

# Tualatin Valley Fire and Rescue

A Rural Fire Protection District, Tigard, Oregon

# ANNUAL BUDGET DOCUMENT

Fiscal Year 2016-17



Tualatin Valley Fire and Rescue  
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[www.tvfr.com](http://www.tvfr.com)

*Cover photo courtesy of Claire Cooper*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**Tualatin Valley Fire & Rescue District  
Oregon**

For the Fiscal Year Beginning

**July 1, 2015**

A handwritten signature in cursive script, reading "Jeffrey R. Enlow".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to Tualatin Valley Fire and Rescue, Oregon, for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. 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  
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June 28, 2016

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 2016-17 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2016-17 updated and revised strategic plan, we have prepared this budget with priorities and resources necessary to accomplish Tualatin Valley Fire & Rescue's strategic goals, expectations, strategies and organizational tactics. The three goals are as follows:

#### Health

- I. Build an organization with a shared mission, effective communication, and engaged, resilient personnel.

#### Performance

- II. Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response.

#### Opportunities

- III. Carefully evaluate, act on, or dismiss identified opportunities.

We are implementing new stations and response units to achieve the fast and effective emergency response goals approved by our voters through the enhanced local option levy first levied in fiscal year 2015-16. Year two of the replacement levy allows continued enhancement of response units, cars and medic units and increased hiring with two full 15-person firefighter recruit academies budgeted under our new model of training new firefighters as a response engine with seasoned line officers acting as training officers.

Additionally, the 2016-17 year reflects the decision by the District's board of directors to approve the requests by neighboring Washington County Fire Protection District 2 (District 2) and the combined City of Newberg and Newberg Rural Fire Protection District (Newberg) to provide complete administration of their service areas through operational consolidation contracts intended to lead to full annexation of the areas into the District. Each contract has resulted in the transfer of all employees and management of the fire and medical services during the operational contract phase beginning July 1, 2016. Accordingly, to accomplish the management of the new service areas in order to best serve existing District residents and the additional new service areas, the District will be reorganizing to meet the needs of our citizens and contracted residents and best use the resources of each entity. The District has long operated with the philosophy of responding with the right resource and already the work to operationally join the departments is resulting in enhanced closest force response improvements as we utilize and share resources from four additional fire stations and multiple emergency response units.

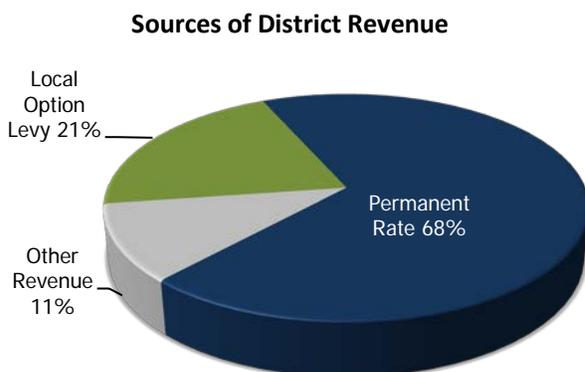
## Message From The Fire Chief, continued

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 second year of the enhanced replacement local option levy of 45 cents per \$1,000 of assessed value, and our continued focus is to complete the acquisition of the planned new station sites and continue to 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 2016-17 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 have continued to grow due even through the recent economic downturn. As the local economy continues to show strong growth and development, assessed value is growing due to new development and construction and allowed growth of 3% on existing property. Past voter initiatives delinked the assessed value (AV) from the real market value (RMV) of property, and now assessed value is generally significantly lower than RMV.

Total assessed valuation of the District among all three counties we levy taxes in grew 4.92% on AV that our permanent tax rate is levied upon and 5.31% for AV our local option levy is levied upon. Urban renewal serves to reduce the assessed value our permanent rate can be levied upon by freezing the growth in AV inside the urban renewal district during the existence of the urban renewal district. The District's assessed value for its permanent rate is approximately \$900,000,000 less than the AV utilized by our county assessors to levy our local option levy of 45 cents per \$1,000 of AV in 2015-16.



In addition to its permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 45 cents per \$1,000 of AV. The local option levy was 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, the replacement levy of 45 cents per \$1,000 of AV was approved to support additional firefighter medics, apparatus and purchase land for new stations.

Accomplishments since the replacement levy was approved include the opening of a new fire station 70 staffed by a medic unit, purchase of station land for future stations 38 and 55, as well as ongoing assessment and negotiations for additional sites throughout the District. Additional response cars have been deployed and two tiller trucks have been ordered from the general obligation bond with a future third one to be funded from the enhanced local option levy.

