 12,260 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 59**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

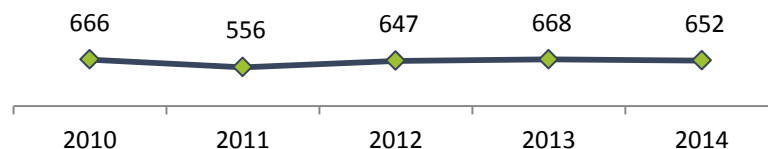
The 5,746 acres (9.0 square miles) of Station 59's first due area includes the southwest portion of West Linn and unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Water Rescue Team** is also housed at Station 59.



Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,955,387	\$ 2,030,955	\$ 1,966,432	\$ 2,029,779
Materials & Services	52,275	55,775	65,451	80,434
Total Expenditure	\$ 2,007,661	\$ 2,086,730	\$ 2,031,883	\$ 2,110,213

Station 59 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

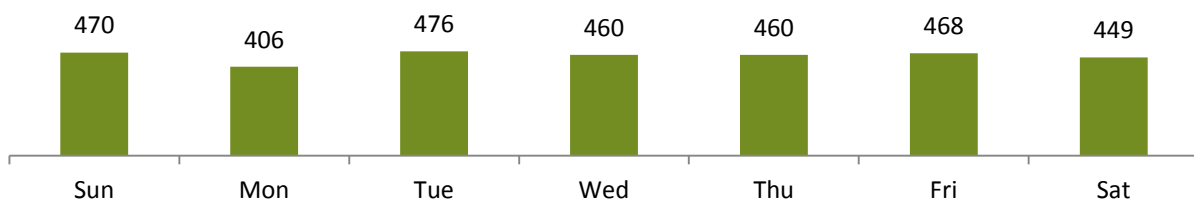
Station 59 - Willamette, continued

Station 59 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2010		2011		2012		2013		2014	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	88	21	60	19	68	16	86	19	93	24
Overpressure	0	2	0	0	0	2	0	1	0	2
EMS/Rescue Call	507	437	444	366	471	431	488	444	470	445
Hazardous Condition	13	13	11	11	16	19	11	15	12	26
Service Call	16	33	21	39	36	30	28	40	36	23
Good Intent Call	42	111	8	90	45	95	42	103	31	85
False Call	0	49	0	31	0	54	0	43	0	47
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	0	0	12	0	11	0	13	3	10	0
Total	666		556		647		668		652	

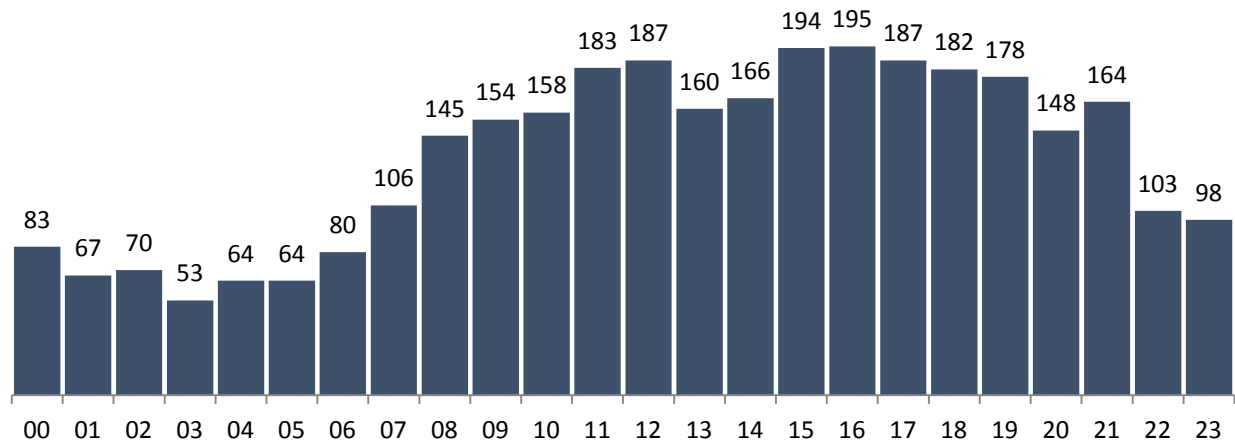
Station 59 First-Due Area

Incident Count by Day of Week, Calendar Years 2010–2014¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 59 First-Due Area

Incident Count by Hour of Day, Calendar Years 2010–2014¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 59 - Willamette, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10059 General Fund						
5001 Salaries & Wages Union	\$ 928,741	\$ 953,879	\$ 920,602	\$ 957,753	\$ 957,753	\$ 957,753
5003 Vacation Taken Union	118,739	134,584	126,836	127,041	127,041	127,041
5005 Sick Leave Taken Union	2,116	5,585	27,768	26,083	26,083	26,083
5007 Personal Leave Taken Union	9,783	12,225	12,767	12,836	12,836	12,836
5016 Vacation Sold at Retirement			2,855	2,336	2,336	2,336
5017 PEHP Vac Sold at Retirement	1,884		3,781	6,227	6,227	6,227
5020 Deferred Comp Match Union	33,872	36,587	48,915	54,092	54,092	54,092
5101 Vacation Relief	141,547	141,102	124,622	121,013	121,013	121,013
5105 Sick Relief	34,474	36,878	26,018	22,989	22,989	22,989
5106 On the Job Injury Relief	2,108	3,879	6,540	3,670	3,670	3,670
5107 Short Term Disability Relief	1,812		3,982	2,434	2,434	2,434
5110 Personal Leave Relief	25,182	30,234	16,128	14,407	14,407	14,407
5115 Vacant Slot Relief	7,514	4,676				
5118 Standby Overtime	810	1,109	1,190	1,063	1,063	1,063
5120 Overtime Union	20,756	17,938	9,908	24,510	24,510	24,510
5201 PERS Taxes	274,010	294,083	265,853	274,743	274,743	274,743
5203 FICA/MEDI	94,469	99,316	101,894	105,302	105,302	105,302
5206 Worker's Comp	35,945	33,349	37,297	38,544	38,544	38,544
5207 TriMet/Wilsonville Tax	9,041	9,525	9,776	9,965	9,965	9,965
5208 OR Worker's Benefit Fund Tax	486	529	1,540	1,631	1,631	1,631
5210 Medical Ins Union	203,275	207,170	207,120	212,520	212,520	212,520
5220 Post Retire Ins Union	6,950	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,874	1,108	3,840	3,420	3,420	3,420
Total Personnel Services	1,955,387	2,030,955	1,966,432	2,029,779	2,029,779	2,029,779
5300 Office Supplies	222	121	480	420	420	420
5301 Special Department Supplies	2,821	2,315	3,840	3,840	3,840	3,840
5302 Training Supplies	41		100	100	100	100
5305 Fire Extinguisher	299			120	120	120
5306 Photography Supplies & Process						
5307 Smoke Detector Program	144		300	275	275	275
5320 EMS Supplies	5,065	4,477	6,050	5,500	5,500	5,500
5321 Fire Fighting Supplies	814	805	2,400	2,700	2,700	2,700
5325 Protective Clothing	1,573	536	1,920	2,700	2,700	2,700
5330 Noncapital Furniture & Equip		190				
5350 Apparatus Fuel/Lubricants	7,463	6,801	7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	13,159	20,518	14,605	28,141	28,141	28,141
5365 M&R Firefight Equip			100	125	125	125
5367 M&R Office Equip	1,274	1,284	1,600	1,550	1,550	1,550
5414 Other Professional Services	47	129	150	125	125	125
5415 Printing	209		50	50	50	50
5416 Custodial & Bldg Services	771	1,073	1,074	1,074	1,074	1,074
5432 Natural Gas	1,745	1,861	3,952	4,110	4,110	4,110
5433 Electricity	13,234	13,394	15,600	16,224	16,224	16,224
5434 Water/Sewer	1,938	1,213	4,000	4,000	4,000	4,000

Station 59 - Willamette, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5480 Community/Open House/Outreach		40	300	300	300	300
5481 Community Education Materials	871	366	600	750	750	750
5500 Dues & Subscriptions	110	78	150	150	150	150
5570 Misc Business Exp	337	434	480	480	480	480
5575 Laundry/Repair Expense	136	142	200	200	200	200
Total Materials & Services	52,275	55,775	65,451	80,434	80,434	80,434
Total General Fund	\$ 2,007,661	\$ 2,086,730	\$ 2,031,883	\$ 2,110,213	\$ 2,110,213	\$ 2,110,213



Emergency Medical Services

Fund 10 • Directorate 04 • Division 63 • Department 205

Program Description

The Emergency Medical Services (EMS) program is responsible to ensure the highest quality medical care is delivered to patients on emergency scenes by District responders, and is a new department budget with transferred personnel and the budget from the former combined EMS/Occupational Health/Wellness program budget 421.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services			\$ 1,015,388	\$ 1,279,673
Materials & Services			422,892	602,616
Total Expenditure			\$ 1,438,280	\$ 1,857,298

Personnel Summary¹

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00
EMS Officer	1.00	1.00	1.00	4.00
EMS Assistant	1.00	1.00	1.00	1.00
OHS Business Manager	0.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	4.00	5.00	5.00	7.00

2015-16 Significant Changes

EMS Officer staffing was increased commensurate with additional deployed units and firefighter response personnel. Overtime for mandatory ALS in-service training was moved to the Training department budget.

Materials and Services expenses include \$41,800 for infusion pumps for medicine administration, \$19,200 for new laryngoscopes, and \$60,000 for set-up for new Medic units, among other items in account 5320, EMS Supplies. Medical supervision is provided for in Account 5413 (\$87,680) and \$44,000 in other consultant services is budgeted for mobile healthcare and regional data depository projects. In addition, the District must recertify its Paramedics every two years and accordingly, the certification fees in account 5502 were increased as this is a recertification year. Billing agent fees are included in account 5418 and account 5599 reflects write-offs for unreimbursed transports.

Emergency Medical Services, continued

Status of 2014-15 Service Measures

- Maintain cardiac arrest survival rate.

Goal(s)/Call(s) for Action: I/D and 3
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients (V-fib and overall). Influenced by Hands-Only CPR training, Public Access to Defibrillators program, and PulsePoint implementation. Due to small numbers per year, staff must look at long-term trending.
Status or Outcome: A 15 year review of cardiac registry was completed. Waiting on final ROC data from OHSU for 2014.

- Work with Cardiac Campaign partners to include new field performance measures for STEMI performance.

Goal(s)/Call(s) for Action: I/C, D, 2 and 3; II/A, B, and 4; VI/1
Service Type(s): Discretionary
Measured By: Increased bystander training in Hands-Only Cardiopulmonary Resuscitation (CPR). New STEMI metrics per countywide QI effort.
Status or Outcome: Continued working with regional STEMI hospitals, Providence St. Vincent's (PSVMC) and Legacy Meridain Park (LMPMC), to improve field recognition and transmission of ECG's to hospitals. Metrics focused on reducing scene time are based on national metrics. Washington County EMS is applying these same standards to aggregate data and it's being provided to all agencies. Individual real-time STEMI QI feedback is being presented to participating agencies by PSVMC and quarterly summaries from LMPMC for individual agency performance.

Status of 2014-15 Change Strategies

- Develop 12-lead electrocardiogram (ECG) transmission process to area hospitals from the emergency scene to reduce door-to-balloon time in identified STEMI patients.

Goal(s)/Call(s) for Action: I/D and 2; VI/A and 1
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: New cardiac monitors will be capable of transmitting ECGs from the incident scene to the hospital. Will need to work with Information Technology to develop transmission capability through apparatus communication systems. Cost associated will be staff time.
Partner(s): EMS, Integrated Operations, Information Technology, hospital partners
Status or Outcome: Transmission of 12-lead ECG's from the field has been completed and is working with a very high success rate. All STEMI centers for patient's served by TVFR can receive 12-lead's from the scene.

- Refocus Critical Skills classes to emphasize single company response to medical calls and paramedic training.

Goal(s)/Call(s) for Action: I/D
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Explore new ways of training on critical skills for Paramedics. This year's process will emphasize single company drills, instead of the dual house training model. Future processes will involve technology over the network to manage training, as well as alternate service delivery models.
Partner(s): Training, Information Technology
Status or Outcome: Critical Skills program was reworked this last year and continues to be a needed training program to maintain abilities. Coordination, budgeting and tracking has been moved to the Training Division.

Status of 2014-15 Change Strategies, continued

- Research innovative healthcare partnerships that benefit both District goals and Oregon's Triple Aim (Oregon's framework that describes an approach to optimizing health system performance).

Goal(s)/Call(s) for Action: I/C, 2 and 3; II/4; VI/1 and 2
 Budget Impact: Increase required
 Duration: Year 2 of 2
 Budget Description: Resources will be required to support involvement of a consultant with expertise in community healthcare initiatives.
 Partner(s): Planning, Training, Information Technology, external healthcare organization(s), medical directors
 Status or Outcome: Completed a 12-month pilot with PSVMC and currently working with LMPMC on Mobile Integrated Health (MIH) care programs. Future opportunities exist for the District to be involved in other MIH with other partners including Clackamas County. EMS is requesting to change program status to on-going.

Additional 2014-15 Accomplishments

- Contracted Transport Services for AMR in Clackamas County in May of 2014.
- PulsePoint Cardiac Arrest Survivor at Fitness Center.
- New Data Specialist Trained.
- First Cardiac Survivor Breakfast in February 2015.
- Purchase of Six Additional Medic Units.
- CPR Feedback from cardiac Monitors Being Provided to Crews by Peer QI Group.

2015-16 Service Measures

EMS Service Measures (Calendar year)	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Patient Care Reports Written	15,447	15,500	16,379	17,279	18,354
Number of EMS Responses	25,862	28,736	29,829	30,962	32,138
Cardiac Arrest Survival % V-Fib / Overall	41% / 18%	40% / 16%	36%/15.4%	45%/18%	45%/18%

- Maintain cardiac arrest survival rate.

Goal(s)/Call(s) for Action: I/D
 Service Type(s): Essential
 Measured By: Sustained or improved percentage of survival of cardiac arrest patients (V-fib and overall). Influenced by Hands-Only CPR training, Public Access to Defibrillators program, Pit Crew CPR and PulsePoint implementation. Due to small numbers per year, staff must look at long-term trending.

Emergency Medical Services, continued

2015-16 Change Strategies

- Transition from EMS Officer to Medical Services Officer as the base staffing model for the EMS Division and to support District Operations.

Goal(s)/Call(s) for Action: I/D
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Move to a Medical Services Officer as the staffing model within the EMS Division. Additional staffing is required to support the expansion of District Operations.
Partner(s): Integrated Operations, Human Resources, Finance.

- Develop innovative healthcare partnerships that benefit both District goals and Oregon's Triple Aim.

Goal(s)/Call(s) for Action: I/D; VI/A and 1
Budget Impact: Increase required
Duration: Year 2 of 4
Budget Description: Explore healthcare partnerships based upon information gained from research pilots performed during the first two years. Associated costs will be staff FTE, training cost, and mobile healthcare equipment.
Partner(s): EMS, Integrated Operations, Information Technology, Training, hospital partners

- Complete performance metrics for Stroke, Trauma System Entry, and STEMI.

Goal(s)/Call(s) for Action: I/D and 2; VI/A and 1
Budget Impact: Budget neutral
Duration: Year 2 of 3
Budget Description: Develop best practice metrics to measure system performance in management of Stroke, TSE and STEMI. Metrics will help quantify patient outcome and value-based performance.
Partner(s): EMS, Integrated Operations, Information Technology, Training, external healthcare partners

- Create a quality improvement process to communicate EMS performance metrics to the Training Division.

Goal(s)/Call(s) for Action: I/D
Budget Impact: Budget neutral. Transfer EMS training funds to Training Division.
Duration: Year 1 of 1
Budget Description: Infuse EMS performance metrics into a structured training/evaluation process to target training needs. Supports outcome-driven, value-based patient care objective.
Partner(s): EMS, Training, Integrated Operations, Information Technology



Emergency Medical Services, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10205 General Fund						
5001 Salaries & Wages Union			\$ 95,173	\$ 524,507	\$ 524,507	\$ 524,507
5002 Salaries & Wages Nonunion			361,104	188,932	188,932	188,932
5003 Vacation Taken Union			6,748	36,390	36,390	36,390
5004 Vacation Taken Nonunion			27,456	14,534	14,534	14,534
5005 Sick Leave Taken Union			1,928	10,400	10,400	10,400
5006 Sick Taken Nonunion			5,493	2,907	2,907	2,907
5007 Personal Leave Taken Union			964	5,200	5,200	5,200
5008 Personal Leave Taken Nonunion			2,356	1,247	1,247	1,247
5015 Vacation Sold			9,397	13,990	13,990	13,990
5020 Deferred Comp Match Union			4,338	23,397	23,397	23,397
5021 Deferred Comp Match Nonunion			19,612	16,871	16,871	16,871
5120 Overtime Union			152,161	12,608	12,608	12,608
5121 Overtime Nonunion			1,500	1,500	1,500	1,500
5201 PERS Taxes			138,644	174,534	174,534	174,534
5203 FICA/MEDI			53,139	62,579	62,579	62,579
5206 Worker's Comp			14,577	26,847	26,847	26,847
5207 TriMet/Wilsonville Tax			5,098	6,215	6,215	6,215
5208 OR Worker's Benefit Fund Tax			175	245	245	245
5210 Medical Ins Union			17,260	88,550	88,550	88,550
5211 Medical Ins Nonunion			58,282	38,381	38,381	38,381
5220 Post Retire Ins Union			600	3,000	3,000	3,000
5221 Post Retire Ins Nonunion			3,600	1,800	1,800	1,800
5230 Dental Ins Nonunion			6,888	3,688	3,688	3,688
5240 Life/Disability Insurance			4,609	2,811	2,811	2,811
5270 Uniform Allowance			1,000	1,500	1,500	1,500
5290 Employee Tuition Reimburse			16,926	11,280	11,280	11,280
5295 Vehicle/Cell Allowance			6,360	5,760	5,760	5,760
Total Personnel Services			1,015,388	1,279,673	1,279,673	1,279,673
5300 Office Supplies			700	700	700	700
5301 Special Department Supplies			4,000			
5302 Training Supplies			3,800	3,800	3,800	3,800
5320 EMS Supplies			147,600	166,810	166,810	166,810
5321 Fire Fighting Supplies			100	300	300	300
5325 Protective Clothing			480	960	960	960
5330 Noncapital Furniture & Equip				3,400	3,400	3,400
5350 Apparatus Fuel/Lubricants			7,500	7,500	7,500	7,500
5366 M&R EMS Equip			6,500	66,318	66,318	66,318
5367 M&R Office Equip			2,400			
5400 Insurance Premium				360	360	360
5413 Consultant Fees			129,220	133,480	133,480	133,480
5414 Other Professional Services			1,350			
5417 Temporary Services			36,192	7,000	7,000	7,000
5418 Trustee/Administrative Fees				31,920	31,920	31,920
5461 External Training			12,875	5,910	5,910	5,910

Emergency Medical Services, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5462 Travel and Per Diem			12,400	13,400	13,400	13,400
5472 Employee Recog & Awards			1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping			100	100	100	100
5500 Dues & Subscriptions			1,680	1,983	1,983	1,983
5502 Certifications & Licensing			53,395	6,075	6,075	6,075
5570 Misc Business Exp			300	300	300	300
5571 Planning Retreat Expense			400	400	400	400
5599 Uncompensated Care				150,000	150,000	150,000
Total Materials & Services			422,892	602,616	602,616	602,616
Total General Fund			\$ 1,438,280	\$ 1,882,289	\$ 1,882,289	\$ 1,882,289

Program Description

The combined EMS, Behavioral Health, and Occupational Health/Wellness programs were reorganized in 2014-15, with the prior year personnel and program budgets moved to the Fire Chief's Office (Behavioral Health), new EMS, and the new Occupational Health/Wellness program.