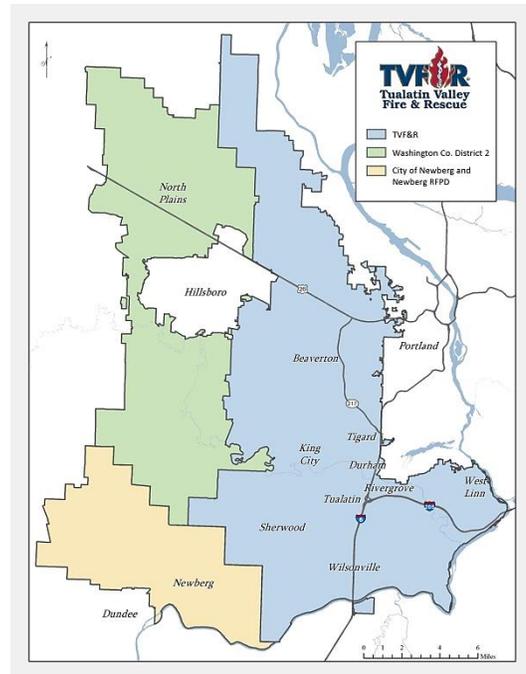
The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (75%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2016, when we receive AV data for the 2016-17 year. Those results provide us with the information to adjust the addition of personnel and response units deployed, and transfers to station land and building construction accounts, should we need to in order to ensure that we work toward meeting our target of five months of ending fund balance at the end of each year. I believe our current financial reserves, new contract and transport revenues, coupled with continued conservative fiscal management, will allow us to support the enhanced operations of the District and contracted service areas and provide essential services to our citizens.

## Program Revenue

The intergovernmental agreement for fire and emergency services was initiated by the District 2 Board of Directors in planning for fire protection services for District 2. District 2 contract with the District provides for charges for services of \$3,348,154 for 2016-17 with an expected request to the voters of District 2 to annex into the District during the fiscal year. This would allow the levying of the District's tax rates as revenue in future years to support the enhanced staffing provided by TVF&R for emergency response units on a 24-hour basis in the largely rural service area. The District 2 residents will be serviced by a 24/7 engine company at each station. District 2 residents will have the choice whether to annex or renew their expiring local option levy which funds their fire district and determine their future service levels and provider.

The intergovernmental agreement for fire and emergency response services in Newberg provides for both charges of services to Newberg of \$4,942,608 and for the District to bill and receive direct payment of the transport responses as part of the Yamhill County Ambulance Service Area assignment, where the City of Newberg is the assigned provider of ambulance transport within a portion of Yamhill County. That is budgeted at \$1,779,427 conservatively to allow for the lag time from service to collection during the transition. The City of Newberg and Newberg Rural Fire Protection District will be served by four response units and transferred staff.

Additional program revenue includes estimated revenue from transport billings in Clackamas County where the District serves as a provider under an assigned Ambulance Service Area (\$413,833) and new Mobile Integrated Health contracts with hospitals (\$100,000) that contract with the District to work with discharged patients in order to monitor and ensure stable outcomes. Revenues are conservatively budgeted in order to manage the District in a financially conservative manner. Forecasted expectations are greater than budgeted for transport revenue.



## Budget Overview

The proposed 2016-17 budget is organized by the operations of the District organized into four directorates: Command, Business Operations, Integrated Operations and a new EMS/Training/Volunteer Directorate. The Command Directorate represents the Fire Chief's Office including functions of strategic planning, records management, behavioral health, emergency management, and public affairs. The Finance Directorate manages all financial, tax, payroll and audit functions of the District. The Business Operations Directorate includes the functions of the human resources department, logistics, including fleet, communications, facility maintenance, IT, supply, capital project management, media services, and occupational health and wellness. The Integrated Operations Directorate manages the emergency response operations of the District through now two Divisions, North and South, to which all three Battalions and associated stations are then grouped, reporting to two geographically-based operating centers: North and South. With the July 1, 2016 reorganization to include the District 2 and Newberg service areas, stations and operating personnel have been redistributed to manage the cities and response areas assigned. 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 two operating centers provide for the District's connectivity to the community, its eleven cities, and other government agencies; and its ability to implement community risk-reduction programs. Each of the District's cities and fire stations are assigned to an operating center. The EMS/Training/Volunteers Directorate will manage EMS, Mobile Integrated Health, Training, and Volunteers including firefighter, responder, auxiliary volunteers and chaplains.

## Message From The Fire Chief, continued

Fire District personnel continue to focus on creating safer communities through education and outreach. Some targeted efforts include working with apartment landlords, senior care facilities, and business owners to reduce false alarms and improve site safety; partnering with local students to teach hands-only CPR to thousands of citizens; coordinating with law enforcement agencies to respond to cardiac emergencies with automatic external defibrillators (AEDs); conducting a mass media campaign to raise awareness about the symptoms of heart attacks and sudden cardiac arrest as well as the importance of the emergency health system; and working with cities, counties, and ODOT to prioritize transportation improvements that improve emergency response. We leverage social media, traditional media, community events and our PulsePoint smartphone app to connect with our community beyond 9-1-1 response. Our social media platforms, including Pulse Point subscribers, have over 33,000 followers and our public safety stories and advertisements create millions of views.

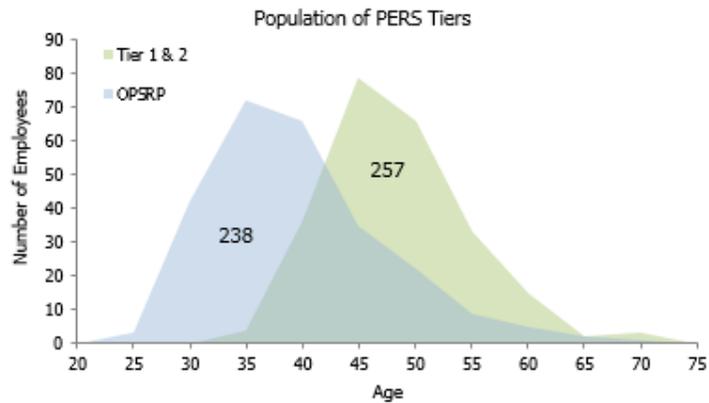
Total District personnel increased by 66 positions for a combined total of 572 in the General Fund. The District also leases an employee to the Washington County Emergency Management Cooperative through the Emergency Management Fund and funds three positions in the Capital Projects fund which are budgeted and charged out to the capital projects being managed. Of the 66 positions within the General Fund, 36 relate to the addition of Newberg, 19 to District 2 and a net 11 positions are added throughout the District. The 11 positions in the District relate to the additional of one relief pool battalion chief, 9 additional recruit firefighters associated with the addition of a second hiring academy and their training time and assigned instructor cadre, the addition of one Records Manager, one human resources generalist, half of a supply driver, half of a physical trainer to support firefighter wellness and physical training, offset by the reduction of one former division administrative assistant and one public affairs coordinator.

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, 2016, of 2.0% in addition to step raises within the range based on years in position.

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 high range allowed under the union contract. All non-union and most union employees contribute to their monthly health insurance and are partners in our ongoing attention to the cost of healthcare.

For line 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 2015-17 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 2015-17 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 overturned the majority of the reforms that created the cost savings. Accordingly, it is expected in future biennia, after the completion of the December 31, 2015 actuarial valuation to set rates for the biennium 2017-2019, that rates will increase to the maximum of the rate collar for at least the next two to three biennia of rate cycles. Upward pressure on PERS rates also occurred from the PERS Board reducing the assumed investment earnings rate of its investments to 7.5% effective January 1, 2016 and the regular adoption of updated demographic factors including merit raises of employee groups and longer life expectancy. The District’s budget for 2016-17 continues to reflect the published rates but District future financial forecasts include the effects of expected rate increases.

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 2006 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 2016-17 reflects the continued construction and seismic upgrades of fire stations in this bond sale: Stations 64 and 69, and purchase of a West Bull Mountain future station site with the final remaining proceeds of the bond sales and associated interest earnings.

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. Because the firefighter retirement age under the state PERS system is generally at age 55 or earlier with 25 years of service because of the physically demanding nature of the profession, the District constantly seeks to develop its human resource of its employees as future leaders.

## Message From The Fire Chief, continued

### Significant Budget Items

**Personnel.** This budget represents a total of approximately 572 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. All personnel from Newberg and District 2 have been transferred to the employment of the District as of July 1, 2016 in addition to supplemented staffing possible through the contract revenue.

**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 10 years. We have budgeted for the carryover of a rescue boat replacement for our water rescue team that is not expected to be delivered in 2015-16. Two other Duty Chief vehicles and one response car are planned to be purchased from the Capital Improvements Fund.

**Fire Stations.** The budget reflects the construction of station facilities and seismic improvements of Stations 64, 69, and 372 (formerly 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 12.2 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 4.9%.

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 2016-17 budget to you.