Occupational Health/Wellness was moved to the Business Operations Directorate, effective July 1, 2014.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,356,844	\$ 1,426,047		
Materials & Services	372,286	376,664		
Total Expenditure	\$ 1,729,130	\$ 1,802,711		

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	To EMS 205	
Battalion Chief	1.00	1.00	To EMS 205	
EMS Officer Paramedic	1.00	1.00	To EMS 205	
Program Manager	1.00	1.00	To OHS 470	
Wellness Coordinator	1.00	1.00	To OHS 470	
Program Assistant	1.00	1.00	To OHS 470	
EMS Specialist	1.00	1.00	To EMS 205	
Nurse	1.00	1.00	To OHS 470	
Behavioral Health Specialist	0.50	1.00	To FCO 150	
Total Full-Time Equivalents (FTE)	8.50	9.00		

2015-16 Significant Changes

All former department costs, Service Measures, and Change Strategies have been moved to departments 150, 470, and 205.

EMS / Occupational Health / Wellness, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10421 General Fund						
5001 Salaries & Wages Union	86,820	85,587				
5002 Salaries & Wages Nonunion	607,846	640,470				
5003 Vacation Taken Union	15,340	16,665				
5004 Vacation Taken Nonunion	47,130	52,422				
5005 Sick Leave Taken Union						
5006 Sick Taken Nonunion	6,660	12,678				
5007 Personal Leave Taken Union	123	2,794				
5008 Personal Leave Taken Nonunion	3,812	2,273				
5010 Comp Taken Nonunion	812	1,024				
5015 Vacation Sold	22,315	24,088				
5016 Vacation Sold at Retirement		7,855				
5017 PEHP Vac Sold at Retirement	3,361					
5020 Deferred Comp Match Union	3,901	4,076				
5021 Deferred Comp Match Nonunion	25,323	29,085				
5120 Overtime Union	123,855	132,431				
5121 Overtime Nonunion	1,802	4,174				
5201 PERS Taxes	174,551	175,666				
5203 FICA/MEDI	64,768	69,386				
5206 Worker's Comp	15,561	15,093				
5207 TriMet/Wilsonville Tax	6,003	6,909				
5208 OR Worker's Benefit Fund Tax	279	318				
5210 Medical Ins Union	17,260	19,406				
5211 Medical Ins Nonunion	100,768	91,431				
5220 Post Retire Ins Union	600	650				
5221 Post Retire Ins Nonunion	6,000	5,625				
5230 Dental Ins Nonunion	12,538	11,569				
5240 Life/Disability Insurance	5,708	5,926				
5270 Uniform Allowance	774	1,220				
5295 Vehicle/Cell Allowance	2,934	7,225				
Total Personnel Services	1,356,844	1,426,047				
5300 Office Supplies	258	1,075				
5301 Special Department Supplies	3,208	8,030				
5302 Training Supplies	3,383	53				
5303 Physical Fitness	10,867	9,022				
5320 EMS Supplies	49,942	42,947				
5321 Fire Fighting Supplies						
5325 Protective Clothing	442	6				
5330 Noncapital Furniture & Equip		210				
5350 Apparatus Fuel/Lubricants	6,175	6,288				
5366 M&R EMS Equip	838	12,011				
5367 M&R Office Equip	1,921	1,821				
5413 Consultant Fees	90,131	104,283				
5414 Other Professional Services	109,215	107,275				
5415 Printing	136	38				

EMS / Occupational Health / Wellness, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5417 Temporary Services	22,247	54,185				
5419 Chaplains Reimbursement	2,359					
5445 Rent/Lease of Building	1,185	2,370				
5461 External Training	7,175	6,435				
5462 Travel and Per Diem	15,532	13,355				
5471 Citizen Awards		50				
5472 Employee Recog & Awards	1,239	414				
5484 Postage UPS & Shipping	50	15				
5500 Dues & Subscriptions	1,888	1,226				
5502 Certifications & Licensing	41,105	3,916				
5570 Misc Business Exp	1,406	1,698				
5571 Planning Retreat Expense	174	359				
5572 Advertis/Public Notice	67					
5573 Inventory Over/Short/Obsolete	1,342	(417)				
Total Materials & Services	372,286	376,664				
Total General Fund	\$ 1,729,130	\$ 1,802,711				



Program Description

The Training Division manages continuing education for all suppression and medical personnel at Tualatin Valley Fire and Rescue. It delivers emergency medical training, including all Emergency Medical Technician (EMT) Basic and Paramedic recertification, and Advanced Life Support (ALS) training. The Training Division provides the classes for emergency personnel required by local, state, and federal regulations. It also reviews, develops, and coordinates instruction on organizational procedures. This division is most closely aligned with the District's key strategic goals of *"Foster an environment conducive to the safety and health of all members"*, and *"Provide craftsmanship, innovation, and excellence throughout the organization."* The District truly believes that a highly skilled and trained workforce, equipped with reliable and effective response tools, will contribute to the safety of its citizens.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 1,305,089	\$ 1,612,602	\$ 1,399,982	\$ 1,949,985
Materials & Services	274,542	300,509	311,950	438,462
Total Expenditure	\$ 1,579,631	\$ 1,913,111	\$ 1,711,932	\$ 2,388,447

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.00	5.00	5.00	6.00
Operations Technician	1.00	1.00	1.00	1.00
Training Division Specialist	0.00	1.00	1.00	1.00
Administrative Assistant	2.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	10.00

2015-16 Significant Changes

Within Personnel Services, Union Overtime includes ALS in-service attendance for 215 paramedics for two-four-hour sessions (\$85,883), company officer in-service (\$38,880), skills lab cadaver training (\$19,200), didactic hospital rotations (\$24,000), and other training classes for line personnel to teach, evaluate, and take skills training in specialized areas. Tuition was increased to account for planned education of staff.

The Materials and Services budget, Account 5302, Training Supplies, includes \$17,600 for scrap automobiles used for extrication drills and \$10,200 for EMS skills cadaver training; among other items used for specific drills and prop support. Account 5361, Maintenance and Repair for Building and Building Improvements, accounts for training prop maintenance and site monitoring, as well as hydrant, general, and landscape maintenance. For 2015-16, \$50,000 in paving overlay is planned as the initial phase of a four year asphalt maintenance program at the Training Center. Account 5414, Other Professional Services, includes funding for instructor fees for specialized instruction Tractor-drawn training (\$30,000), and hazmat classes. Account 5416, Custodial and Building Services, reflects the costs of custodial services.

Training, continued

Status of 2014-15 Service Measures

- Identify, provide, and document the federal, state, local, and organizationally mandated training requirements for all District career and volunteer positions.

Goal(s)/Call(s) for Action: I/D; III; IV; VII/F
Service Type(s): Mandatory
Measured By: 100% compliance by all District Operations members in their assigned positions. 95% compliance by all District non-Operations members in their assigned positions.
Status or Outcome: 100% compliance by all District personnel was achieved in fiscal year 2014-15.

- Work with Human Resources to assist with promotional processes; supervisor and manager training; diversity training; and professional development. Provide training and assistance to prepare candidates for promotional processes.

Goal(s) /Call(s) for Action: V/A, B, and 3; VII/F
Service Type(s): Essential
Measured By: Number of hours delivering training for or in support of development processes/trainings.
Status or Outcome: Worked closely with Human Resources Department to revise all line personnel job descriptions. Provided new employee orientation, conducted one lateral academy, one entry level academy, one Battalion Chief promotional exam and Training Officer exam. Completed a comprehensive review of all line employee probationary programs. Developed an officer development program.

- Maintain individual training records and produce training reports to demonstrate compliance with legal mandates.

Goal(s) /Call(s) for Action: I/A and D
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.
Status or Outcome: Deployed a learning management system district-wide. Completed a full review of all mandates. Created a compliance training reference SharePoint site and managed employee compliance training with credentials within the new learning management system.

- Participate in Integrated Operations Fire and EMS QI, provide and receive input to the initiatives of the three operating centers.

Goal(s) /Call(s) for Action: I/B, C, D and 4; VI/1
Service Type(s): Mandatory
Measured By: Attending meetings, completing assigned tasks, and reporting back to the Training Division. Allows for modification of training practices based on information received.
Status or Outcome: Due to the restructuring of our organization and the strategic responsibilities of the Division Chiefs group; this service measure is now conducted at that level.

Status of 2014-15 Service Measures, continued

- Continue to establish and build partnerships with public agencies and private business by promoting joint coordination of training props, academies, facilities, and instructors.

Goal(s) /Call(s) for Action: IV/4; VI/A and 1
 Service Type(s): Discretionary
 Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.
 Status or Outcome: The Training Division has agreements with Portland Community College, Hillsboro Fire Department, Western Washington County Training Officers Association, Tigard and Beaverton CERT, Northwest Natural Gas, OFCA Fire Behavior Training, and Oregon National Guard among other organizations that routinely use District Training Facilities (both North and South), and District instructors, etc.

- Continue to provide technical assistance to all TVF&R Operating Centers and Divisions for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.

Goal(s) /Call(s) for Action: I/D; III/A; VII/F
 Service Type(s): Mandatory
 Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.
 Status or Outcome: Training delivered required Wildland, CPR/AED, Bloodborne Pathogens, ALS In-service, Hazmat Operations, Forklift Training and Sexual Harassment for supervisors.

Status of 2014-15 Change Strategies

- Replace/implement a Training Records/Learning Management System.

Goal(s)/Call(s) for Action: I/A, D, and 4; VII
 Budget Impact: Increase required
 Duration: Year 2 of 2
 Budget Description: Purchase and implement the Learning Management System.
 Partner(s): Information Technology, Integrated Operations, Fire Chief's Office, Human Resources, EMS, vendors
 Status or Outcome: Purchase and successful implementation of the learning management system has been completed.

- Develop and implement the certification leveling plan for all EMTs for the 2013-2015 licensure period.

Goal(s)/Call(s) for Action: I/D; VII/F and 4
 Budget Impact: Resource neutral
 Duration: Year 2 of 2
 Budget Description: Utilize EMS Online and other distributed blended learning programs, as well as ongoing continuing medical education delivery methods to meet the new state and nationally mandated standards.
 Partner(s): Information Technology, Integrated Operations
 Status or Outcome: EMS Online was not utilized. Successfully completed the state's leveling requirements using blended training that is available through the District's new learning management system and through a partnership with AMR and other Clackamas county first responders.

Training, continued

Additional 2014-15 Accomplishments

- Developed and initiated a comprehensive staffing plan.
- Developed and initiated phase 1 of 3 facility plan.
- Implemented the “Performance First” training philosophy connecting effort to outcomes.
- Conducted a comprehensive review of all compliance training requirements and revised SOG 11.01.10 to reflect updates.
- Established a work group to develop an officer development program.

2015-16 Service Measures

Training Hours by Method of Delivery

Method of Delivery	*EMS Training Hours	* Fire Training Hours
Lecture/Conference	4,590	6,324
Practical Drill	9,828	14,268
Self-Study	504	2,228
Video/Internet	4,602	2,320
WebEx	16	-
TOTAL TRAINING HOURS	19,541	25,142
*Hours reflect time period : 7/1/14 to 2/5/15		Fire Hours Include: Company, Specialty Team, Recruit and Officer training hours.

Total Out of Service Hours for Training

FY11-12	FY12-13	FY13-14
8,496 hours	7,193 Hours	6,524 Hours

- Identify, provide, and document the federal, state, local, and organizationally mandated training requirements for all District career and volunteer positions.

Goal(s)/Call(s) for Action: I; III; IV; VII/F and 4
 Service Type(s): Mandatory
 Measured By: 100% compliance by all District members in their assigned positions.

- Work with Human Resources to assist with promotional processes; supervisor and manager training; diversity training; and professional development. Provide training and assistance to prepare candidates for promotional processes.

Goal(s)/Call(s) for Action: V/A, B, and 2; VII/F and 4
 Service Type(s): Essential
 Measured By: Number of hours delivering training for or in support of development processes/trainings.

- Maintain individual training records and produce training reports to demonstrate compliance with legal mandates.

Goal(s)/Call(s) for Action: VII
 Service Type(s): Mandatory
 Measured By: Various reports developed to meet specific legal and mandated requirements.

2015-16 Service Measures, continued

- Participate in Integrated Operations Fire and EMS QI, provide and receive input to the initiatives of the three operating centers.

Goal(s) /Call(s) for Action: I/2; VI/1
 Service Type(s): Mandatory
 Measured By: Attending meetings, completing assigned tasks, and reporting back to the Training Division. Allows for modification of training practices based on information received.

- Establish and build partnerships with public agencies and private business by promoting joint coordination of training props, academies, facilities, and instructors.

Goal(s)/Call(s) for Action: IV/4; VI/A and 1
 Service Type(s): Discretionary
 Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.

- Provide technical assistance to all TVF&R Operating Centers and Divisions for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.

Goal(s)/Call(s) for Action: I/D; III/A; VII/F
 Service Type(s): Mandatory
 Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.

- Market and deliver one set of hazardous materials classes (weeks 1-4).

Goal(s)/Call(s) for Action: III/A; VII/F
 Service Type(s): Discretionary
 Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.

- Support Training Center access for use by strategic partners.

Goal(s)/Call(s) for Action: III/ A; VI/A and 1 Service Type(s): Discretionary
 Measured By: Number of hours used

2015-16 Change Strategies

- Develop and deliver an apparatus operator academy to reflect a change in the overall approach and a larger number of participants (approximately 30 personnel).

Goal(s)/Call(s) for Action: I/A and D; VII/F and 4
 Budget Impact: Increase required
 Duration: 1 of 1
 Budget Description: Increase instructor OT and materials to support the academy.
 Partner(s): Training Division, Human Resources, Operating Centers

- Implement facility improvements to Training Center office spaces, drill grounds and simulation props to support more efficient, effective and safe training operations. Also, bring the props in line with more modern training methods.

Training, continued

2015-16 Change Strategies, continued

Goal(s)/Call(s) for Action: III/A; VII/F and 3
Budget Impact: Increase
Duration: 1 of 3
Budget Description: Based upon performance expectations placed on the Division Chief of Training; new work space, collaboration space and office layout has taken place. In order to complete the transition, office furniture and support items need to be acquired. In addition, some prop upgrades will be take place that support the overall expectations.
Partner(s): Training Division, Facilities, Information Technology

- Deliver a tiller operator academy for all Apparatus Operators to support safe and effective deployment of a tiller, which represents a new type of apparatus for TVF&R.

Goal(s)/Call(s) for Action: I/A and D; VII/F and 4
Budget Impact: Increase required
Duration: 1 of 2
Budget Description: Increase instructor OT and materials to support the training.
Partner(s): Training Division, Fleet, Operating Centers

- Develop and deliver multiple reality-based fire ground and emergency medical simulations at varied locations throughout the District. In doing so, replicate as closely as possible actual conditions for a set of incidents selected through performance data analysis. Use high simulation training, mannequins, actors, buildings and a consultant to design the exercises.

Goal(s)/Call(s) for Action: III/A and C; VII/F
Budget Impact: Increase required
Duration: 1 of 1
Budget Description: Funding reallocated from MCOs and ALS in-service. Increase to professional services. Increase in staff time to facilitate exercises.
Partner(s): Training Division, Human Resources, Operating Centers

- Transition training content into the learning management system and redesign of the Training Division website. Leverage this technology to reduce the total amount of out of service time by flipping the classroom.

Goal(s)/Call(s) for Action: I/A and D; VII/F
Budget Impact: Increase required
Duration: 2 of 2
Budget Description: Increase FTE to support the learning management system.
Partner(s): Training Division, Information Technology, Operating Centers

- Better leverage and apply existing data sets to inform and enhance the development of performance-first training initiatives.

Goal(s)/Call(s) for Action: I/A and D; VII/F
Budget Impact: Increase required
Duration: 1 of 2
Budget Description: Increase FTE and possible job reclassification.
Partner(s): Training Division, Information Technology, Operating Centers

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10402 General Fund						
5001 Salaries & Wages Union	\$ 428,797	\$ 492,056	\$ 462,159	\$ 576,534	\$ 576,534	\$ 576,534
5002 Salaries & Wages Nonunion	232,560	308,450	270,533	295,516	295,516	295,516
5003 Vacation Taken Union	51,511	67,857	33,740	40,770	40,770	40,770
5004 Vacation Taken Nonunion	19,917	25,291	20,812	22,733	22,733	22,733
5005 Sick Leave Taken Union	22,636	13,156	9,640	11,652	11,652	11,652
5006 Sick Taken Nonunion	3,619	4,079	4,164	4,548	4,548	4,548
5007 Personal Leave Taken Union	8,079	3,081	4,820	5,826	5,826	5,826
5008 Personal Leave Taken Nonunion	427	929	1,786	1,951	1,951	1,951
5009 Comp Taken Union	3,199	4,568				
5010 Comp Taken Nonunion	38	10				
5015 Vacation Sold	1,138	11,635	18,733	21,807	21,807	21,807
5016 Vacation Sold at Retirement	552	315				
5017 PEHP Vac Sold at Retirement		65,228				
5018 Comp Time Sold Union	313					
5019 Comp Time Sold Nonunion		545				
5020 Deferred Comp Match Union	19,970	22,395	21,690	26,214	26,214	26,214
5021 Deferred Comp Match Nonunion	9,284	14,080	14,866	22,598	22,598	22,598
5090 Temporary Services-Backfill	10,803	2,466				
5120 Overtime Union	73,309	74,697	79,645	285,921	285,921	285,921
5121 Overtime Nonunion	1,802	3,082	1,753	1,758	1,758	1,758
5201 PERS Taxes	179,592	217,489	188,494	268,778	268,778	268,778
5203 FICA/MEDI	60,436	72,216	72,247	97,133	97,133	97,133
5206 Worker's Comp	23,030	21,524	27,108	36,291	36,291	36,291
5207 TriMet/Wilsonville Tax	5,858	7,108	6,931	9,547	9,547	9,547
5208 OR Worker's Benefit Fund Tax	258	325	315	350	350	350
5210 Medical Ins Union	90,439	96,713	86,300	106,260	106,260	106,260
5211 Medical Ins Nonunion	40,677	61,308	54,217	66,280	66,280	66,280
5220 Post Retire Ins Union	3,100	3,350	3,000	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	3,675	3,750	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	5,468	7,135	6,048	6,220	6,220	6,220
5240 Life/Disability Insurance	2,415	3,088	4,165	4,838	4,838	4,838
5270 Uniform Allowance	2,188	3,533	3,216	3,400	3,400	3,400
5290 Employee Tuition Reimburse		894		25,260	25,260	25,260
5295 Vehicle/Cell Allowance		250		600	600	600
Total Personnel Services	1,305,089	1,612,602	1,399,982	1,949,985	1,949,985	1,949,985
5300 Office Supplies	2,020	2,668	3,489	2,520	2,520	2,520
5301 Special Department Supplies	8,079	7,633	7,416	9,524	9,524	9,524
5302 Training Supplies	31,739	40,815	46,444	52,300	52,300	52,300
5305 Fire Extinguisher	1,167	338	500	500	500	500
5320 EMS Supplies	2,685	11,672	16,600	500	500	500
5321 Fire Fighting Supplies	321	1,263	1,500	1,750	1,750	1,750
5325 Protective Clothing	763	1,115	1,555	1,946	1,946	1,946
5330 Noncapital Furniture & Equip	4,104	17,037	2,000			

Training, continued

5350	Apparatus Fuel/Lubricants	21,509	19,795	25,500	25,500	25,500	25,500
		2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5361	M&R Bldg/Bldg Equip & Improv	81,525	56,486	48,292	125,070	125,070	125,070
5365	M&R Firefight Equip	1,229	723	1,500	800	800	800
5366	M&R EMS Equip	136					
5367	M&R Office Equip	6,718	6,080	5,440	4,900	4,900	4,900
5400	Insurance Premium				550	550	550
5414	Other Professional Services	4,360	4,098	9,100	71,750	71,750	71,750
5415	Printing		76	250	2,600	2,600	2,600
5416	Custodial & Bldg Services	18,940	20,298	26,883	27,903	27,903	27,903
5417	Temporary Services	1,517		2,000			
5432	Natural Gas	14,183	19,861	20,000	21,000	21,000	21,000
5433	Electricity	44,462	43,030	55,997	45,000	45,000	45,000
5436	Garbage	11,904	13,993	13,000	14,000	14,000	14,000
5450	Rental of Equip	1,751	13,723	2,450	5,280	5,280	5,280
5461	External Training	3,648	4,847	9,400	9,985	9,985	9,985
5462	Travel and Per Diem	218	1,618	7,400	8,102	8,102	8,102
5473	Employ Safety Pro & Incent	7,461	9,080				
5484	Postage UPS & Shipping	356	768	700	200	200	200
5500	Dues & Subscriptions	1,324	1,545	804	2,392	2,392	2,392
5502	Certifications & Licensing				470	470	470
5570	Misc Business Exp	1,570	1,602	2,910	2,800	2,800	2,800
5571	Planning Retreat Expense	533	124	550	1,000	1,000	1,000
5575	Laundry/Repair Expense	323	221	270	120	120	120
Total Materials & Services		274,542	300,509	311,950	438,462	438,462	438,462
Total General Fund		\$ 1,579,631	\$ 1,913,111	\$ 1,711,932	\$ 2,388,447	\$ 2,388,447	\$ 2,388,447

Program Description

This cost center was originally established to account for the revenues and expenditures associated with the External Training Program, which provides training to District businesses in areas such as hazardous materials or emergency response teams, but has been folded into the Training department budget beginning in 2015-16 fiscal year.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 277	\$ 18,492	\$ 1,544	
Materials & Services	935	13,448	1,000	
Total Expenditure	\$ 1,212	\$ 31,940	\$ 2,544	

Status of 2014-15 Service Measures

- Market and deliver one set of hazardous materials classes (weeks 1-4).

Goal(s)/Call(s) for Action: III/A and C; VII/F
 Service Type(s): Discretionary
 Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.

Status or Outcome: TVFR hosted one hazardous materials class (weeks 1-4)

- Support Training Center access for use by strategic partners.

Goal(s)/Call(s) for Action: III/C
 Service Type(s): Discretionary
 Measured By: Number of hours used.
 Status or Outcome: The class was hosted and partially funded by a grant from the IAFF.

Status of 2014-15 Change Strategies

- None

Additional 2014-15 Accomplishments

- None

External Training, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10420 General Fund						
5120 Overtime Union		\$ 14,106				
5201 PERS Taxes		2,939	\$ 1,021			
5203 FICA/MEDI		1,064	392			
5206 Worker's Comp	\$ 277	277	93			
5207 TriMet/Wilsonville Tax		100	38			
5208 OR Worker's Benefit Fund Tax		6				
Total Personnel Services	277	18,492	1,544			
5300 Office Supplies		145				
5301 Special Department Supplies		81				
5302 Training Supplies		2,002	500			
5305 Fire Extinguisher	695	797	500			
5414 Other Professional Services		9,353				
5450 Rental of Equip		780				
5570 Misc Business Exp	240	290				
Total Materials & Services	935	13,448	1,000			
Total General Fund	\$ 1,212	\$ 31,940	\$ 2,544			

Program Description

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training academy. Full-time equivalent recruit employees represent recruit academy training time and Training Officer time allocated for recruit academy training months. After graduation from the academy and assignment to a fire station and a Field Training Officer, recruits must successfully complete numerous benchmark tests of their skills throughout the next eight to nine months in order to complete their first year of probation.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget
Personnel Services	\$ 782,945	\$ 710,674	\$ 1,793,080	\$ 1,757,012
Materials & Services	101,460	74,055	282,840	108,662
Total Expenditure	\$ 884,405	\$ 784,729	\$ 2,075,920	\$ 1,865,674

2015-16 Significant Changes

The budget reflects plans for one twelve person six month Engine 92 model serving as an entry level firefighter academy, which requires funding for the equivalent of six firefighter FTEs, and approximately 3.0 Training Officer FTE in assigned instructor costs. The number of recruits needed reflects the estimated amount necessary to fill projected retirements and Kelly relief staffing changes and to fill additional units.

Status of 2014-15 Service Measures

- Manage successful completion of Field Training Evaluation Program (FTEP) and the trial service period by academy graduates.

Goal(s)/Call(s) for Action: IV/A and C; VII/F and 4
 Service Type(s): Essential
 Measured By: Percentage of academy graduates who successfully complete the Field Training Evaluation Program (FTEP) and trial service period with the goal of 100% completion of the trial service period.
 Status or Outcome: In FY14-15, TVF&R conducted one Lateral Recruit Academy and one Entry Recruit Academy. FY14-15 entry level Academy had 100% completions of the trial service period.

- Maintain a 4:1 ratio of recruits to instructional staff in the recruit academy(s).

Goal(s)/Call(s) for Action: I; IV/A and C; VII/F and 4
 Service Type(s): Management
 Measured By: Ratio of instructors to recruits in the recruit academy(s).
 Status or Outcome: Four line personnel transferred to the Training Division to maintain this ratio for the Lateral Recruit Academy. Six line personnel are assigned to the current entry level Recruit Academy improving the instructor/student ratio.

Recruits, continued

Status of 2014-15 Service Measures, continued

- Document a formalized leadership/instructional foundation for the recruit academy to ensure consistency in messaging and approach to culture, craftsmanship, core values, and principles. Develop the leadership foundation to incorporate recommendations from after action reports.

Goal(s)/Call(s) for Action: V; VII/F and 4
Service Type(s): Management
Measured By: Completion of written leadership/instructional foundation document.
Status or Outcome: Included in the recent after action report is a draft instructional document. Delivered training to Academy Cadre consisting of Human Resources, Union, Behavior Health, Field Training Officer and Fire Chief's Office.

Status of 2014-15 Change Strategies

- EMS curriculum standardization for the recruit academy and Field Training Officer (FTO) program. Develop a standardized EMS curriculum and syllabus for the recruit academy and FTO programs to be consistent with state recertification mandates and District priorities. Develop a corresponding delivery plan including lesson plans, instruction, and quality improvement (QI) processes.

Goal(s)/Calls to Action: I/D; VII/4
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Resource neutral
Partner(s): Training Division, EMS Division
Status or Outcome: Final draft of the EMS curriculum delivered to the 14-01 Academy. The final review was completed and the curriculum has been integrated into the learning management system for delivery to the 15-01 Academy. This change strategy is complete; one year ahead of schedule.

Additional 2014-15 Accomplishments

- Completed the final draft of EMS Academy curriculum.
- Incorporated all academy curriculum into the District learning management system.
- Fall 2014 - 14-01 Lateral Academy completed.
- Piloted a Training Engine Academy delivery model.
- Deliver draft EMS curriculum to 14-01 academy.



2015-16 Service Measures

- Manage successful completion of Field Training Evaluation Program (FTEP) and the trial service period by academy graduates.

Goal(s)/Call(s) for Action: IV/A; VII/F and 4
Service Type(s): Essential
Measured By: Percentage of academy graduates who successfully complete the Field Training Evaluation Program (FTEP) and trial service period with the goal of 100% completion.

2015-16 Service Measure, continued

- Maintain a 4:1 ratio of recruits to instructional staff in the recruit academy(s).

Goal(s)/Call(s) for Action: I; IV/A; VII/F and 4
 Service Type(s): Management
 Measured By: Ratio of instructors to recruits in the recruit academy(s).

- Document a formalized leadership/instructional foundation for the recruit academy to ensure consistency in messaging and approach to culture, craftsmanship, core values, and principles. Develop the leadership foundation to incorporate recommendations from after action reports.

Goal(s)/Call(s) for Action: V; VII/F and 4
 Service Type(s): Management
 Measured By: Completion of written leadership/instructional foundation document.

- Incorporate all recruit academy and Field Training Officer (FTO) curriculum and task books in the Target Solutions learning management system. Historically, all Recruit Academy content has been paper based. After the acquisition of Target Solutions, the opportunity presented to leverage the new learning management platform, but will require considerable staff work to move the content from paper to electronic form.

Goal(s)/Calls to Action: I/D; VI; VII/F and 4
 Budget Impact: Increase
 Duration: Year 1 of 1
 Budget Description: Increase in personnel services and subscription costs.
 Partner(s): Training Division, FTO Program Manager, Recruit Academy Staff

- Update and streamline the recruit academy and FTO performance management processes by incorporating them into the line performance appraisal processes, which historically have been managed separately.

Goal(s)/Calls to Action: I/D; VII/F and 4
 Budget Impact: Resource neutral
 Duration: Year 1 of 1
 Budget Description: Not Applicable
 Partner(s): Training Division, Human Resources Division

- Evaluate and adopt a more efficient and effective recruit academy and FTO process. By piloting a combined, station-based recruit academy and FTO process model through Engine 92 (E92), an auxiliary engine company, it is believed that the District will reduce the total amount of time that a recruit stays in the traditional day assignment, reduce the total amount of time to complete the FTO process, and minimize the number of transfers that are a result of the recruit academy. This approach frees up three reserve engines and, when they transition from classroom to a functioning response crew, are anticipated to aid in impacting response times.

Goal(s)/Calls to Action: I/D; VII/4
 Budget Impact: Increase
 Duration: Year 2 of 3
 Budget Description: Increase the instructor cadre and assign a frontline engine to the academy. Conduct post-academy analysis to determine the effectiveness of the new approach.
 Partner(s): Training Division, Human Resources Division, Integrated Operations, Logistics, Supply, Information Technologies, Fleet Services, Communications, Recruit Academy Staff, FTO Program Manger

Recruits, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10230 General Fund						
5001 Salaries & Wages Union	\$ 43,046	\$ 413,253	\$ 998,727	\$ 740,672	\$ 740,672	\$ 740,672
5003 Vacation Taken Union	5,659	1,067	29,105	36,881	36,881	36,881
5005 Sick Leave Taken Union	3,577	1,284	6,372	7,573	7,573	7,573
5007 Personal Leave Taken Union		2,735	2,930	3,726	3,726	3,726
5016 Vacation Sold at Retirement		672		374	374	374
5017 PEHP Vac Sold at Retirement	2,670			996	996	996
5020 Deferred Comp Match Union	6,619	7,105	11,225	15,703	15,703	15,703
5101 Vacation Relief			28,597	35,131	35,131	35,131
5102 Duty Chief Relief	611					
5105 Sick Relief			5,970	6,675	6,675	6,675
5106 On the Job Injury Relief			1,501	1,065	1,065	1,065
5107 Short Term Disability Relief			914	708	708	708
5110 Personal Leave Relief			3,701	4,184	4,184	4,184
5118 Standby Overtime			273	309	309	309
5120 Overtime Union	26,329	28,055	61,338	54,528	54,528	54,528
5121 Overtime Nonunion	195					
5201 PERS Taxes	44,301	43,925	229,672	181,343	181,343	181,343
5203 FICA/MEDI	36,042	33,896	88,026	69,504	69,504	69,504
5206 Worker's Comp	22,810	16,761	32,219	25,440	25,440	25,440
5207 TriMet/Wilsonville Tax	3,358	3,206	8,443	6,577	6,577	6,577
5208 OR Worker's Benefit Fund Tax	235	217	592	1,313	1,313	1,313
5210 Medical Ins Union	157,991	130,484	225,708	513,590	513,590	513,590
5220 Post Retire Ins Union	1,100	1,000	7,847	17,400	17,400	17,400
5270 Uniform Allowance	28,402	27,017	49,920	33,320	33,320	33,320
Total Personnel Services	782,945	710,674	1,793,080	1,757,012	1,757,012	1,757,012
5300 Office Supplies	439	217	1,120	300	300	300
5301 Special Department Supplies	1,413	1,286	3,000	1,500	1,500	1,500
5302 Training Supplies	11,647	5,678	17,680	5,910	5,910	5,910
5305 Fire Extinguisher	180	416	1,280	960	960	960
5320 EMS Supplies	1,915	4,157	23,080	7,060	7,060	7,060
5321 Fire Fighting Supplies	4,677	4,136	16,800	6,300	6,300	6,300
5325 Protective Clothing	77,450	51,799	183,040	74,820	74,820	74,820
5330 Noncapital Furniture & Equip	392					
5350 Apparatus Fuel/Lubricants	261					
5365 M&R Firefight Equip	102	400	7,000	3,500	3,500	3,500
5415 Printing	395		2,400			
5417 Temporary Services		3,136	19,200	4,800	4,800	4,800
5445 Rent/Lease of Building	375	375	400	350	350	350
5462 Travel and Per Diem	7					
5484 Postage UPS & Shipping			160	60	60	60
5570 Misc Business Exp	2,207	1,423	4,800	1,950	1,950	1,950
5575 Laundry/Repair Expense		1,032	2,880	1,152	1,152	1,152
Total Materials & Services	101,460	74,055	282,840	108,662	108,662	108,662
Total General Fund	\$ 884,405	\$ 784,729	\$ 2,075,920	\$ 1,865,674	\$ 1,865,674	\$ 1,865,674

Apparatus Fund

Fund 21 • Special Revenue Fund Type

Fund Description

The Apparatus Fund is a special revenue fund designated for the purchase of emergency response apparatus. Requirements for this fund are generally in accordance with the District's long-term capital replacement plan. The General Fund's local option tax levy provides property tax resources to be transferred to this fund to provide apparatus funding.

The apparatus replacement section of the Capital Plan is affected by several factors and the plan is reviewed and updated annually. Planning factors include the extended order-to-receipt time of approximately nine months for fire engines and ladder trucks, as the apparatus are constructed to District specifications; as well as apparatus deployment needs of Integrated Operations as they adjust units deployed to meet increased population and response needs. An ongoing Apparatus Planning Committee is utilized to keep up-to-date and prepared for the future. Apparatus are relocated throughout the District to make best use of their particular technical support capabilities, such as a narrow turning radius, water supply capabilities, rural/urban interface abilities and all terrain capabilities, and based upon continued analysis of best deployment models. The apparatus response requirements for industrial areas, residential areas, and wildland areas differ.

Funding for the ongoing requirements has been provided by working capital brought forward from the prior fiscal year, transfers from the General Fund, interest earnings on invested funds, and any proceeds from the sale of emergency response vehicles purchased from this fund.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Capital Outlay				\$ 1,470,600
Contingency			\$ 500,000	400,000
Total Expenditures			\$ 500,000	\$ 1,870,600

Long-term Planning

Apparatus replacement requires long-term financial planning. Below is a schedule of anticipated apparatus replacement and additional units, excluding forecasted inflation, which is largely expected to be funded with general obligation bonds in the Capital Projects Fund, and through the Apparatus Fund utilizing local option levy revenues.

Apparatus	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Engines		\$ 1,150,000		\$ 575,000	\$ 1,725,000	\$ 1,150,000
Trucks	\$ 1,961,200	980,600			1,000,000	
Brush Units						
Elevated Waterway Units			\$ 835,000		835,000	835,000
Medic Units						
Rescue Pumps	290,000					
Special Purpose	100,000					
Tenders				350,000		350,000
Total	\$ 2,351,200	\$ 2,130,600	\$ 835,000	\$ 925,000	\$ 3,560,000	\$ 2,335,000

Apparatus Fund, continued

Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
Engines	\$ 23,693	\$ 23,352	\$ 22,684	\$ 26,600	\$ 29,000
Trucks	33,475	37,313	47,737	54,500	59,000
Aerial Pumps	38,404	47,991	56,003	56,500	62,000
Light/Heavy Brush Rigs	5,376	4,525	5,365	5,500	6,000
Specialty ¹	6,782	5,353	8,049	8,700	9,000
Medics			4,936	5,500	6,000
Cars ²			3,436	3,500	3,675
Tenders	6,989	7,649	5,954	3,600	3,750
Code 3 Staff Vehicles			3,565	3,200	3,500
Battalion Chief Vehicles			10,976	9,800	10,500
Other Staff Vehicles			2,783	2,700	2,900

¹ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, and Rehab units.

² Response vehicle (Car) staffed with a single Paramedic for incidents that are not life or property threatening.

These costs are budgeted within Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 5% to 10%. This increase is directly caused by rising costs in maintenance parts, fuel, lubricants, and outsourced vendor labor rates. Although fleet maintenance costs will occasionally flat line and/or decrease from time to time, this condition is normally short-lived due to several reasons.

When new apparatus are purchased, they come with a manufacturer's warranty that allows certain maintenance work to be performed at no cost to the District. Depending upon how many apparatus and how close together the purchases are, this can create a lower cost effect.

Fleet and Integrated Operations evaluate need versus costs to consider the value in keeping or redeploying aging apparatus to allow full functionality and cost utilization of each vehicle. As apparatus age and are replaced, it is expected that all of the replaced apparatus will be designated as surplus equipment. Proceeds from the sale of surplus apparatus are returned to this fund or the capital projects fund (depending upon funding source) for utilization in future years.