Sincerely,

**Tualatin Valley Fire and Rescue**



Michael R. Duyck  
Fire Chief/Administrator

## District Overview

### Tualatin Valley Fire and Rescue

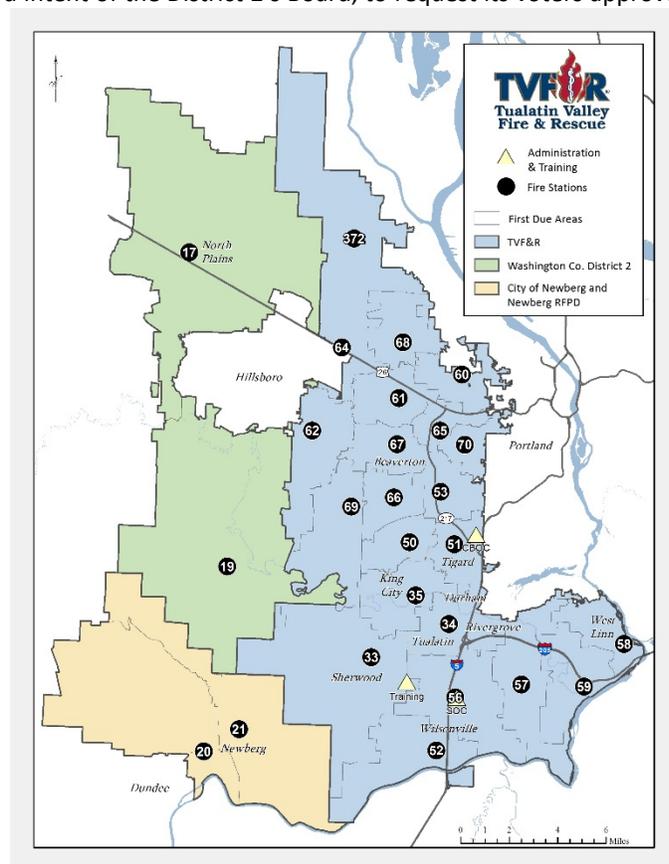
Tualatin Valley Fire and Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors comprised by a President and four Directors, who include a Vice-President and a Secretary-Treasurer. The Board hires a Fire Chief/Administrator 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 after the District provided services to the City's residents through a fire protection contract. Effective July 1, 2016, the District will provide fire protection services to the Washington County Rural Fire Protection District 2 (District 2) service area through a one-year service contract with the understood intent of the District 2's Board, to request its voters approve annexation into the District effective July 1, 2017. District 2 operates under a permanent tax rate and a supplemental local option levy that expires June 30, 2017 so the Board of District 2 may consider asking its voters to consider joining the District at a tax rate expected to be less than the replacement local option levy would have been. Similarly, the City of Newberg and Newberg Rural Protection District elected to contract for services with the District under a similar two-year contract with the intent to request Newberg area voters decide whether to annex into the District during the second year of the contract. In annexing to the District, outlying areas of the District can be served by additional resources outside our legal boundary and add to the overall response network, and as well, the resources of the contract areas can be served by the additional resources paid for by the contract as well as the depth of the response system.

The District's total service area encompasses approximately 210 square miles but with the two new service contract areas, will expand to approximately 390 miles with the addition of District 2 (118 square miles) and the combined City of Newberg and Newberg Rural Fire Protection District (61 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 total population of 497,710 (population of 454,598 within the District, 13,752 within District 2, and 29,360 within the City of Newberg and Newberg Rural Fire Protection District).

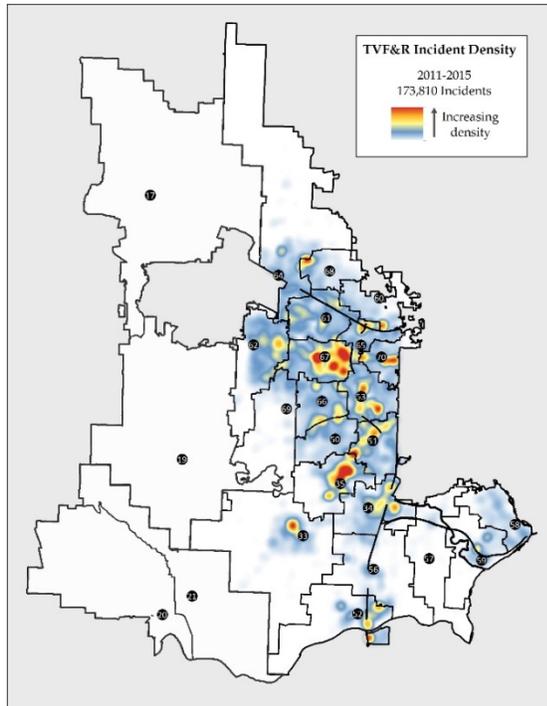
The District will have approximately 576 employees (572 in the General Fund, one in the Emergency Management Fund, and three in the Capital Projects fund charged out to capital bond projects completely), supplemented by approximately 100 volunteers. The area served in portions of four counties includes the cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn and Wilsonville. The service area of the District 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. The



## District Overview, continued

new contract areas also cover significant agricultural areas of Oregon including important winegrowing regions contributing to the state economy.

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 continued 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 two Integrated Operations divisions serving defined geographic areas through the North Operating Center (now deployed from the Command Center as of July 1, 2016) and the South Operating Center.

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.

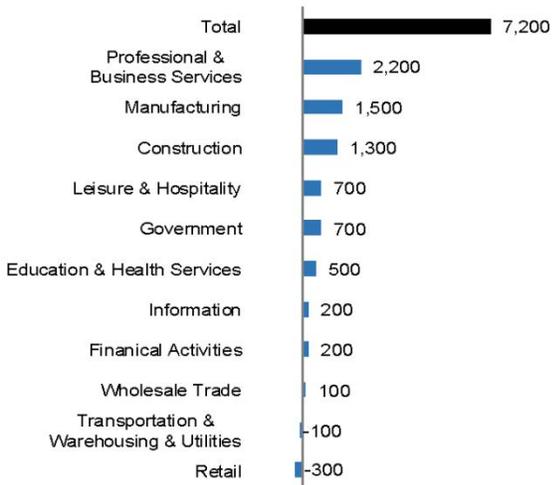
To deal with emergencies, both fire and medical, the District staffs a team of professional firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. The combined District and service areas will have approximately **241** professional firefighters 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., Electro Scientific Industries, Inc., Planar Systems, Touchmark and Digimarc, in addition to several growing companies such as Act-On Software Inc., Leupold & Stevens, and Vanguard EMS<sup>1</sup>. Several of the top 100 fastest growing private companies in Oregon are located within the District's service area, including Cinder Staffing;

<sup>1</sup> *Portland Business Journal, Book of Lists 2015-16*

Wild Friends Foods, West Coast Careers, and Act-On Software<sup>1</sup>. Top metropolitan-area employers include Intel, Providence Health & Services, Fred Meyer, Oregon Health & Science University, Wells Fargo, Portland General Electric, Kaiser Permanente, Nike and U.S. Bank, among others<sup>1</sup>. Nike’s world headquarters is undergoing a three-year expansion with a targeted 2018 completion date to adding 3.2 million square feet of office, mixed-use and parking facility to the 351-acre campus. The complex houses over 8,700 employees in its 351-acre campus. 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 years<sup>2</sup>.

**Growth by Number of Jobs in Washington County**  
Net change, May 2015 to May 2016, preliminary estimates



### Economy

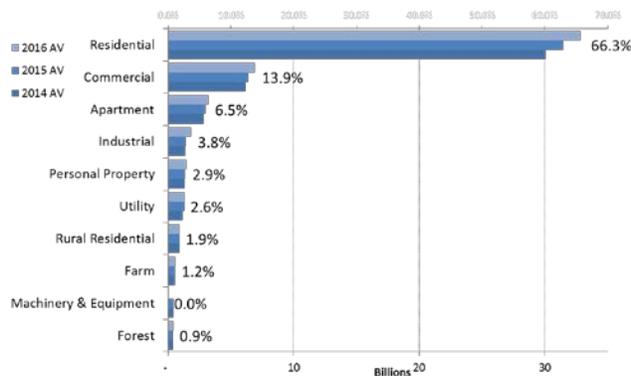
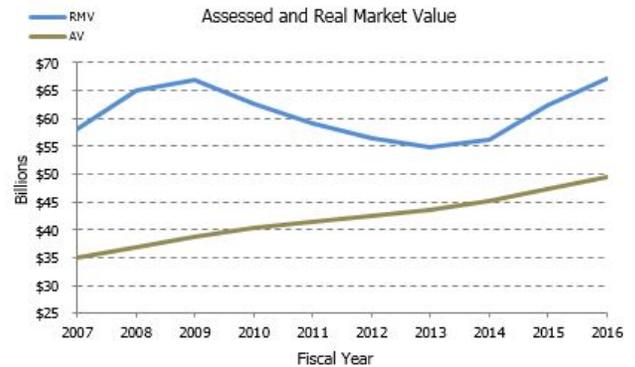
The District, through its broad geographic area, serves a strong part of Oregon’s economic base. Washington County’s job growth has occurred in every major industry except construction, and the February 2016 unemployment has dropped to 4.0%. Washington County has more than regained all jobs lost in the Great Recession. Both manufacturing, and business and professional services have added significant jobs to the county.

Washington County’s labor force is reported by the State of Oregon’s Employment Department to have increased by 2.6% since February 2015.

### 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 4.9% for the property tax year 2015-16, and it is forecasted to continue to grow at 4.9% for 2016-17, based upon continued strength in the residential and multi-family real estate real market and increased commercial development.