Apparatus Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 3,169,272	\$ 3,192,030	\$ 3,711,112	Beginning Fund Balance	\$ 3,783,430	\$ 3,783,430	\$ 3,783,430
18,341	11,172	16,575	Temporary Investments Earnings	17,500	17,500	17,500
3,500			Surplus Property Income			
500,000			Transfer from Other Funds	1,750,000	1,750,000	1,750,000
\$ 3,691,112	\$ 3,203,202	\$ 3,727,687	Total Resources	\$ 5,550,930	\$ 5,550,930	\$ 5,550,930
			Requirements			
			Fire Apparatus	1,370,600	1,370,600	1,445,600
			Firefighting Equipment			25,000
			Total Capital Outlay	1,370,600	1,370,600	1,470,600
			Contingency	500,000	500,000	400,000
			Total Expenditures	1,870,600	1,870,600	1,870,600
3,691,112	3,711,080	3,227,687	Reserved for Future Expenditures	3,680,330	3,680,330	3,680,330
\$ 3,691,112	\$ 3,711,080	\$ 3,727,687	Total Requirements	\$ 5,550,930	\$ 5,550,930	\$ 5,550,930



Capital Improvements Fund

Fund 22 • Special Revenue Fund Type

Fund Description

The Capital Improvements Fund accounts for capital expenditures used to support day-to-day operations that the District classifies as “small capital” items or “operating capital” items. This fund accounts for the purchase of equipment and furniture that is not funded through general obligation bonds under Oregon law, and equipment that generally must be regularly replaced, such as firefighting equipment or computers. The renewal of the local option tax levy, approved by voters in November 2008, continues to provide resources for this fund, in addition to normal General Fund transfers to provide resources for specialized emergency response technologies, such as self-contained breathing apparatus and response aids.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Capital Outlay	\$ 1,213,976	\$ 1,364,042	\$ 2,266,407	\$ 2,203,873
Contingency			1,303,870	1,737,600
Total Expenditures	\$ 1,213,976	\$ 1,364,042	\$ 3,570,277	\$3,941,473

2015-16 Significant Items

Because this fund is utilized to account for the “operating” equipment needed to operate the fire department, the items are detailed by type and managing cost center. The fund’s expenditures this year are in accordance with the District’s normal replacement schedule for existing equipment, and to purchase furnishings and equipment for new and remodeled fire stations and work areas. Vehicles are included as per the apparatus replacement plan. Firefighting equipment, EMS equipment, communications equipment, and other equipment to support emergency response are requested as well as ongoing investment in software and IT infrastructure to support daily operations.

The Operating Budget impact – the maintenance and repair of equipment from this fund is generally not significant to the operating budget or the General Fund and is not separately identified. The most significant operating impact of this fund’s items relate to 1) the scheduled capital replacement and corresponding budget transfer from the General Fund operating budget; and 2) scheduled staffing increases associated with apparatus.

Capital Improvements Fund, continued

5603 TC Training Props

22402 Training/Safety

Training/Safety	Replacement: Conventional Forcible Entry Prop, 1 right swinging, 1left swinging No significant operating budget change.	10,000
Training/Safety	New: Megacode Kelly Basic Mannequins No significant operating budget impact.	9,230
Training/Safety	New: 2 Simpads for Megacode Kelly Basic Mannequins No significant operating budget impact.	3,894
Training/Safety	Replacement: Rescue Randy Manikins for fire/extrication training use. 2 125 lbs. articulated drag manikin. Replaces manikins that have reached their use capacity. (end of life) Ongoing operating budget impact is not yet determined.	2,424
Total 5603 TC Training Props:		25,548

5615 Vehicles & Apparatus

22571 Fleet Maintenance

Fleet Maintenance	Placeholder: District Roll off Container/Tow vehicle to support District Volunteer and Training Departments. Vehicle concept is under development, no functional requirements have been provided to Fleet for specification development at this time. Requested funds are estimated only. Ongoing operating budget impact is not yet determined.	160,000
Fleet Maintenance	Replacement: Facilities Maintenance service trucks. This vehicle replacement request is in line with the scheduled replacement plan for these vehicles (1516, 1517, 1518). The vehicle's life cycle were extended for five additional years. This purchase is for the chassis only as the existing service bodies will be refurbished and reused. No significant operating budget change.	90,000
Fleet Maintenance	Placeholder: Volunteer pickup vehicle to support Volunteer deployment. Vehicle concept is under development. No functional requirements have been provided to Fleet for specification development at this time. Requested funds are estimates only. Ongoing operating budget impact is not yet determined.	68,000
Fleet Maintenance	New: EMS response off-road transport vehicle to support Volunteer operation. Ongoing operating budget impact is not yet determined.	50,000
Fleet Maintenance	Replacement: Fleet Maintenance service truck. This vehicle replacement request is in line with the scheduled replacement plan for this vehicle. The vehicle's life cycle was extended for 10 additional years, estimated mileage at surplus to be 110,000 miles. No significant operating budget change.	38,000
Fleet Maintenance	Replacement: Equipment for staff vehicle replacement, Facilities Maintenance service trucks. Set up equipment including brackets, fabrication of tool and parts compartments, decals, and paint of reused service body Equipment needed to outfit these three units: Compartment tool box \$3,800 Service body remove and installation up fit (paint and refurbish) \$5,000 Compartment parts storage boxes, bins and dividers \$2,800 No significant operating budget change.	34,800
Fleet Maintenance	New: Motorcycle for response. Ongoing operating budget impact is not yet determined.	20,000
Fleet Maintenance	Replacement: Equipment for water rescue boat replacement. Set up equipment including brackets, fabrication of rescue equipment compartments, decals, shore power connection. No significant operating budget change.	5,000
Total 5615 Vehicles & Apparatus:		465,800

5620 Firefighting Equip

22175 Communications

Communications	New: Communications and lighting equipment needed to outfit existing EMS Division Dakota trucks for external code 3 lighting, Opticom, siren, iPad mount and GPS. Unit #s: 1531, 1532, 1533, 1537, 1538 No significant operating budget impact.	22,000
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22200 Integrated Operations Admin

Integrated Operations Admin	Replacement: Thermal imagers for deployed Medics per standard inventory. No significant operating budget change.	25,800
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Capital Improvements Fund, continued

Integrated Operations Admin	Replacement: Thermal imagers for T68 per standard inventory. No significant operating budget change.	17,200
Integrated Operations Admin	Replacement: Thermal imager for E368 per standard inventory. No significant operating budget change.	8,600
Integrated Operations Admin	Replacement: Hand powered combi-tool for T68 per standard inventory. No significant operating budget change.	7,000
22205 Emergency Medical Services		
Emergency Medical Services	Continuation: Expansion of the video laryngoscopes in the District. Current budgeting allows for the purchase of approximately 45 new scopes. This request would add an additional 4 into the system. Ongoing operating budget impact is not yet determined.	90,000
22571 Fleet Maintenance		
Fleet Maintenance	New: CARS response vehicle equipment. Set up equipment including brackets, fabrication of compartments to store EMS equipment, FF equipment and PPE. Installation of decals and miscellaneous consumables as needed. No significant operating budget impact.	24,000
Fleet Maintenance	New: Budget request to purchase SCBA packs for new 100' Tiller apparatus. 4 @ \$6,000 ea. No significant operating budget impact.	24,000
Fleet Maintenance	New: SCBA packs needed for new CARS response vehicles. 3 @ \$6,000 ea. No significant operating budget impact.	18,000
Fleet Maintenance	New: Equipment setup for new 100' Tractor Drawn Aerial (TDA). Set up equipment including customized fabrication of compartmentation for equipment and PPE in apparatus cab (Map box, helmet storage, FF equipment, PPE). Fabrication of compartments to store EMS and FF equipment and PPE in fire body (Holmatro, PPV fans, chain saws, etc.). Installation of decals and miscellaneous consumables as needed. No significant operating budget impact.	15,000
Fleet Maintenance	Placeholder: Equipment and set up for Volunteer Rescue Pumper. Placeholder for equipment and set up for Volunteer Rescue Pumper. Setup equipment including brackets, fabrication and decals. Setup supplies including fabrication of brackets, securing systems to store firefighting and EMS equipment and PPE, tire chains and miscellaneous equipment. Installation of decals and miscellaneous consumables as needed. No significant operating budget impact.	12,000
Fleet Maintenance	Placeholder: SCBA packs for new Volunteer Rescue vehicles. 2 @ \$6,000 ea. No significant operating budget impact.	12,000
Fleet Maintenance	Placeholder: Volunteer Pickup Equipment. Set up equipment including brackets, fabrication of boxes to store EMS and FF equipment, PPE, installation of decals and miscellaneous consumables as needed. Equipment needed to outfit these units: Joeybed \$4,200; misc. bracket and hardware \$150; tire chains (2 sets)@ \$125 ea.; door logos \$95; flare kit and first aid kit \$75; miscellaneous brackets and hardware for securing staff equipment such as helmet, turnouts, tools, books, etc., \$450. No significant operating budget impact.	10,440
Fleet Maintenance	Replacement: EMS Vehicle Equipment. Set up equipment including brackets, fabrication of boxes to store EMS and FF equipment, PPE and miscellaneous consumables as needed. Equipment needed to outfit existing Dakota pickups. Unit #s: 1531, 1532, 1533, 1537, 1538. No significant operating budget change.	2,565
Fleet Maintenance	Replacement: Equipment for Facilities Maintenance service trucks replacement . Logos \$95 Flair kit and first aid kit \$75 Tire chains (2 sets) \$230 High visibility warning lighting \$400 these estimates are per vehicle. No significant operating budget change.	2,400
Fleet Maintenance	Placeholder: Tow vehicle setup equipment including brackets, fabrication of boxes for storage of equipment and PPE. Equipment needed to outfit this unit; brackets, hardware, tire chains, door logos, flare kit, and first aid kit. No significant operating budget impact.	1,500
Fleet Maintenance	New: Setup equipment for the motorcycle. No significant operating budget impact.	1,500
Fleet Maintenance	Replacement: Equipment for Fleet Maintenance service truck replacement. Logos \$95, Flair kit and first aid kit \$75, Tire chains (2 sets) \$230, High visibility warning lighting \$400. No significant operating budget change.	800
22622 Technical Rescue Team		
Technical Rescue Team	Replacement of Holmatro lifting bags on HR51. Manufacturer recommends replacing lifting bags after 810 years. HR51 bags were purchased in 2001. One of the bags has already been taken out of service while several more are showing wear. Set includes 8 bags and hoses. No significant operating budget change.	11,500

Capital Improvements Fund, continued

		Total 5620 Firefighting Equip:	306,305
5625 EMS Equip			
22205 Emergency Medical Services			
Emergency Medical Services	New: Philips cardiac monitors to support deployment of new apparatus and vehicles. 9 @ \$20,500 per. See 10205/5366 for (post-year 1) Maintenance/Warranty fees.		184,500
		Total 5625 EMS Equip:	184,500
5630 Office Equip & Furn			
22035 Station 35 King City			
Station 35 King City	New: Office furniture for the remodeled office space. No significant operating budget impact.		10,000
22051 Station 51 Tigard			
Station 51 Tigard	Replacement: Six aging work stations in two offices. Office furniture per station standard. No significant operating budget change.		25,000
22070 Station 70 Raleigh Hills			
Station 70 Raleigh Hills	New: Furniture for the new station as outlined and approved in the FFE list. No significant operating budget impact.		10,000
22300 Volunteers			
Volunteers	New: St. 368: Furniture for the remodeled station as outlined and approved in the FFE list. No significant operating budget impact.		20,000
22402 Training/Safety			
Training/Safety	New: The Training Division is moving from individual offices to an open collaborative workspace which will increase effectiveness and efficiency of the division. This requires office furniture that is designed for this environment. Justification has been completed and uploaded. No significant operating budget impact.		120,000
Training/Safety	New: Video/Data Projector for new conference room in collaborative workspace. No significant operating budget impact.		4,000
22600 South Operating Center			
South Operating Center	Replacement: Office furniture per the station standard. No significant operating budget change.		25,000
		Total 5630 Office Equip & Furn:	214,000
5635 Building Equipment			
22170 Logistics Administration			
Logistics Administration	Replacement: Major equipment replacement funds. No significant operating budget change.		6,000
22200 Integrated Operations Admin			
Integrated Operations Admin	Replacement: Major appliance replacement funds for the Integrated Operations directorate. No significant operating budget change.		30,000
22300 Volunteers			
Volunteers	New: Station 368 appliances for the remodeled station as outlined and approved in the FFE list. No significant operating budget impact outside of current preventative maintenance included in OHS/Wellness budget.		20,000
		Total 5635 Building Equipment:	56,000
5640 Physical Fitness Equip			
22470 Occupational Health/Wellness			
Occupational Health/Wellness	Replacement: Funds to support replacement and purchase of capital fitness equipment as recommended by the Wellness Committee and approved per process. No significant operating budget change.		15,000
Occupational Health/Wellness	New: Large physical fitness equipment for Station 70. Items will follow the Wellness Committee approved standard fitness equipment list for a two person station model. No significant operating budget impact.		9,600

Capital Improvements Fund, continued

Occupational Health/Wellness	New: Large physical fitness equipment for Station 368 remodel. Item(s) recommended by the Wellness Committee prior to purchase. No significant operating budget impact.	5,500
Total 5640 Physical Fitness Equip:		30,100
5650 Communications Equip		
22070 Station 70 Raleigh Hills		
Station 70 Raleigh Hills	New: Communications equipment for the new station 70. Operating budget impact included in Communications Dept. budget.	8,500
22175 Communications		
Communications	New: CARS (3 Units) Communications Lighting package \$8000 per, 800Mhz Mobile Radio \$4700 per, 800Mhz Portable with charger \$5500 per. Total \$18,200 per unit (Cost based on previous custom build, adjusted for inflation). No significant operating budget impact.	54,600
Communications	New: Volunteer Rescue Pumper (2 Units) Communications package includes (1) Mobile radio (\$4,700), 4 Portable radios (\$5,500/ea.). Total \$26,700 ea. Unit No significant operating budget impact.	53,400
Communications	Replacement: Communications equipment for (1) TDA Apparatus. One 800 MHz Mobile Radio (\$4,700). Four 800Mhz portable radios and vehicle chargers (\$5,500/ea.). MDC (\$5,500). No significant operating budget change.	32,200
Communications	Upgrade: Tapout controller. The new Tiburon Command CAD conversion presents an opportunity to upgrade the CAD interface to the fire station tapout systems. This could provide additional functionality from the new Tiburon interface. This would interface with the existing Comtech IP tapout devices connected to the Omron PLCs. Ongoing operating budget impact is not yet determined.	25,000
Communications	Placeholder: Tapout proof of concept to evaluate options to replace the current Omron PLC in two fire stations. The new Tiburon Command CAD conversion presents an opportunity to upgrade the current Tap-Out systems functionality. The system is outdated, difficult to build, has to be programmed by an outside vendor and has been problematic with the new fire stations and upgrades (custom built for TVFR). The CAD upgrade is perfect timing to explore our future options because of the technical support that will be available and covered during the upgrade. Desired features would include remote programming, zoning, alert verification, reader board/timer capabilities, multiple tones, etc. Ongoing operating budget impact is not yet determined.	25,000
Communications	Replacement: Communications and lighting equipment needed to outfit existing EMS Division Dakota trucks for external code 3 lighting, Opticom, siren, iPad mount and GPS. Unit #s: 1531, 1532, 1533, 1537, 1538. No significant operating budget change.	22,000
Communications	New: EMS Vehicle Communication Equipment Code 3 lighting package/Siren, Mobile Radio for EMS vehicles (including Opticom). 2 @ \$8,700. No significant operating budget impact.	17,400
Communications	Replacement: Boat Code 3 Communications package. Communications package including 360 degree lighting \$3,000, Mobile 800Mhz radio \$4,700, Wireless four position Firecom system \$6,500. No significant operating budget change.	14,200
Communications	New: Volunteer pickup code 3 lighting package. No significant operating budget impact.	8,000
Communications	New: Communications equipment and lighting to support the deployment of a motorcycle. No significant operating budget impact.	5,000
22582 Facilities Maintenance		
Facilities Maintenance	Upgrade: With the Tiburon Command CAD there is an opportunity to upgrade our current Tap-Out systems functionality and look at options beyond our current Omron PLC type tapout. The current system is dated, difficult to build, has to be programmed by an outside vendor and has been problematic with the new fire stations and upgrades (custom built for TVFR). The CAD upgrade is perfect timing to explore our future options because of the technical advances. Operating budget impact not yet determined.	15,000
Facilities Maintenance	Replacement: Spare Tapout to have on the shelf. If we have a tap out system go down we would be without one for several (up to 12 weeks) as they are custom built for our needs. this is only purchased if the contingency unit was installed. As well, depending on what happens with proof of concept to replace the Omron, this may not be purchased. No significant operating budget change.	13,000
Total 5650 Communications Equip:		293,300

Capital Improvements Fund, continued

5655 Data Processing Software

22150 Fire Chief's Office

Fire Chief's Office

Continuation: Services for Phase 3 of EGIS (Pre-Plans, Sit-Stat, EMS, Community Risk, Chief's Dashboard). Includes consulting, customization, and site visits.
Ongoing operating budget impact is included in 10150/5340.

174,000

22215 Information Technology

Information Technology

Replacement: Video database and delivery system (preplan) for Media Services. The current Haivision system purchased five years ago does not allow embedding of video content into an Learning Management System, is not device agnostic, and does not have a user interface that allows for categorization nor allows for user uploads. Open to cloud-based solutions as long as it meets the functional requirements. Any potential solution would have to go through a proof-of-concept period before a purchase is made. (See 10215/5340 for estimated maintenance) No significant operating budget change.

65,000

Information Technology

Placeholder: R&D for Finance Software. Ongoing operating budget impact is not yet determined.

50,000

Information Technology

New: First OnScene estimated cost for engineering of potential new modules e.g., new construction, Hazmat reporting, Standards of Cover, risk management, Volunteers logbook, billing to collect the necessary information that occurs in MUNIS. Ongoing operating budget impact is not yet determined.

35,000

Information Technology

Placeholder: Potential development of infield patient care mobile platform to interface with First OnScene. Ongoing operating budget impact is not yet determined.

30,000

Information Technology

New: Windows server data center site license to license the primary ESX cluster of servers. Allows for an infinite number of servers rather than paying for licenses on a per server basis. No significant operating budget impact.

26,820

Information Technology

Upgrade: Telestaff upgrade to 4.2 (preplan). Kronos Workforce software. (See 10215/5340 and 5414 for Operating budget impact).

12,500

Total 5655 Data Processing Software:

393,320

5660 Computer Equip

22215 Information Technology

Information Technology

Replacement: Shared storage replacement project (preplan). Tegile HA2300 (primary) with two disk shelves. IT conducted a full market evaluation of the best possible choices. The primary decision point was between reinvesting in NetApp (current hardware) or replacing it with a completely new storage solution. The primary dimensions measured in this evaluation are capacity, performance, features, and long-term cost of ownership.
No significant operating budget change.

120,000

Information Technology

Replacement: Shared storage replacement project (preplan). Tegile HA2100 (backup) with one disk shelf. IT conducted a full market evaluation of the best possible choices. The primary decision point was between reinvesting in NetApp (current hardware) or replacing it with a completely new storage solution. The primary dimensions measured in this evaluation are capacity, performance, features, and long-term cost of ownership.
No significant operating budget change.

75,000

Information Technology

Placeholder: Evaluate a security solution to provide an additional level of security for network passwords. A two-factor authentication tool presents a onetime revolving password used in addition to District network credentials. It is unknown whether this will be a software or hardware based solution, or possibly a combination of both. A commonly used tool is an RSA token. Ongoing operating budget impact is not yet determined.

25,000

Information Technology

Placeholder: A physical server (preplan) dedicated to host View desktops. If demand requires it, this placeholder is for one new purpose-built View server which will provide the required support. Ongoing operating budget impact is not yet determined.