<sup>1</sup> Portland Business Journal, Book of Lists 2015-16

<sup>2</sup> Spencer Malia, “Intel’s deal essential for future Oregon investment.” Portland Business Journal, August 11, 2014

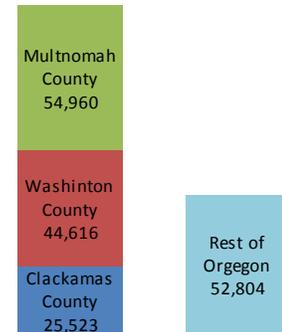
## District Overview, continued

### 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.

### Population Growth By County

2010 to 2015 - US Census Estimate



The three Portland area counties: Multnomah, Washington, and Clackamas counties represent most of Oregon's (70.3%) population growth over the five years.

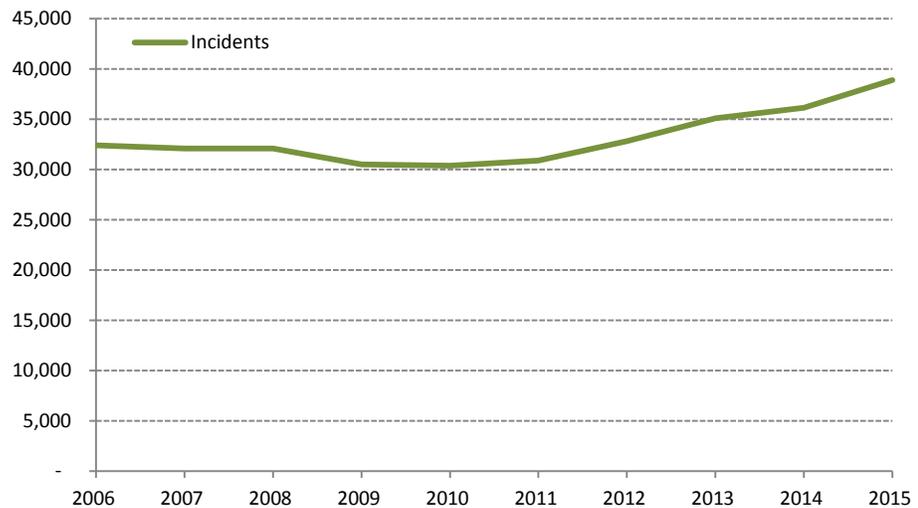
### Creating Safer Communities

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 mission of the District to is create safer communities through prevention, preparedness, and effective emergency response.



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).

The District experienced a 7.6% increase in call volume in 2015, 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

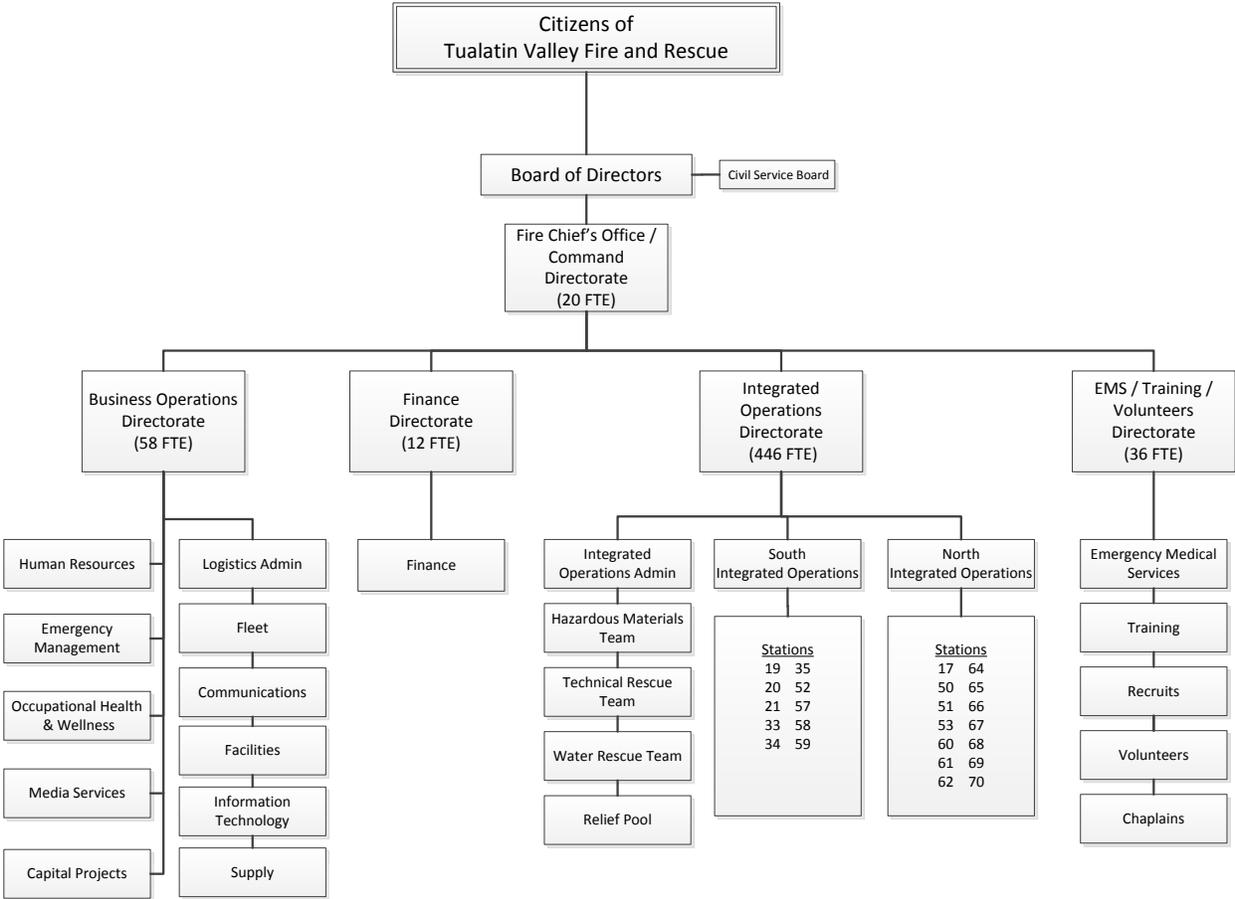
### Budget Committee as of June 30, 2016