15,000

Total 5660 Computer Equip:

235,000

Total Capital Improvements Fund Capital Outlays:

2,203,873

Capital Improvements Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 7,553,646	\$ 8,425,591	\$ 8,190,337	Beginning Fund Balance	\$ 8,228,010	\$ 8,228,010	\$ 8,228,010
21,810	30,299	2,500	Surplus Property Income	3,500	3,500	3,500
46,569	44,869	34,000	Interest Income	36,000	36,000	36,000
17,541	17,542		Donations and Grants			
2,000,000	1,228,534	1,725,000	Transferred from Other Funds	1,725,000	1,725,000	1,725,000
\$ 9,639,567	\$ 9,746,834	\$ 9,951,837	Total Resources	\$ 9,992,510	\$ 9,992,510	\$ 9,992,510
Requirements						
Capital Outlay						
	\$ 17,433		TC Training Props	\$ 23,148	\$ 23,148	\$ 25,548
\$ 25,543	10,434	\$ 12,000	Building & Improvements			
157,614		567,922	Vehicles & Apparatus	465,800	465,800	465,800
175,548	45,647	490,165	Firefighting Equipment	306,305	306,305	306,305
175,831	807,836	232,500	EMS Equipment	184,500	184,500	184,500
231,381	16,875	19,000	Office Equipment & Furniture	204,000	204,000	214,000
23,453	31,245	36,000	Building Equipment	56,000	56,000	56,000
20,829	21,095	15,000	Physical Fitness Equipment	30,100	30,100	30,100
25,008	31,620		Shop Equipment			
98,076	59,431	270,820	Communications Equipment	293,300	293,300	293,300
107,885	134,351	469,000	Data Processing Software	393,320	393,320	393,320
172,810	188,076	154,000	Computer Equipment	235,000	235,000	235,000
1,213,976	1,364,042	2,266,407	Total Capital Outlay	2,191,473	2,191,473	2,203,873
		1,303,870	Contingency	1,750,000	1,737,600	1,737,600
1,213,976	1,364,042	3,570,277	Total Expenditures	3,941,473	3,941,473	3,941,473
8,425,591	8,382,792	6,381,560	Reserved for Future Expenditures	6,051,037	6,051,037	6,051,037
\$ 9,639,567	\$ 9,746,834	\$ 9,951,837	Total Requirements	\$ 9,992,510	\$ 9,992,510	\$ 9,992,510



Emergency Management Fund

Fund 24 • Special Revenue Fund Type

Fund Description

Since 2013-14, this fund accounts for the costs of an employee leased to Washington County's Emergency Management Cooperative and the District's prorated share of costs of the Emergency Management Cooperative program as administered by Washington County. Prior to 2013-14, the District administered and housed the county emergency management program and billed partner agencies.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget
Personnel Services	\$ 190,319	\$ 188,716	\$ 208,806	\$ 211,536
Materials & Services	13,073	28,972	30,500	30,000
Capital Outlay	23,165			
Contingency			10,000	41,159
Total Expenditures	\$ 226,557	\$ 217,688	\$ 249,864	\$ 282,695

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Emergency Management Director	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2015-16 Significant Changes

The fund accounts for the personnel costs of a leased employee who administers the county's emergency management program. The county reimburses the District for current wages and accumulated time off benefits, and the District pays the county its prorated share of costs of the multi-jurisdiction program.

Emergency Management Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance	\$ 19,187	\$ 19,187	\$ 19,187
\$ 179,514	\$ 207,696	\$ 219,864	Charges for Services	233,508	233,508	233,508
47,043	28,972	30,000	Operating Transfers In	30,000	30,000	30,000
\$ 226,557	\$ 236,668	\$ 249,864	Total Resources	\$ 282,695	\$ 282,695	\$ 282,695
			Requirements			
\$ 190,319	\$ 188,716	\$ 208,806	Personnel Services	\$ 211,536	\$ 211,536	\$ 211,536
13,073	28,972	30,500	Materials and Services	30,000	30,000	30,000
23,165			Capital Outlay			
		10,000	Operating Transfers Out			
		558	Operating Contingency	41,159	41,159	41,159
	18,980		Ending Fund Balance			
\$ 226,557	\$ 236,668	\$ 249,864	Total Requirements	\$ 282,695	\$ 282,695	\$ 282,695

Grants Fund

Fund 25 • Special Revenue Fund Type

Fund Description

This fund has been created to account for grant funds awarded to the District in order to separately account for and manage the flow of funds and associated audit requirements.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel Services	\$ 918,692	\$ 3,424	\$ 26,229	\$ 26,227
Materials and Services	67,661	39,522	39,000	19,000
Capital Outlay			330,000	2,458,000
Operating Transfer Out		149,113		
Contingency				
Total Expenditures	\$ 986,692	\$ 192,059	\$ 395,229	\$ 2,503,227

Grant Descriptions

The 2015-16 budget represents grant activity associated with grant applications for the Metropolitan Area Communications Commission (MACC) grant; and Hazardous Materials Emergency Preparedness (HEMP) grant program for training staff and equipment, and the planned expenditure of a two year seismic improvement grant to provide upgrades to three fire stations over 2015-16 and 2016-17 fiscal years.

Grants Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 290,565	\$ 149,113		Beginning Fund Balance			
846,961	42,946	\$ 395,229	Grant Revenue	\$ 2,503,227	\$ 2,503,227	\$ 2,503,227
			Operating Transfers In			
\$ 1,137,526	\$ 192,059	\$ 395,229	Total Resources	\$ 2,503,227	\$ 2,503,227	\$ 2,503,227
			Requirements			
\$ 918,692	\$ 3,424	\$ 26,229	Personnel Services	\$ 26,227	\$ 26,227	\$ 26,227
69,721	39,522	39,000	Materials and Services	19,000	19,000	19,000
		330,000	Capital Outlay	2,458,000	2,458,000	2,458,000
	149,113		Operating Transfers Out			
			Operating Contingency			
988,413	192,059	395,229	Total Expenditures	2,503,227	2,503,227	2,503,227
149,113			Reserved for Future Expenditures			
\$ 1,137,526	\$ 192,059	\$ 395,229	Total Requirements	\$ 2,503,227	\$ 2,503,227	\$ 2,503,227

Retiree Medical Insurance Stipend Fund

Fund 26 • Expendable Trust Fund Type

Fund Description

This fund was closed into the General Fund at the end of fiscal year 2015. The fund was used to pay for monthly stipends of \$100 or less per retired employee who retired under the prior plan on or before June 30, 2000, until they reached Medicare eligible age.

As of July 1, 2015, 14 retirees remain on the plan with six reaching Medicare-eligible age in 2014-15. The final retiree on the plan will reach Medicare-eligible age in fiscal year 2020-21.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget
Personnel Services	\$ 47,292	\$ 34,655	\$ 31,485	
Operating Transfers Out			25,000	
Total Expenditures	\$ 47,292	\$ 34,655	\$ 56,485	

Retiree Medical Insurance Stipend Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 123,746	\$ 77,025	\$ 56,250	Beginning Fund Balance			
571	312	225	Earnings from Investments			
			Transfer from Other Funds			
\$ 124,317	\$ 77,337	\$ 56,485	Total Resources			
			Requirements			
\$ 47,292	\$ 34,655	\$ 31,485	Post-Employment Health Program			
		25,000	Operating Transfers Out			
77,025	42,681		Unappropriated Ending Fund Balance			
\$ 24,317	\$ 77,337	\$ 56,485	Total Requirements			

Fund Description

The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund future capital projects has provided the authorization for all outstanding bond issuances.

The 2007 bonds mature in one million dollar increments, which began in April 2008, and continue through April 2027. The bonds have an effective interest rate of 4.0256% and coupons range from 4.0% to 5.0%. The second General Obligation Bond Series issued in March 2009, in the amount of \$14,000,000, mature in increments of \$960,000 beginning in March 2010, and continuing through March 2024. These bonds have an effective interest rate of 3.7% and coupons range from 3.0% to 4.375%. The third General Obligation Bond Series issued in June 2009 for \$15,000,000, mature through June 2029, and have an effective true interest cost to the District of 3.83%. Coupons range from 3.0% to 4.25%. The fourth series of bonds were sold May 17, 2011, with closing on June 2, 2011. The bonds have an effective interest rate of 3.51%, with coupons ranging from 2.0% to 5.0%, maturing from June 2012 through June 2031. On February 26, 2015 the District sold a combined series of general obligation bonds to refinance a portion of the 2007 bonds and issue the final \$5,000,000 of bond authority.

The District levies sufficient funds to make scheduled and anticipated debt service payments for all issues, plus an amount necessary to meet the first bond payments each year prior to collection of levied property taxes.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
2015 Debt Service				\$ 1,122,226
2011 Debt Service	\$ 1,734,962	\$ 1,732,362	\$ 1,734,463	1,736,163
2009 Debt Service, Series B	1,104,273	1,101,873	1,099,022	1,100,723
2009 Debt Service	1,388,400	1,359,600	1,330,800	1,302,000
2007 Debt Service	1,612,000	1,572,000	1,532,000	1,080,000
Total Expenditures	\$ 5,839,635	\$ 5,765,835	\$ 5,696,285	\$ 6,341,112

Debt Service Fund, continued

Maturity Schedules

Fiscal Year	Series 2007 Revised ¹		Series 2009		Series 2009 B	
	Principal	Interest	Principal	Interest	Principal	Interest
2015-16	\$ 1,000,000	\$ 80,000	\$ 960,000	\$ 342,000	\$ 630,000	\$ 470,723
2016-17	1,000,000	40,000	960,000	310,800	655,000	445,523
2017-18			960,000	277,200	675,000	419,323
2018-19			960,000	241,200	700,000	392,323
2020-24			4,800,000	615,600	3,950,000	1,518,213
2025-30					4,025,000	435,814
2030-31						
	\$ 2,000,000	\$ 120,000	\$ 8,640,000	\$ 1,786,800	\$ 10,635,000	\$ 3,681,916

Fiscal Year	Series 2011		Series 2015 Refunding ¹		Series 2015 New	
	Principal	Interest	Principal	Interest	Principal	Interest
2015-16	\$ 935,000	\$ 801,163	\$ 55,000	\$ 420,468	\$ 440,000	\$ 206,758
2016-17	950,000	782,463	235,000	353,675	380,000	161,525
2017-18	980,000	753,963	1,365,000	346,625	535,000	150,125
2018-19	1,010,000	724,563	1,360,000	305,675	550,000	134,075
2020-24	5,700,000	2,971,613	6,890,000	707,775	3,095,000	322,575
2025-30	7,405,000	1,266,013				
2030-31	1,665,000	70,763				
	\$ 18,645,000	\$ 7,370,538	\$ 9,905,000	\$ 2,134,218	\$ 5,000,000	\$ 975,058

¹ Matures after 2016-17 of the Series 2007 bond issuance have been advance refunded through the issuance of the Series 2015 Refunding bonds, providing a present value savings of approximately \$985,000.

Debt Service Fund, continued

Historical Data			Budget for Next Year 2015-16			
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$1,604,149	\$1,606,709	\$1,505,543	Working Capital (Accrual Basis)	\$1,106,192	\$1,106,192	\$1,106,192
78,231	106,398	75,000	Previously Levied Taxes Est. to be Rec'd	75,000	75,000	75,000
18,903	17,815	15,275	Earnings from Temporary Investments	14,275	14,275	14,275
1,394	1,092	1,250	Interest on Taxes	250	250	250
704	850	350	Tax in Lieu of Property Tax	350	350	350
1,703,381	1,732,864	1,597,418	Total Resources, Except Taxes to be Levied	1,196,067	1,196,067	1,196,067
		5,151,810	Taxes Necessary to Balance	6,192,038	6,192,038	6,192,038
5,742,963	5,574,144		Taxes Collected in Year Levied			
\$7,446,344	\$7,307,008	\$6,749,228	Total Resources	\$7,388,105	\$7,388,105	\$7,388,105
			Requirements			
			Bond Principal Payments			
\$1,000,000	\$1,000,000	\$1,000,000	2007 - Apr 01	\$1,000,000	\$1,000,000	\$1,000,000
960,000	960,000	960,000	2009 - Mar 01	960,000	960,000	960,000
580,000	595,000	610,000	2009B - Jun 15	630,000	630,000	630,000
880,000	895,000	915,000	2011 - Jun 01	935,000	935,000	935,000
			2015 Refunding Jun 01	55,000	55,000	55,000
			2015 New Money Jun 01	440,000	440,000	440,000
3,420,000	3,450,000	3,485,000	Total Principal	4,020,000	4,020,000	4,020,000
			Bond Interest Payments			
306,000	286,000	266,000	2007 - Oct 01	40,000	40,000	40,000
306,000	286,000	266,000	2007 - Apr 01	40,000	40,000	40,000
214,200	199,800	185,400	2009 - Sep 01	171,000	171,000	171,000
214,200	199,800	185,400	2009 - Mar 01	171,000	171,000	171,000
262,137	253,436	244,511	2009B - Dec 15	235,362	235,362	235,362
262,136	253,437	244,511	2009B - Jun 15	235,362	235,362	235,362
427,481	418,681	409,731	2011 - Dec 01	400,582	400,582	400,582
427,481	418,681	409,732	2011 - Jun 01	400,582	400,582	400,582
			2015 - Dec 01	242,805	242,805	242,805
			2015 - Jun 01	177,663	177,663	177,663
			2015 - Dec 01	119,395	119,395	119,395
			2015 - Jun 01	87,363	87,363	87,363
2,419,635	2,315,835	2,211,285	Total Interest	2,321,112	2,321,112	2,321,112
			Reserves			
			Unappropriated Balance for Next Year			
	266,000	246,000	2007 - Oct 01	20,000	20,000	20,000
	185,400	171,000	2009 - Sep 01	155,400	155,400	155,400
	244,512	235,362	2009B - Dec 15	222,762	222,762	222,762
	409,731	400,581	2011 - Dec 01	391,232	391,232	391,232
			2015 - Dec 01	176,838	176,838	176,838
			2015 - Dec 01	80,763	80,763	80,763
1,606,709	1,541,173	1,052,943	Total Unappropriated Ending Fund Balance	1,046,993	1,046,993	1,046,993
\$7,446,344	\$7,307,008	\$6,749,228	Total Requirements	\$7,388,105	\$7,388,105	\$7,388,105



Property And Building Fund

Fund 51 • Capital Projects Fund Type

Fund Description

The Property and Building Fund, a *capital projects fund*, is funded by transfers from the General Fund and any revenue from surplus real property sales, rental revenue, and interest earnings. The purpose of this fund is to accumulate resources dedicated for fire station site acquisition and construction costs for new or existing facilities and major facility maintenance projects. This fund is utilized for items not planned to be part of the capital bond program, as well as providing a resource between bond financings. The District intends to maintain sufficient reserves to allow construction of a fire station and purchase station land, as well as provide reserves for future major roof repairs and other sizeable building maintenance projects as scheduled in the District's ten-year facility maintenance schedule.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Capital Outlay		\$ 224,310	\$ 1,257,630	\$ 5,494,000
Contingency			1,700,000	1,964,600
Total Expenditures		\$ 224,310	\$ 2,957,630	\$ 7,458,600

2015-16 Project Descriptions

5601 Land

51038 Station 38 Borland

Station 38 Borland	New: Cost to purchase land and consultant fees during due diligence period. The future significant operating budget impact planned for includes annual station operating costs and additional firefighters beginning by 2020.	850,000
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51054 Station 54 Charbonneau

Station 54 Charbonneau	New: Cost to purchase land and consultant fees during due diligence period. The operating budget impact for the six firefighters is budgeted in the 2015-16 year and station operating and construction costs will begin within two years.	1,100,000
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51055 Station 55 Rosemont

Station 55 Rosemont	New: Cost to purchase land and consultant fees during due diligence period. This future station, after design and construction, is expected to have 12 firefighters beginning in 2017 with station operating costs to be determined after station construction.	850,000
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51071 Station 71 Kaiser

Station 71 Kaiser	New: Cost to purchase land and consultant fees during due diligence period. This future station, after design and construction, is expected to have 12 firefighters with station operating costs to be determined after station construction.	30,000
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Total 5601 Land: 2,830,000

5602 Land Improv

51160 Central Operating Center

Central Operating Center	Carryover: Concrete work to provide apparatus parking at CBOC. Carryover from FY14/15. No significant operating budget impact.	60,000
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Total 5602 Land Improv: 60,000

5610 Building & Bldg Improv

51033 Station 33 Sherwood

Station 33 Sherwood	Replacement: Driveway is blacktop and needs to be replaced with concrete. This is phase one of three. Phase two would be the concrete work next to bay doors only. Phase three would be within the next five years front driveway. No significant operating budget impact.	185,000
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Station 33 Sherwood	Replacement: Kitchen cabinets, vinyl flooring, new sink and faucet. No significant operating budget impact.	18,000
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Property And Building Fund, continued

51035 Station 35 King City		
Station 35 King City	Replacement: Blacktop is failing on the approach to the main highway. This is from bay doors to highway. Areas would be replaced with concrete. This is phase one of two. Phase two will be FY17. No significant operating budget impact.	140,000
Station 35 King City	Replacement: Section of blacktop near the entrance and the sign has failed and needs replacing. We would replace this area with blacktop since trucks normally don't drive on it. Location of this area is where you would turn to go back of station. No significant operating budget impact.	12,000
Station 35 King City	New: Add Sonitrol Access Control monitoring to bring to current District Standard. Minor operating budget impact is included in station budget.	5,800
51052 Station 52 Wilsonville		
Station 52 Wilsonville	Replace two sections of back approach next to south bay door/cracking and chipping. Phase 1 of 2. No significant operating budget impact.	21,000
51054 Station 54 Charbonneau		
Station 54 Charbonneau	New: Design, permitting, construction start for station 54. The operating budget impact for the six firefighters is budgeted in the 2015-16 year and station operating and construction costs will begin within two years.	500,000
51055 Station 55 Rosemont		
Station 55 Rosemont	New: Design, engineering, land use and permits for station 55. This future station, after design and construction, is expected to have 12 firefighters beginning in 2017 with station operating costs to be determined after station construction.	800,000
52056 Station 56 Elligsen Road		
Station 56 Elligsen Road	New: Install motorized gates for security to south shop parking lot. This will include both gates, electrical from the shop and key pad for access on both gates. No significant operating budget impact.	25,400
Station 56 Elligsen Road	Replacement: Pumping system for fuel tank. Currently during hot weather we get vapor locks and we are unable to extract fuel from tank. We had a fuel company review and they have given us this recommendation. No significant operating budget impact.	10,000
51057 Station 57 Mountain Road		
Station 57 Mountain Road	Replacement: Replace old electrical lighting panel. Current panel is failing and it is difficult to get parts. No significant operating budget impact.	10,000
Station 57 Mountain Road	New: Install fire panel in station, one currently doesn't exist. No significant operating budget impact.	10,000
Station 57 Mountain Road	Upgrade: Lighting in bay with new LED lighting. No significant operating budget impact.	7,000
51062 Station 62 Aloha		
Station 62 Aloha	New: Add Sonitrol Access Control monitoring to bring to current District standard. Minor operating budget impact is included in station budget.	6,800
51064 Station 64 Somerset		
Station 64 Somerset	Replacement: Replace the concrete front apron at the street. Work with ODOT to replace sensors. No significant operating budget impact.	25,000
Station 64 Somerset	New: Add Sonitrol access control monitoring to bring to District standard. Minor operating budget impact is included in station budget.	5,500
51069 Station 69 Cooper Mountain		
Station 69 Cooper Mountain	Replacement: Concrete work around station. This is the main driveway to the back of the station (south side). No significant operating budget impact.	210,000
Station 69 Cooper Mountain	Upgrade: Lighting to station and bay with new LED lighting. No significant operating budget impact.	7,000
Station 69 Cooper Mountain	New: Add Sonitrol Access Control monitoring to bring to current District standard. Minor operating budget impact is included in station budget.	5,500
51368 Vol Station 368 Skyline		
Vol Station 368 Skyline	Remodel: FY16 cost to remodel Station 368. No significant operating budget impact as station will remain a volunteer station and operating costs of the current station are ongoing operating expenditures.	550,000

51582 Facilities Maintenance

Facilities Maintenance

New: Mobile home for temporary housing during long-term station construction.
Operating budget impacts are included as part of the construction project budget.

50,000

Total 5610 Building & Bldg - Improv: 2,604,000
Total Property and Building Fund Capital Outlays: 5,494,000

2015-16 Service Measures

- Station 54 Complete land use approval and construction documents.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Increase required
Measured By: Land Use Approval obtained, construction documents and permit documents 90% complete

- Station 55 Complete land use approval and construction documents.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Increase required
Measured By: Land Use Approval obtained, construction documents and permit documents 90% complete

- Complete acquisition of five to six new sites by June of 2016.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Increase required
Measured By: Land for new sites purchased. Land use analysis complete.

- Station 368 Complete remodel and seismic upgrade by October 2015.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Increase required
Measured By: Construction completed on schedule and on budget.

2015-16 Change Strategies

- Define and implement continuous improvement metrics and cost accountability measures to support land acquisition and capital construction projects through fiscal year 2020.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Budget Impact: Increase required
Duration: Year 1 of 5
Partner(s): Logistics, Finance, Integrated Operations, architects, engineers, contractors
Budget Description: Land use analysis and capital outlay, including purchase of land for new sites.

- Design for future single crew station to include substantial work with a new architectural firm. Communicate program needs for new model and District Fire Station Standards that will be incorporated into design and construction. Integrate architectural firm with TVF&R Capital Projects team and partners (i.e. standards, specifications, quality assurance and quality control measures).

Property And Building Fund, continued

2015-16 Change Strategies, continued

Goal(s)/Call(s) for Action: III, VI/1 and 2
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: The Capital Projects team will need to ensure quality control/quality assurance through this process as we spend time with a new firm establishing owner's project requirements and station standards. Complete design work and seek leadership approval.
Partner(s): Logistics, Finance, Integrated Operations, engineers, contractors

- Evaluate staffing model and develop related plans to ensure adequate support to plan, design and manage oversight of construction for the substantial number of capital projects planned for the next several years.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Evaluate and implement increase in staffing resources if appropriate.
Partner(s): Finance, Human Resources

Property and Building Fund, continued

Historical Data			Resources	Budget for Next Year 2015-16		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 6,796,573	\$ 8,260,339	\$ 9,081,664	Beginning Fund Balance Working Capital	\$10,436,546	\$10,436,546	\$10,436,546
41,882	47,870	45,408	Earnings from Temporary Investments	45,000	45,000	45,000
500,000	1,000,000	1,153,922	Transfers from Other Funds	4,101,085	4,101,085	4,101,085
921,885	585,225		Surplus Property			
\$ 8,260,339	\$ 9,893,434	\$10,280,994	Total Resources	\$14,582,631	\$14,582,631	\$14,582,631
			Requirements			
			Capital Outlay			
		\$ 281,610	Training Center			
		7,000	Station 33	203,000	203,000	203,000
			Station 35	157,800	157,800	157,800
		50,000	Station 38	850,000	850,000	850,000
			Station 52	21,000	21,000	21,000
		100,000	Station 54	1,350,000	1,350,000	1,600,000
		50,000	Station 55	1,650,000	1,650,000	1,650,000
			Station 56			35,400
		36,500	Station 57	27,000	27,000	27,000
		12,520	Station 59			
		7,000	Station 60			
		7,000	Station 61			
	224,310	68,000	Station 62	6,800	6,800	6,800
			Station 64	30,500	30,500	30,500
		7,000	Station 67			
			Station 69	222,500	222,500	222,500
			Station 71	30,000	30,000	30,000
		165,000	North Operating Center			
		61,000	Central Operating Center	60,000	60,000	60,000
		350,000	Station 368	550,000	550,000	550,000
		55,000	Facilities	50,000	50,000	50,000
	224,310	1,257,630	Total Capital Outlay	5,208,600	5,208,600	5,494,000
		2,250,000	Contingency	2,250,000	2,250,000	1,964,600
8,260,339	9,669,124	7,323,364	Reserved for Future Expenditures	7,124,031	7,124,031	7,124,031
\$ 8,260,339	\$ 9,893,434	\$10,280,994	Total Requirements	\$14,582,631	\$14,582,631	\$14,582,631



Capital Projects Fund

Fund 52 • Capital Projects Fund Type

Fund Description

This fund is utilized to account for the proceeds of general obligation bonds. The District received voter approval at the November 2006 election to issue a series of general obligation bonds totaling \$77,500,000 to fund phased land purchases, station construction and seismic remodeling projects, and other items. The District has issued the bonds in phases to meet construction and apparatus purchase needs, with final \$5,000,000 of bonds sold in 201415.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Capital Outlay	\$ 6,861,943	\$ 6,113,416	\$14,320,700	\$12,561,200
Materials and Services			125,000	
Contingency			1,505,429	389,100
Total Expenditures	\$ 6,861,943	\$ 6,113,416	\$15,951,129	\$12,950,300

2015-16 Project Descriptions

5601 Land

52000 Capital Projects Fund

Capital Projects Fund

New: Due diligence, consultant costs and land purchase costs for future station locations. Operating costs will include staffing and station operations after construction and unit deployment.

1,000,000

52031 Station 31 West Bull Mt

Station 31 West Bull Mt

New: Due diligence, consultant costs and land purchase costs for new station. Operating costs will include staffing and station operations after construction and unit deployment.

1,000,000

Total 5601 Land: 2,000,000

5610 Building & Bldg Improv

52000 Capital Projects Fund

Capital Projects Fund

New: Design, land use, permitting and start of construction for future locations.

3,748,000

52062 Station 62 Aloha

Station 62 Aloha

New: Design, land use, permitting and start of construction for seismic remodel and upgrade. Operating costs are not expected to change as station is currently staffed and operated.

905,000

52064 Station 64 Somerset

Station 64 Somerset

New: Design, land use, permitting and start of construction costs for seismic upgrades and remodel work. Operating costs are not expected to change as station is currently staffed and operated.

1,223,000

52069 Station 69 Cooper Mountain

Station 69 Cooper Mountain

New: Design, land use, permitting and start of construction costs for seismic upgrades and remodel work. Operating costs are not expected to change as station is currently staffed and operated.

2,024,000

52070 Station 70 Raleigh Hills

Station 70 Raleigh Hills

New: Completion of construction of Station 70. The ongoing operating budget impact is included in the 201516 budget at approximately \$450,000 per year.

700,000

Total 5610 Building & Bldg Improv: 8,600,000

Capital Projects Fund, continued

5615 Vehicles & Apparatus

52571 Fleet Maintenance

Fleet Maintenance

New: 100' TDA apparatus. This budget request is consistent with the Bond Expenditure forecast for two trucks (Third truck will be purchased through Fund 21 - Apparatus Fund). Cost includes listed discounts; chassis progress payment, aerial device progress payment, and final payment with factory discount. Operating costs are estimated at approximately \$59,000 per year.

1,961,200

Total 5615 Vehicles & Apparatus: 1,961,200

Total Capital Projects Fund Capital Outlays: 12,561,200

Status of 2014-15 Service Measures

- Station 68 complete construction and crew move by August 2014. Complete post-occupancy support and transition to facilities by December 2014.

Goal(s)/Call(s) for Action: I; III
 Service Type(s): Increase required
 Measured By: Construction complete, building occupancy and transition complete.
 Status or Outcome: Construction was substantially completed August 2014. Crew moved in to the Station September 16th, 2014. Capital Projects is continuing to work on a small number of close out items needed in order to complete the transition to facilities.

- Complete remodel and seismic upgrade for Station 52 by February 2015.

Goal(s)/Call(s) for Action: III
 Service Type(s): Increase required
 Measured By: Construction completed on schedule and on budget.
 Status or Outcome: Construction will be completed March 2015.

- Complete remodel and seismic upgrade for Station 51 by February 2015.

Goal(s)/Call(s) for Action: III
 Service Type(s): Increase required
 Measured By: Construction completed on schedule and on budget.
 Status or Outcome: Construction will be completed March 2015.

- Complete remodel and seismic upgrade for Station 70 by May 2015.

Goal(s)/Call(s) for Action: III
 Service Type(s): Increase required
 Measured By: Construction completed on schedule and on budget.
 Status or Outcome: Construction was delayed and will be completed early fall 2015.

Status of 2014-15 Change Strategies

- Complete concept design for single crew station. Complete purchase of two new sites by June of 2015. Complete land use evaluation for eight future locations by June of 2015.

Goal(s)/Call(s) for Action: I; III; VI/C
 Service Type(s): Increase required
 Measured By: Single crew station concept design complete and approved by leadership. Land for new sites purchased. Land use analysis complete.
 Budget Impact: Increase required
 Duration: Year 8 of 10
 Budget Description: Bond-related capital construction projects and apparatus acquisition will continue through at least fiscal year 2016. The program has defined continuous improvement metrics and cost accountability within both areas of the bond capital projects and apparatus. Complete concept design for new Single Crew Station and land use evaluation for eight future sites.
 Partner(s): Logistics, Finance, Integrated Operations, architects, engineers, contractors
 Status or Outcome: Single crew station concept program has been started and concept design will be completed and approved by leadership by June 2015. Land use analysis has been completed. Site search for land acquisitions is ongoing.

Additional 2014-15 Accomplishments

- Completed and submitted applications for Seismic Grant Funds which resulted in an award of \$2,358,000 for seismic upgrades to Stations 62, 64 and 69.
- Completed schematic designs and received leadership approval for remodels and seismic upgrades to Stations 62, 64 and 69.
- Received \$2,782 in Energy Trust of Oregon rebates for work on Station 68.
- Completed and received leadership approval on schematic design for the remodel of Station 368.
- Fulltime Capital Construction Projects Project Coordinator joined the team January 2015.

2015-16 Service Measures

- Station 62 – complete design, permitting and start of seismic upgrades and construction during fiscal year 201516.

Goal(s)/Call(s) for Action: III, VI/1 and 2
 Service Type(s): Essential
 Measured By: Design complete, permits obtained, construction started.

- Station 64 – complete design, permitting and start of seismic upgrades and construction during fiscal year 201516.

Goal(s)/Call(s) for Action: III, VI/1 and 2
 Service Type(s): Essential
 Measured By: Design complete, permits obtained, construction started.

Capital Projects Fund, continued

2015-16 Service Measures, continued

- Station 69 – complete design, permitting and start of seismic upgrades and construction during fiscal year 201516.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Essential
Measured By: Design complete, permits obtained, construction started.

- Station 70 – complete construction/tenant improvements by September 2015.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Essential
Measured By: Construction completed on schedule and on budget.

- Complete purchase of one or two new sites by June of 2016.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Service Type(s): Essential
Measured By: Land for new site purchased. Land use analysis complete.

2015-16 Change Strategies

- The Capital Projects team will evaluate and develop staffing plans to successfully plan, design and manage oversight of a substantial number of capital projects planned for the next several years.

Goal(s)/Call(s) for Action: III, VI/1 and 2
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Evaluate and implement additional staffing resources if appropriate.
Partner(s): Finance, Human Resources

Capital Projects Fund, continued

Historical Data			Resources	Budget for Next Year 2015-16		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Revised Budget This Year 2014-15		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$10,872,868	\$14,211,991	\$10,294,656	Beginning Fund Balance Working Capital	\$12,935,300	\$12,935,300	\$12,935,300
		5,625,000	Proceeds from Debt Issuance			
55,752	31,478	31,473	Earnings from Temporary Investments	15,000	15,000	15,000
145,313	11,143		Donations and Grants			
			Miscellaneous			
\$21,073,933	\$14,254,613	\$15,951,129	Total Resources	\$12,950,300	\$12,950,300	\$12,950,300
			Requirements			
\$ 6,117,762	\$ 5,407,800	\$12,156,800	Buildings and Improvements	\$ 8,635,400	\$ 8,635,400	\$ 8,600,000
24,869	184,621	1,050,000	Land and Improvements	2,000,000	2,000,000	2,000,000
719,311	520,995	1,113,900	Fire Apparatus	1,961,200	1,961,200	1,961,200
6,861,941	6,113,416	14,320,700	Total Capital Outlay	12,596,600	12,596,600	12,561,200
		125,000	Materials and Services			
6,861,941	6,113,416	14,445,700	Total Expenditures	12,596,600	12,596,600	12,561,200
		1,505,429	Contingency	353,700	353,700	389,100
14,211,991	8,141,197		Reserved for Future Expenses			
\$21,073,933	\$14,254,613	\$15,591,129	Total Requirements	\$12,950,300	\$12,950,300	\$12,950,300



Fund Description

This fund is intended to satisfy claims arising out of losses within the District's deductible limits of insurance coverage for automobiles, emergency apparatus, property claims, and general liabilities. Transfers from the General Fund, insurance premium refunds, and earnings on temporary investments may provide resources for the fund.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget
Materials and Services	\$ 6,213	\$ 3,066	\$ 634,175	\$ 648,428
Total Requirements	\$ 6,213	\$ 3,066	\$ 634,175	\$ 648,428

Risk Management

The District utilizes the resources of this fund in order to reduce the costs of purchased property and casualty insurance policies, by allowing for levels of increased deductibles and retained risk within the policies. The District's insurance agent's actuaries have determined the size of this fund is appropriate for the District's combined insurance risks. The District annually reviews its risk management, insurance, and loss prevention programs with the goal of limiting exposure to all types of losses, improving the work environment, and increasing safety for District employees.

The policy adopted by the Board of Directors mandates that a program for risk management be adopted that is consistent with legal requirements and is within the ability of the District to finance. Board Policy states that the District shall purchase the necessary insurance or set aside adequate reserves to self-insure. Coverage must be adequate to protect:

1. Itself as a corporate body;
2. Its Board of Directors;
3. Its individual members; and
4. Its employees.

These groups are to be insured against financial loss arising out of any claim, demand, suit, or judgment by reason of alleged negligence or other act resulting in accidental injury to any person or damage to property within or outside the District, while performing their duties within the scope of their obligations as members of boards or commissions or as employees or Volunteers.

The District purchases insurance for or self-insures:

1. All real and personal property of the District;
2. Losses due to employee dishonesty, injury, or death;
3. Losses from claims associated with employee practices related to civil rights, sexual harassment and other related issues, and a program of benefits for employees within the limits established from time to time by the Board of Directors;
4. Flood, earthquake, and natural disasters; and
5. Workers' compensation insurance for employees and Volunteer firefighters.

Insurance Fund, continued

When the District is involved in using outside providers of services, certificates of insurance are provided for general liability, automobile liability, and workers' compensation insurance. Certificates of insurance are to be no less than \$1,000,000 per occurrence. Procedures have been developed and adopted to carry out this policy and the Finance department is designated to carry out and administer the program. Guidance is provided by the prudent person rule.

The District maintains a blanket property insurance policy covering all buildings, vehicles, and equipment owned. Liability limits are \$77,765,085 with a \$5,000 deductible. Coverage is written on a replacement cost basis for the perils of fire, extended coverage, and "all risk" of direct physical loss, subject to a deductible of \$5,000 per occurrence. Additional limits apply to areas of extra expense, demolition, and increased costs of construction. Major exclusions are earthquakes, flood, wear and tear, explosion of boilers, and interruption of power. Insurance policies cover earthquake and flood subject to a 2% deductible. Coverage is provided for owned equipment and is written on an "all risk" of direct physical loss basis. It provides insurance for firefighting equipment away from the premises or attached to various vehicles. Also covered are data processing and mobile communications equipment within specified limits and with deductibles of \$250. Vehicles are insured for both liability and physical damages at a defined replacement value. Deductible limits apply for the following coverage: \$100 deductible for comprehensive coverage and \$500 deductible limits for collision.

Insurance is carried for claims arising from employment related occurrences. This policy carries a \$5,000,000 limit with a \$1,000 to \$10,000 deductible, depending upon circumstance. Risk management for workers' compensation provides coverage for boards and commissions, employees, and Volunteers. Where non-paid persons are involved, an assumed monthly wage rate is identified for the premium and benefit purposes.

The District's loss experience in all areas has been excellent. Equipment and facilities are well maintained and accounted for in a comprehensive fixed asset program. A management committee reviews losses and steps are recommended to reduce future potential losses.

Workers' compensation losses have also been maintained at a low level. Risk management begins in the pre-employment phase and starts with a required medical physical examination and a physical agility test for firefighters.

Physical fitness is stressed and periodic measurement of fitness is maintained by performance tests. The District supports its employees' health and fitness through the Wellness program. The District takes a holistic approach to wellness and provides an employee assistance program through an outside provider in order to maintain anonymity.

The District has an appointed Safety Officer and Safety Committee. Safety meetings are held on a regular basis and all employees are encouraged to participate in addressing unsafe acts or situations.

In the area of workers' compensation insurance, the District purchases insurance for its employees and Volunteer firefighters. However, the District retains risks for extraordinary claims up to defined dollar amounts. This has been accomplished through a retrospective-rating plan adopted by the District.

Thus far, the savings recouped in that plan have returned the amount of risk retained and monies are held in this Insurance Fund for such a contingency.

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 639,921	\$ 638,697	\$ 630,925	Beginning Fund Balance	\$ 645,178	\$ 645,178	\$ 645,178
3,687	3,451	3,250	Earnings from Temporary Investments	3,250	3,250	3,250
1,302	1,096		Insurance Refunds			
\$ 644,910	\$ 643,244	\$ 634,175	Total Resources	\$ 648,428	\$ 648,428	\$ 648,428
			Requirements			
\$ 6,213	\$ 3,066	\$ 634,175	Property & Liability Losses	\$ 648,428	\$ 648,428	\$ 648,428
638,697	640,178		Ending Fund Balance			
\$ 644,910	\$ 643,244	\$ 634,175	Total Requirements	\$ 648,428	\$ 648,428	\$ 648,428



Fund Description

The Pension Trust Fund is a non-governmental *fiduciary-type fund* that has been maintained for the benefit of employees who retired prior to the District's integration into the Oregon Public Employee Retirement System on July 1, 1981.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel Services	\$ 329,376	\$ 337,512	\$ 347,637	\$ 351,085
Total Expenditures	\$ 329,376	\$ 337,512	\$ 347,637	\$ 351,085

Trust Management

The Board of Directors controls the Pension Plan, while the District's Fire Chief/Administrator serves as advisor to the Board and authorizes increases in benefit payments.

Day-to-day administration of the plan, including payments to retirees, is managed by the District's Finance Directorate. As all trust funds have been utilized, the District is now making contributions to the Trust Fund in order to meet pension benefits each month.

Pension Benefit

Two groups of retirees are covered under the Pension Trust Fund. One group consists of those individuals who retired prior to amending the plan in 1976. The second group is those individuals affected by the Amended and Restated Plan of 1976, and who retired on or before July 15, 1983.