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

### District Staff

- **Michael R. Duyck**, Fire Chief/Administrator
- **Debra L. Grabler**, Chief Financial Officer
- **Mark E. Havener**, Assistant Chief
- **Deric C. Weiss**, Assistant Chief
- **Les M. Hallman**, Assistant Chief

Organizational Chart







June 28, 2016

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 2016-17, beginning July 1, 2016 and ending June 30, 2017, 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 2016-17 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 (a major 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	2015-16 Budget	2016-17 Budget	Increase (Decrease)
Personnel Services	\$ 82,518,423	\$ 96,426,195	\$ 13,907,772
Materials and Services	13,199,684	13,935,590	735,906
Capital Outlay	24,187,673	19,821,115	(4,366,558)
Debt Service	6,341,112	6,273,986	(67,126)
Operating Transfers Out	7,957,170	6,500,000	(1,457,170)
Operating Contingency	9,155,800	9,516,582	360,782
Ending Fund Balance	40,674,682	37,325,850	(2,798,832)
<b>Total Requirements</b>	<b>\$ 184,034,544</b>	<b>\$ 189,799,318</b>	<b>\$ 6,314,774</b>

The budget requirements for fiscal year 2016-17 for all funds totals \$190,349,318, which is \$6,314,774 higher than the \$184,034,544 in the current year. The largest change relates to the increased number of employees, both from the employees transferred and associated with the two new service areas and as well increased employees for emergency response units through the budgeting of a second six-month recruit academy to continue to staff and increase response units, as well as changes in wages and benefits of employees over the prior year through CPI-W based negotiated wage increases. Capital outlay budgeted was decreased, largely as the remaining proceeds of the general obligation bond are spent on projects, the District has reduced the prospective year's budget. Additionally, there is a decrease in budgeted transfers out to capital reserve funds and decreases in all funds budgeted Ending Fund Balance largely again due to the spend down of the bond proceeds. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

### 2016-17 Significant Changes

#### Personnel Services

Personnel Services increased 16.85% over all funds or \$13,907,772. The increase is due to the General Fund's increase in full-time employee (FTE) equivalent positions of 66.0 positions in 2016-17, of which 55 relate to the additional service areas including four fire station stations being served through fire protection contracts with Washington County Fire Protection District 2 (District 2) and the combined City of Newberg and Newberg Rural Fire Protection District (Newberg), as well as scheduled wage and benefit increases and projected medical cost increases. The additional 11 positions are due to the additional 9 Recruit firefighting positions that account for new firefighters six-month training and instructor time on their responding fire engine, as well as other staff throughout the operations of the District.

## Materials and Services

Materials and Services increased \$735,906 overall, which is due to the General Fund increase of \$719,740.