The original 1973 retirement plan stipulates that the retirees receive a benefit of sixty percent of their current salary range for the job classification held at time of retirement. Spousal benefits are equal to 100% of the retiree's benefit. Thus, their benefit increases are directly tied to raises of the existing employee group. There are four beneficiaries under this plan.

Under the 1976 Amended and Restated Plan, benefits were determined by multiplying a percent, which is the value of the number of years of completed service, times two percent per year, by the final average salary. The cost of living increases for the retirees under the 1976 Amended and Restated Plan are limited to two percent per year. There are two recipients under this plan.

Pension Trust Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 307						
329,070	\$ 337,512	\$ 347,637	Transfer from Other Funds	\$ 351,085	\$ 351,085	\$ 351,085
\$ 329,376	\$ 337,512	\$ 347,637	Total Resources	\$ 351,085	\$ 351,085	\$ 351,085
			Requirements			
\$ 329,376	\$ 337,512	\$ 347,637	Pension Benefit Costs	\$ 351,085	\$ 351,085	\$ 351,085
329,376	337,512	347,637	Total Expenditures	351,085	351,085	351,085
			Unappropriated Ending Fund Balance			
\$ 329,376	\$ 337,512	\$ 347,637	Total Requirements	\$ 351,085	\$ 351,085	\$ 351,085

Fund Description

The Volunteer LOSAP Fund accounts for remaining plan assets and liabilities and monthly benefit payments to volunteers under closed Length of Service Award Program plan benefits under the former 1992 and 1998 plans.

There are four volunteers receiving monthly payments and seven who have not yet reached retirement age. The District Finance Directorate manages trust investments and plan benefit payments to retired Volunteers.

Budget Summary

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel Services	\$ 54,751	\$ 416,220	\$ 109,300	\$ 326,537
Total Requirements	\$ 54,751	\$ 416,220	\$ 109,300	\$ 326,537

Pension Benefit

In addition to monthly plan benefits paid, for 2015-16 the District has budgeted for the potential purchase of annuities in order to pay future volunteers monthly award amounts and, as such has budgeted for this in Personnel Services.

Volunteer LOSAP Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2015-16</i>		
Actual Second Preceding Year 2012-13	Actual First Preceding Year 2013-14	Adopted Budget This Year 2014-15	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$ 615,620	\$ 659,128	\$ 310,225	Working Capital (Accrual Basis)	\$ 313,837	\$ 313,837	\$ 313,837
74,252	75,754	12,559	Earnings from Investments	12,700	12,700	12,700
24,007			Transfer from Other Funds			
\$ 713,879	\$ 734,882	\$ 322,784	Total Resources	\$ 326,537	\$ 326,537	\$ 326,537
			Requirements			
\$ 54,751	\$ 416,220	\$ 109,300	Pension Benefit Costs	\$ 326,537	\$ 326,537	\$ 326,537
659,128	318,662	213,484	Unappropriated Ending Fund Balance			
\$ 713,879	\$ 734,882	\$ 322,784	Total Requirements	\$ 326,537	\$ 326,537	\$ 326,537

Property Tax Levies and Collections

Tualatin Valley Fire and Rescue Property Tax Levies and Collections Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy	Delinquent Tax	Total Tax Collections	Percent of Total Tax Collections to Tax
2014	\$84,922,515	\$80,738,959	95.07%	\$ 1,824,068	\$82,563,027	97.22 %
2013	82,413,293	78,548,654	95.31	1,446,400	79,995,054	97.07
2012	81,106,617	76,988,839	94.92	1,481,752	78,470,591	96.75
2011	76,954,903	72,714,192	94.49	2,365,805	75,079,997	97.56
2010	74,662,973	70,399,625	94.29	1,930,985	72,330,610	96.88
2009	70,168,538	66,017,433	94.08	1,498,114	67,515,547	96.22
2008	67,886,825	64,345,840	94.78	1,288,336	65,634,176	96.68
2007	62,860,513	59,799,046	95.13	1,176,222	60,975,268	97.00
2006	59,783,920	56,844,054	95.08	1,339,636	58,183,690	97.32
2005	56,843,613	53,918,038	94.85	1,438,746	55,356,784	97.38

Source: District financial statements, current and prior years

Assessed and Market Value of Taxable Property

Tualatin Valley Fire and Rescue
Assessed and Market Value of Taxable Property
 Last Ten Fiscal Years

Fiscal Year	Real Property*		Personal Property		Mobile Home Property	
	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value
2014	\$42,716,027,358	\$55,819,620,463	\$1,289,133,350	\$1,330,709,755	\$37,054,528	\$48,696,174
2013	41,153,875,254	52,242,895,589	1,285,083,148	1,300,882,754	37,473,333	49,143,750
2012	40,033,905,433	53,094,082,885	1,242,926,832	1,254,219,436	41,878,148	54,190,090
2011	38,896,351,775	55,859,041,477	1,239,530,152	1,251,419,908	45,889,216	59,433,410
2010	37,743,268,296	60,010,991,508	1,291,172,910	1,302,244,097	54,963,237	62,488,050
2009	36,352,459,360	64,462,001,645	1,365,624,057	1,375,655,902	51,351,504	57,431,190
2008	34,641,993,583	62,615,731,611	1,280,664,739	1,292,853,444	54,128,069	59,845,740
2007	32,870,751,582	55,887,171,646	1,209,328,395	1,215,420,705	66,468,302	71,311,755
2006	31,203,991,728	45,563,141,842	1,175,706,594	1,184,110,910	70,563,327	74,439,919
2005	28,848,716,198	40,772,439,891	1,165,078,033	1,183,135,033	74,672,926	79,567,132

Information from Washington, Clackamas, and Multnomah County Assessment and Tax Roll Summaries.

* Includes Multnomah County Assessed Valuation in its entirety.

Assessed and Market Value of Taxable Property, continued

Tualatin Valley Fire and Rescue Assessed and Market Value of Taxable Property Last Ten Fiscal Years (continued)

Fiscal Year	Utility Property		Total		Total Assessed to Total Market Value	Total District Tax Rate
	Assessed Value	Market Value	Assessed Value	Market Value		
2014	\$1,198,999,750	\$1,316,814,786	\$45,241,214,986	\$58,515,841,178	77.31	\$1.91
2013	1,186,894,151	1,294,538,870	43,663,325,886	54,887,460,963	79.55	1.91
2012	1,205,943,990	1,245,624,000	42,524,654,403	55,648,116,411	76.42	1.93
2011	1,209,023,665	1,214,510,966	41,390,794,808	58,384,405,761	70.89	1.88
2010	1,193,592,740	1,194,549,230	40,282,997,183	62,570,272,885	64.38	1.90
2009	1,063,723,000	1,067,347,629	38,833,157,921	66,962,436,366	57.99	1.84
2008	1,020,096,190	1,073,993,240	36,996,882,581	65,042,424,035	56.88	1.87
2007	969,696,390	977,289,297	35,116,244,669	58,151,193,403	60.39	1.82
2006	927,989,770	929,254,187	33,378,251,419	47,750,946,858	69.90	1.82
2005	901,881,166	916,813,830	30,990,348,323	42,951,955,886	72.15	1.83

Note: In May 1997, Oregon voters approved Measure 50 that revised the property tax system state-wide effective July 1, 1997. For property tax purposes, the measure changed a property's assessed valuation from real market value to a value for tax purposes. In addition, the maximum assessed value of a property was generally limited to a maximum of 3% growth per year. Accordingly, since that date, there is an increasing difference between market value and assessed value.

Principal Taxpayers

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	Year			Year		
	2014			2005		
	Rank ⁽¹⁾	Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation	Rank ⁽¹⁾	Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation
Private enterprises:						
Intel Corporation	1	\$ 1,269,465	2.81 %	1	\$ 1,027,637	3.33 %
Nike, Inc.	2	566,111	1.25	3	329,849	1.07
Pacific Realty Associates	4	308,313	0.68	5	217,218	0.70
Comcast Corporation	6	267,863	0.59			
Frontier Communications	7	249,585	0.55			
Fred Meyer Stores, Inc.	8	149,478	0.33			
Maxim Integrated Products	9	142,394	0.31	10	119,068	0.39
PS Business Parks LP	10	103,985	0.23	7	134,810	0.44
Verizon Northwest, Inc.				2	350,287	1.13
Novellus Systems, Inc.				9	125,487	0.41
Tektronix, Inc.				8	128,404	0.42
Public utilities:						
Portland General Electric	3	412,384	0.91	4	313,885	1.02
Northwest Natural Gas Co	5	299,588	0.66	6	215,907	0.70
All other taxpayers		41,472,048	91.68		27,937,652	90.39
Total Assessed Value ⁽²⁾		\$ 45,241,215	100.00 %		\$ 30,900,204	100.00 %

Source: "2013-14 Top Taxpayers in Washington County", Washington County Department of Assessment and Taxation,
 Ranked by "M50 Assessed Value"

⁽¹⁾ Principal taxpayers are in Washington County only.

⁽²⁾ Total assessed value is reflective of TVF&R's portion of the totals collectible for Washington, Clackamas and Multnomah counties.

Demographic and Economic Statistics

Tualatin Valley Fire and Rescue Demographic and Economic Statistics Last Ten Fiscal Years

Fiscal Year	Population ⁽¹⁾	Per Capita Income ⁽²⁾	Total Personal Income (in thousands) ⁽²⁾	School Enrollment ⁽³⁾	Unemployment ⁽⁴⁾
2014	450,008	\$ 44,396	\$ 19,978,555	57,221	5.90 %
2013	445,464	42,639	18,994,139	57,147	6.60
2012	440,966	40,606	17,905,865	56,410	6.90
2011	436,513	39,465	17,226,986	56,768	7.70
2010	432,106	40,188	17,365,476	55,672	9.15
2009	427,346	39,660	16,948,548	54,519	7.68
2008	422,987	37,969	16,060,402	54,480	4.42
2007	418,673	35,991	15,068,451	53,824	4.30
2006	414,402	34,298	14,213,170	52,884	4.73
2005	410,175	33,301	13,659,250	52,034	5.63

⁽¹⁾ US Census/Portland State University

⁽²⁾ Worksource Oregon Employment Department (Washington County Only)

⁽³⁾ Oregon Dept of Education (Washington County Only)

⁽⁴⁾ Bureau of Labor Statistics, estimated (Washington County Only)



Apparatus And Vehicle Replacement Schedules

Apparatus and Vehicle Replacement Schedules

In the early 1980s, the District developed a capital replacement program. A major portion of this program provided for the scheduled replacement of response apparatus. When the program was initiated, a 20-year replacement cycle was utilized for major response apparatus. These schedules were developed during a time when the pace of District operations was far slower than today. At that time, very few 20-year-old pumpers had more than 40,000 miles on them, and apparatus were much less complex than modern apparatus, with most systems mechanical in nature.

As the District has grown, so have the requirements that are put on apparatus. Today, it takes four years or less to put 40,000 miles on a front line apparatus. Today's apparatus are far more complex, depending upon microprocessors and electronics to operate.

In the mid-1990s, the District recognized that a 20-year replacement cycle was no longer reasonable. At that time, an aggressive replacement program was put into place, which was designed to pave the way for a sustainable 15-year apparatus replacement cycle for front line units.

The recommended replacement schedule was developed in a manner consistent with the priorities developed by the District's Fleet Operations Manager, the Fire Chief's Office, and the recommendations of NFPA 1901. It is intended to ensure that front line response apparatus remain the top priority for funding. At the same time, it also recognizes that we are experiencing changes to the very nature of our operations. Specialty apparatus are identified throughout the replacement schedule with regard to growth projections, anticipated funding measures and the changes to the District's service delivery models.

One of the most important functions of the replacement schedule has been to provide a planning and budgeting tool that permits flexibility as the District's Service Delivery Model continues to change and grow. As an example of this flexibility, a progressive **Apparatus Transfer Plan** has been instituted to allow the District the flexibility to move apparatus throughout the District to meet changing deployment plans and provide a more sustainable use of the apparatus throughout its entire life cycle.

It should be emphasized that the replacement schedules listed below are not firm schedules; actual vehicle replacement is based upon a number of factors including mechanical condition, frequency of use, vehicle utilization, and maximum residual value.

The replacement schedule, as currently laid out, would require an average of \$2,500,000 per year (current dollars) to maintain. This funding level would be adequate to accommodate changes to the District's service delivery model in the future.

Apparatus And Vehicle Replacement Schedules, continued

Replacement Schedule

Unit Type	Replacement Schedule
Pumper	15 Years Frontline – 5 Years Reserve
Elevated Waterway	15 Years Frontline – 5 Years Reserve
Trucks	15 Years Frontline – 5 Years Reserve
Tenders	20 Years Frontline
Medics	15 Years Frontline
Heavy Squad	20 Years Frontline
Cars Unit	6 Years Frontline
Light Squad	15 Years Frontline
Heavy Brush	15 Years Frontline
Light Brush	15 Years Frontline
AC and BC Units	6 Years Frontline
Code 3 Staff Vehicles	6 Years Frontline
Staff Vehicles	6 Years Frontline
Service Vehicles	10 Years Frontline

Chart Of Accounts

Account Classification System

Organization Codes – General Ledger

Organization Codes represent the fund (first two numbers) and the department (last three numbers). The funds are designated by the first two numbers of the organization code as follows:

- 10 General Fund
- 21 Apparatus Fund
- 22 Capital Improvements Fund
- 24 Emergency Management Fund
- 25 Grants Fund
- 26 Retiree Medical Insurance Stipend Fund
- 30 Debt Service Fund
- 45 Insurance Fund
- 51 Property and Building Fund
- 52 Capital Projects Fund
- 61 Pension Trust Fund
- 62 Deferred Compensation Fund
- 63 Volunteer LOSAP Fund
- 70 General Fixed Assets
- 80 General Long Term Debt

The last three numbers represent the department and are consistent for each fund. They are as follows:

- 000 Non-Organizational
- 031 Station 31 - West Bull Mountain
- 033 Station 33 - Sherwood
- 034 Station 34 - Tualatin
- 035 Station 35 - King City
- 038 Station 38 - Borland
- 039 Station 39 - Rivergrove
- 050 Station 50 - Walnut
- 051 Station 51 - Tigard
- 052 Station 52 - Wilsonville
- 053 Station 53 - Progress
- 054 Station 54 - Charbonneau
- 055 Station 55 - Rosemont
- 056 Station 56 - Elligsen Road
- 057 Station 57 - Mountain Road
- 058 Station 58 - Bolton
- 059 Station 59 - Willamette
- 060 Station 60 - Cornell Road
- 061 Station 61 - Butner Road
- 062 Station 62 - Aloha
- 063 Station 63 - 185th
- 064 Station 64 - Somerset
- 065 Station 65 - West Slope
- 066 Station 66 - Brockman Road
- 067 Station 67 - Farmington Road
- 068 Station 68 - Bethany
- 069 Station 69 - Cooper Mountain

Chart Of Accounts, continued

Departments, continued

070	Station 70 - Raleigh Hills
071	Station 71 - Kaiser
110	Civil Service
120	Board of Directors
150	Fire Chief's Office
155	North Operating Center
160	Central Operating Center
170	Logistics Administration
175	Communications
200	Integrated Operations Administration
205	Emergency Medical Services
210	Finance
215	Information Technology
220	Supply
230	Recruits
280	Relief Pool Personnel
300	Volunteer
304	Human Resources
402	Training/Safety
420	External Training
451	Media Services
470	Occupational Health & Wellness
571	Fleet Maintenance
582	Facilities Maintenance
600	South Operating Center
622	Technical Rescue Team
625	Hazardous Materials Team
626	Water Rescue Team
724	Office of Consolidated Emergency Management
750	Emergency Management

Object Codes – General Ledger

Beginning Fund Balance

4001	Beginning Fund Balance
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Revenues

Property Taxes

4011	Current Year's Property Taxes
4012	Prior Year's Property Taxes
4013	Taxes in Lieu of Property Tax

Investments

4050	Interest Income
4051	Interest on Taxes
4052	Unsegregated Tax Interest
4053	Gains/Losses on Investments
4054	Dividend Income
4055	Unrealized Gains and Losses

Special Revenue

- 4200 Charges for Services
- 4201 Transport Services Revenue
- 4202 Contracted Disallowances
- 4203 HazMat Response Revenue
- 4204 Accounting Service Revenue
- 4205 Fire Reports/Permits
- 4250 Company Store Revenue

Training Center Revenue

- 4301 Training Classes
- 4304 Rental Revenue

Miscellaneous

- 4400 Donations and Grants
- 4401 Insurance Refunds - Workers Comp
- 4402 Insurance Refunds - Liability
- 4410 Surplus Property
- 4450 Miscellaneous
- 4500 Proceeds from Debt Issuance
- 4600 Transfers In From Other Funds
- 4999 Discounts Earned

Expenditures

Salaries & Wages

- 5001 Salaries and Wages Union
- 5002 Salaries and Wages Non-Union
- 5003 Vacation Taken Union
- 5004 Vacation Taken Non-Union
- 5005 Sick Leave Taken Union
- 5006 Sick Leave Taken Non-Union
- 5007 Personal Leave Taken Union
- 5008 Personal Leave Taken Non-Union
- 5009 Comp Taken Union
- 5010 Comp Taken Non-Union
- 5015 Vacation Sold
- 5016 Vacation Sold at Retirement
- 5017 PEHP Vacation Sold at Retirement
- 5018 Comp Time Sold Union
- 5019 Comp Time Sold Non-Union
- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Non-Union
- 5041 Severance Pay
- 5050 Floater Stipend
- 5051 EMT Premium
- 5052 HazMat Premium
- 5053 Technical/Water Rescue Premium
- 5054 Other/FTO Premium
- 5090 Temporary Services-Backfill
- 5101 Vacation Relief

Chart Of Accounts, continued

Salaries & Wages, continued

- 5102 Duty Chief Relief
- 5105 Sick Relief
- 5106 On-the-Job Injury Relief
- 5107 Short Term Disability Relief
- 5110 Personal Leave Relief
- 5115 Vacant Slot Relief
- 5118 Standby Overtime
- 5120 Overtime Union
- 5121 Overtime Non-Union
- 5123 Comp Time Sold Non-Union
- 5150 Pension Benefit

Payroll Taxes

- 5201 PERS Taxes
- 5203 FICA/MEDI
- 5206 Workers' Compensation
- 5207 Trimet/Wilsonville Tax
- 5208 Oregon Workers' Benefit Fund Tax

Employee Insurance

- 5210 Medical Insurance Union
- 5211 Medical Insurance Non-Union
- 5220 Post Retiree Insurance Union
- 5221 Post Retiree Insurance Non-Union
- 5230 Dental Insurance Non-Union
- 5240 Life/Disability Insurance
- 5250 Unemployment Insurance
- 5260 Employee Assistance Insurance

Other Employee Costs

- 5270 Uniform Allowance
- 5280 Physical Examinations/Shots
- 5290 Employee Tuition Reimbursement
- 5295 Vehicle/Cell Phone Allowance

Supplies

- 5300 Office Supplies
- 5301 Special Department Supplies
- 5302 Training Supplies
- 5303 Physical Fitness
- 5304 Hydrant Maintenance
- 5305 Fire Extinguisher
- 5306 Photography Supplies and Processing
- 5307 Smoke Detector Program
- 5311 HazMat Response Materials
- 5320 EMS Supplies
- 5321 Firefighting Supplies
- 5325 Protective Clothing
- 5330 Noncapital Furniture and Equipment

Supplies, continued

- 5340 Software Expense/Upgrades
- 5350 Apparatus Fuel/Lubricants

Maintenance and Repairs

- 5361 M&R Bldg/Bldg Equipment and Improvements
- 5362 Storage Tank Expense
- 5363 Vehicle Maintenance
- 5364 M&R-Fire Communications Equipment
- 5365 M&R-Firefighting Equipment
- 5366 M&R-EMS Equipment
- 5367 M&R-Office Equipment
- 5368 M&R-Computer Equipment and Software

Insurance

- 5400 Insurance Premium
- 5401 Insurance Claims Reimbursement

External Services

- 5410 General Legal
- 5411 Collective Bargaining
- 5412 Audit and Related Filing Fees
- 5413 Consultant Fees
- 5414 Other Professional Services
- 5415 Printing
- 5416 Custodial and Building Services
- 5417 Temporary Services
- 5418 Trustee/Administrative Fees
- 5419 Chaplains Reimbursement
- 5420 Dispatch
- 5421 Board of Directors Allowance

Utilities

- 5430 Telephone
- 5432 Natural Gas
- 5433 Electricity
- 5434 Water/Sewer
- 5436 Garbage
- 5437 Cable Access
- 5445 Rent/Lease of Building
- 5450 Rental of Equipment

Training & Travel

- 5461 External Training
- 5462 Travel and Per Diem

Award Programs

- 5471 Citizen Awards
- 5472 Employee Recognition and Awards

Chart Of Accounts, continued

Award Program, continued

- 5473 Employee Safety Program and Incentive
- 5474 Volunteer Awards Banquet

Community Education

- 5480 Community Events/Open House
- 5481 Community Education Materials
- 5482 Badges/Pencils/Handouts/Hats
- 5484 Postage, UPS, and Shipping

Dues, Fees, and Subscriptions

- 5500 Dues and Subscriptions
- 5501 Volunteer Association Dues
- 5502 Certifications and Licensing

Miscellaneous

- 5560 Depreciation Expense
- 5570 Miscellaneous Business Expense
- 5571 Planning Retreat Expense
- 5572 Advertising/Public Notice
- 5573 Inventory Over/Short/Obsolete
- 5574 Elections Expense
- 5575 Laundry/Repair Expense
- 5599 Uncompensated Care

Capital Outlay

- 5601 Land
- 5602 Land Improvements
- 5603 Training Props
- 5610 Building and Building Improvements
- 5615 Vehicles and Apparatus
- 5620 Firefighting Equipment
- 5625 EMS Equipment
- 5630 Office Equipment and Furniture
- 5635 Building Equipment
- 5640 Physical Fitness Equipment
- 5645 Shop Equipment
- 5650 Communications Equipment
- 5655 Data Processing Software
- 5660 Computer Equipment

Debt Service

- 5700 Debt Service Principal
- 5701 Debt Service Interest

Other

- 5800 Transfers Out
- 5900 Contingency
- 5999 Budgeted Ending Fund Balance

Project Classifications

Project numbers are used for job costing purposes and are attached to the end of the general ledger account string. The project number is comprised of a four digit project number and may contain a two digit category code for construction projects as follows:

Project

0105	Accreditation Program
0241	Washington County Sheriff (OCEM)
0242	City of Beaverton (OCEM)
0243	City of Hillsboro (OCEM)
0244	City of Tigard (OCEM)
0245	Washington County LUT (OCEM)
0802	Annual Spring DFM Academy
0901	Chaplains Program
1100	Fire Prevention Pub Ed
1101	SKID Program
3104	WCSO Active Shooter Drill
3211	Pacifica Fire Conflagration
3212	Douglas Complex Conflagration
3213	Government Flat Complex Conflagration
3214	Two Bulls Conflagration
3215	Moccasin Hill Fire
3216	Rowena Conflagration
3217	Beaver Complex
3218	Lost Hubcap Fire
3219	36 Pit Fire
3220	Scoggins Creek Fire
3221	Estacada Mutual Aid
3222	Scoggins Creek Mutual Aid
3307	Pick-Up Trucks
3310	Medic Units
3316	Tenders
3322	Pumpers (Round-3)
3323	Pumpers (Round-4)
3324	Tractor Drawn Aerial Trucks (Bond)
3329	Fire Investigation Vehicles
3330	Light Brush Apparatus
3331	Chief Response Vehicle Replacement
3332	DC Response Vehicles
3334	FJ Cruisers
3335	Squad
3336	Water Rescue Boat
3337	EMS Vehicle
3338	Two Truck
3339	Volunteer UTV

Chart Of Accounts, continued

Project, continued

3340	Tractor Drawn Aerial Truck
3341	Facilities Service Truck
3342	Motorcycle
3423	Clackamas Fire District #1 Fleet Program
3425	City of Hillsboro Fleet Program
3427	City of Lake Oswego Fleet Program
3428	City of Gladstone Fleet Program
3433	E-GIS Program
3434	Canby Fire IT Program
3435	Apparatus Operator Recruitments
3436	Battalion Chief Recruitments
3437	Captain Recruitments
3438	Deputy Fire Marshal I Recruitments
3439	Deputy Fire Marshal II Recruitments
3440	Division Chief Recruitments
3441	Fire Inspector Recruitments
3442	Lieutenant Recruitments
3443	Firefighter Recruitments
3444	Training Officer – EMS Recruitments
3445	Training Officer – Fire Recruitments
3446	Firefighter Lateral Recruitments
3503	Station 56 – South Operating Center
3505	Station 65 – West Slope
3506	Station 68 – Bethany
3509	Station 71 – Kaiser
3510	170 th Property Expenses
3511	Clinton St Property Expenses
3513	Station 35 – King City
3515	Station 51 – Tigard
3516	Station 52 – Wilsonville
3517	Station 62 – Aloha
3518	Station 64 – Somerset
3520	Station 69 – Cooper Mountain
3525	Station 70 – Raleigh Hills
3526	Station 38 – Borland
3527	Station 31 – West Bull Mountain
3528	Station 54 – Charbonneau
3529	Station 55 – Rosemont
3530	Station 63 – 185 th
3531	Station 67 – Farmington Road
3532	Station 368 – Volunteer Station Skyline
3533	Station 39 – Rivergrove
3604	SCBA Purchase, Repair & Maintenance
3605	CBOC Expenses (Non-Capital)
3611	Memorial Service
3701	Station 71 – Kaiser Land
3709	Station 31 – West Bull Mountain Land

Project, continued

3712 Station 70 – Raleigh Hills Land
3713 Station 38 – Borland Land
3714 Station 54 – Charbonneau Land
3715 Station 55 – Rosemont Land
3716 Station 63 – 185th Land
3718 Station 39 – Rivergrove Land

8010 Energy Upgrades

Category

00 Contract (Construction/Land Purchase)
01 Professional and Tech Services
02 Attorney Fees
03 Permits and Fees
04 Architectural Services
05 Project Management
06 Temporary Quarters
07 Project Contingency
08 Demolition



Glossary

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Ad Valorem	In proportion to value. A basis for levying tax upon property.
Alarm	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
AED	Automated external defibrillator - a device that automatically analyzes the heart rhythm and if it detects a problem that may respond to an electrical shock, then permits a shock to be delivered to restore a normal heart rhythm.
Alarm Assignment	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD) based upon the type of incident dispatched.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including IV therapy, administration of antiarrhythmic and other specified medications and solutions.
AMP	Asset Management Program. Business model that assists with management of Integrated Operations assets.
Appropriation	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.
ARU	Alternate response vehicle, e.g., Car.
Assess	To establish an official property value for taxation.
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property owned by a government that has monetary value.
Auxiliary Volunteer	A group of "on-call" citizens, who assist with various department functions, e.g., maintaining and operating the antique fire apparatus, providing rehabilitation services at incidents, assisting the Community Service Division at various events, and performing clerical duties.
Balanced Budget	Resources equal the requirements in every fund.
Battalion	A geographic area of the Fire District (also called Division). The North Integrated Operations Battalion (Division) has seven stations; the Central Integrated Operations Battalion (Division) has six stations, and the South Integrated Operations Battalion (Division) has six stations.
BC	Battalion Chief
Battalion Chief	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.

Glossary, continued

Behavioral Health	Refers to the reciprocal relationship between human behavior and the well-being of the body, mind, and spirit. In the Fire District, this relates to interpersonal and group coaching, counseling, and Critical Incident Stress Debriefing (CISD).
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary Control	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.
BUG	Broadband Users Group. The District is part of an intergovernmental agreement with several neighboring cities and special districts to share the use of a public communication network, Internet access, communication devices, and equipment.
CAD	Computer Aided Dispatch. Method of dispatching emergency response apparatus and personnel via a mobile data terminal.

Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.
Capital Budget	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. A Capital Program is sometimes referred to as a Capital Budget. <i>See also Capital Program.</i>
Capital Outlay	Expenditures for the acquisition of capital assets.
Capital Projects	Projects that purchase or construct capital assets.
Capital Projects Fund	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.
Capital Program	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures
Captain	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
Category A Zones	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
Category B Zones	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
Category C Zones	Property within the District's service area, but outside the Urban Growth Boundary that is primarily agricultural land with relatively low population density and low risk structures.
CFAI	Commission on Fire Accreditation International
Code 1	Non-emergency response mode; lights and sirens are not used and traffic laws are followed.
Code 3	Use of red lights and sirens by apparatus during emergency response.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
Core Volunteer	A group of trained citizen firefighters who are "on call" to augment the District's career firefighters.
CPR	Cardiopulmonary Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRR	Community Risk Reduction. The coordinated effort of Integrated Operations to identify and prioritize risks within a 'first due' area and develop interventions to minimize the probability, occurrence, or impact of a risk.
Current Funds	Funds the resources of which are expended for operating purposes during the current fiscal period. In its usual application in plural form, it refers to General, Special Revenue, Debt Service, and Enterprise Funds of a governmental unit. In the singular form, the current fund is synonymous with General Fund. <i>See also General Fund.</i>

Glossary, continued

Current Liabilities	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
Current Taxes	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, Certificates of Participation, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.
Debt Service Fund	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial, and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
Delinquent Taxes	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years Tax Levies.</i>
Depreciation	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
Dispatch	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
Division	The District is divided into three administrative geographic areas (Integrated Operations Divisions), called Divisions. Division and Battalions are the same. The term Division is used administratively and Battalion is an operational delineation of the same area.
Division Chief	Rank above Battalion Chief. North, Central, and South Divisions are each commanded by a Division Chief. In addition, there are several major departments led by Division Chiefs, e.g., Training and Logistics.
Door-to-Balloon	Time from arrival of a STEMI patient at the ER door till their blocked coronary vessel is opened by the "balloon" procedure in the cath lab, which restores blood flow.
E-GIS	Enterprise GIS is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.
EMC	Emergency Management Cooperative
EMD	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.
EMT	Emergency Medical Technician. One who is trained and adept at different levels of medical skills. The state of Oregon has three levels: EMT-Basic, EMT- Intermediate, and Paramedic.

EOP	Emergency Operations Plan
ERP	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
Equipment	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations (e.g., machinery, tools, trucks, cars, furniture, and furnishings).
Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.
FEMA	Federal Emergency Management Agency
Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
First Due Area	Clusters of G-Zones that are assigned to the station that can travel faster to a specified point within that zone.
First Pass	The first attempt to place an endotracheal tube into a patients trachea.
Fixed Assets	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Note: The term does not indicate the immobility of an asset, which is a distinctive characteristic of "fixture."
FMZ	Fire Management Zone. The State of Oregon is segmented into a grid system based on one and one quarter mile sections. This grid system is a tool for map navigation and reference purposes.

Glossary, continued

FOC	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
FSAB	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training), whose standards are set forth by the state of Oregon, that determines the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from Firefighter to Fire Marshal.
FTE	Full Time Equivalent employee, based on the hours worked by a full-time employee in that job classification.
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.
Fund Balance	The excess of the assets of a fund over its liabilities and reserves, except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
G-Zone	Geographic zones distributed throughout the entire District that are the basis for establishing response orders in CAD.
General Fund	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
General Long-Term Debt	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
GIS	Geographic Information Systems
Gross Bonded Debt	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Heavy Rescue	The District has two Heavy Rescues. They have specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, they become the Technical Rescue Team, which have specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
IAFC	International Association of Fire Chiefs
IMT	Incident Management Team
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .

In-service	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Internal Control	<p>A plan of organization for purchasing, accounting, and other financial activities that, among other things, provides that:</p> <ul style="list-style-type: none"> ▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end; ▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and, ▶ Records and procedures are arranged appropriately to facilitate effective control.
Just Culture	A system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes.
Kelly Day	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
Lieutenant	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Maverick Map	A package of features, revolving around an accurate digital map, which improves the efficiency and the effectiveness of emergency service delivery and administration.
Medic	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units staffed during peak hours.
Modified Accrual Basis	The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
Multiple Patient Scene (MPS)	An emergency incident with fewer than ten patients needing medical care.
Munis	The District's integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
Net Bonded Debt	Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.

Glossary, continued

NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OCEM	Office of Consolidated Emergency Management
Occupancy	The use to which property is put into: an occupied building or part of a building (as an apartment or office).
OFCA	Oregon Fire Chiefs Association. A membership organization that strives to provide leadership and valued services to support fire chiefs and administrative officers throughout the state.
OFSOA	Oregon Fire Service Office Administrators. A networking and educational organization for administrative personnel serving Oregon Fire Service agencies - from Fire Chiefs and Administrative Assistants to Entry Level Clerk positions.
OnSceneRMS	Computer program acquired in 2007, used to track incident response information.
Operating Budget	A budget that applies to all outlays other than capital outlays. <i>See Budget.</i>
Operating Center	Also known as a Division Office, Operating Centers were established in the North, Central, and South areas of the District to better serve their service areas. Each Operating Center acts as a headquarters for a Division Chief, fire prevention and Integrated Operations personnel, a Public Affairs Officer, and support staff.
Operating Expenses	Expenses for general governmental purposes.
Operating Statement	A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet that shows financial position at a given moment in time.
OSHA	Occupational Safety and Health Administration
Paramedic	The highest level of training an EMT can reach in the state of Oregon.
PAT	Process Action Team
PERS	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers contribute.
POD	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
PPE	Personal Protective Equipment, utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.
Prior Years Tax Levies	Taxes levied for fiscal periods preceding the current one.
PSBT	Public Safety Broadband Trust
QI	Quality improvement
Quantum	Type/style of a Pierce engine that can seat four to six Firefighters. The majority of the District's engines are of the Quantum style.

Resources	The actual assets of a governmental unit, such as cash, taxes receivables, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
Response	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Response Orders	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
Revenue	<p>The term designates an increase to a fund's assets that:</p> <ul style="list-style-type: none"> ▶ Does not increase a liability (e.g., proceeds from a loan). ▶ Does not represent a repayment of an expenditure already made. ▶ Does not represent a cancellation of certain liabilities. ▶ Does not represent an increase in contributed capital.
RFOG	Regional Fire Operations Group
RMS	Records Management System, software that is part of the Sunpro suite.
Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
SCBA	Self-Contained Breathing Apparatus
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
Skyboom	An engine with an elevated master stream of 61 feet.
SOG	Standard Operating Guidelines
Special Revenue Fund	A fund used to account for revenues from specific taxes or earmarked revenue sources, which by law are designated to finance particular functions or activities of government. Includes intergovernmental revenue in the form of state and federal grant funds.
Squad	A piece of apparatus that is used for support at an incident. A squad carries extra air bottles, lights, and rehabilitation supplies for personnel working at an incident.
Squirt	An engine with a top mounted ladder that can extend to approximately 65 feet.
STEMI	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
Talent Management	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.
Task Force	A pre-determined alarm assignment in Computer Aided Dispatch (CAD) that includes multiples units. Task force assignments are primarily used for incidents with a higher probability of severity and incident complexity (e.g., fires, explosion, technical rescue, hazardous materials, train accident).
Tax Levy	The total amount to be raised by general property taxes.

Glossary, continued

Tax Rate	The amount of tax levied for each \$1,000 of assessed valuation.
TDA	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
Taxes	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
Technical Rescue	Any kind of incident that requires specialized training or equipment that is used to provide assistance to a victim(s), e.g., tunnel collapse, water-related accidents, hazardous materials spills. The District has four technical rescue teams: Water Rescue, Technical Rescue (rope, building collapse, extrication, confined space rescue), and Hazardous Materials.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TIF	Tax Increment Financing. One of the financing mechanisms for urban renewal plans, which can leverage the property tax revenues resulting from growth in an urban renewal area.
Truck	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
Turnouts	Protective gear worn by firefighters.
UASI	Urban Areas Security Initiative. A grant program through the Department of Homeland Security and FEMA. The program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assist them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism.
Unappropriated Fund Balance	Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal period.
Urban Growth Boundary	A regional boundary, set in an attempt to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
Urban Renewal	A program of land re-development in areas of moderate to high density urban land use.
VoIP	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.
WCCCA	Washington County Consolidated Communications Agency. This agency provides the District's emergency and non-emergency police and fire dispatching within the majority of Washington County.
WFOA	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC), and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

North Operating Center	The operating center complex is located on Blanton Street in Aloha, as well as Facilities, Fleet, Occupational Health/Wellness, and Supply.
Station 60	This station serves the District's northeast area, including a portion of Multnomah County.
Station 61	This station is located on SW Murray and Butner Roads in north Beaverton.
Station 62	The fire station located on SW 209th near Blanton Street, and is known as the Aloha Station.
Station 64	Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.
Station 65	The fire station located on SW 103 rd Avenue in Beaverton, is also known as the West Slope station.
Station 66	This station is located at SW Brockman Road in south Beaverton.
Station 67	This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.
Station 68	This station is located on NW Evergreen Street and is referred to as the Bethany station.
Station 70	This station is located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, and is referred to as the Raleigh Hills station.
Central Operating Center	Located at the Command and Business Operations Center on SW Dartmouth St. in Tigard.
Station 33	This fire station is located within the City of Sherwood, Oregon.
Station 35	This station is known as the King City Station for the city it serves.
Station 50	This fire station is located at SW Walnut Street, near the corner of Gaarde in Tigard.
Station 51	This fire station is located within the core area of the City of Tigard.
Station 53	The Progress fire station is located on Scholls Ferry Rd, near Washington Square Mall.
Station 69	Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.
South Operating Center	The South Division offices are collocated with Station 56 in Wilsonville.
Station 34	This fire station is located within the City of Tualatin.
Station 52	This fire station is located within the City of Wilsonville.
Station 54	This planned fire station will be in the Charbonneau area.
Station 56	The Elligsen Road station is located near the intersection of I-5 and Elligsen Road. This station serves the I-5 corridor, as well as the Cities of Wilsonville and Tualatin.
Station 57	This station is also known for the road on which it is situated - Mountain Road.
Station 58	The Bolton fire station, formerly of the City of West Linn.
Station 59	Also known as the Willamette Station, located in historic downtown West Linn.
Volunteer Station 368	The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.



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