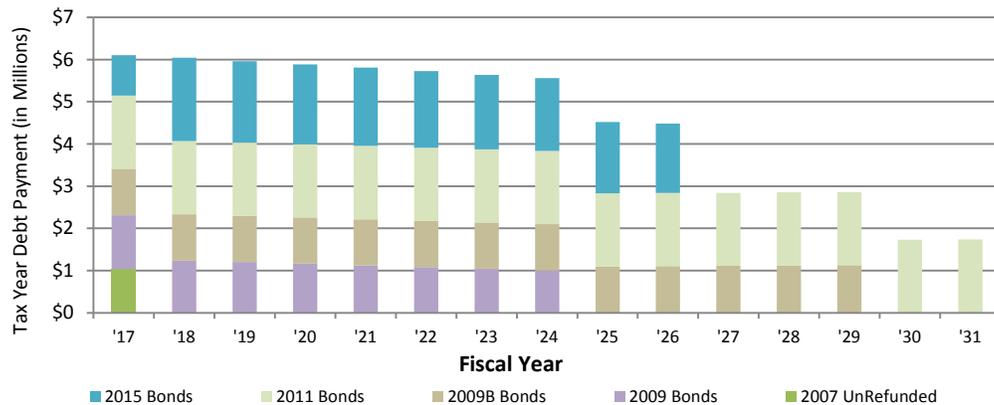
## Capital Outlay

Capital Outlay decreased \$4,366,558 or approximately 18.1%, to a total of \$19,821,115. Capital budget requests in the Capital Improvement Fund increased \$259,852, to a total of \$2,436,725, reflecting the ongoing capital replacements of operating equipment, and startup costs of District 2 and Newberg as part of their contracts. Budgeted Capital Outlay in the Grants Fund decreased \$1,273,000, reflecting the planned expenditure of two seismic improvement grants for two fire stations as the projects continue into their second year toward completion. Property and Building Fund increased \$5,014,916, largely reflecting planned land acquisition and station design and permit fees for planned station additions and final completion of stations 64 and 69 after usage of the bond proceeds is complete and the reconstruction of Station 372 (formally 368). The Capital Projects Fund decreased \$7,002,726, to a total of \$5,558,474, reflecting the usage of all remaining bond proceeds on the final projects – the seismic reconstruction of stations 64 and 69 and purchase of a final piece of land for an identified station.

## Debt Service

Total budgeted debt service expenditures are scheduled to decrease by \$67,126 to a total of \$6,273,986 to meet estimated principal and interest obligations associated with general obligation debt outstanding. The final bond sale, in 2015 of the original \$77.5 million authority authorized in 2006, refunded future 2007 bond payments, providing significant interest savings, and completed the final \$5,000,000 of issuance authority.

Debt Payments



## Transfers

Transfers are decreased by \$1,457,170, to \$6,500,000. Transfers are made to the Emergency Management Fund, Property and Building Fund, and the Pension Trust 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 \$6,110,138 for new station sites and stations as part of the local option levy, and the Pension Trust Fund will receive \$359,862 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 \$9,516,582 for 2016-17, a increase of \$360,782 from the prior year. The contingency budget in the General Fund was increased by \$570,500, to a total of \$5,235,000. The Capital Projects contingency budget was also decreased \$389,100, 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

## Message From The Chief Financial Officer, continued

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 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, \$23,232,263; the Apparatus Fund, \$3,864,993; the Capital Improvements Fund, \$3,749,597; the Bonded Debt Service Fund, \$942,120; and the Property and Building Fund at \$6,086,877. The District seeks a stable General Fund balance and conservatively forecasts the actual Ending Fund Balance to be approximately \$36,300,000, which equates to approximately four months of operating funds. The decrease in months of ending fund balance relates to the fact that the two fire service contract areas are being charged the costs of operating and assets would not transfer over until annexation, and because of the timing of contract payments, the need for that those expenses to maintain five months of reserves is lessened.

### 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 \$811,000,000, with remaining debt capacity of \$752,000,000 as of June 30, 2015. 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	2015-16 Budget	2016-17 Budget	Increase (Decrease)
Beginning Fund Balance	\$ 73,360,977	\$ 66,279,572	(\$7,081,405)
Property Tax, Current Year	96,501,934	101,268,156	4,766,222
Property Tax, Prior Year	1,545,940	1,477,979	(67,961)
Other Taxes and Interest on Tax	29,356	31,526	2,170
Interest on Investments	238,703	227,984	(10,719)
Program Revenue	1,088,237	11,193,681	10,105,444
Special Service Charges	2,250	2,000	(250)
Program Fees		400,000	400,000
Regional Hazardous Response	30,000	5,000	(25,000)
Accounting Service Revenues	500	500	
Training Center Revenues	24,300	5,000	(19,300)
Rental Income	75,600	85,600	10,000
Insurance Refund	201,000	225,400	24,400
Donations and Grants	2,953,227	1,397,826	(1,555,401)
Surplus Property	4,500	607,500	603,000
Other Revenues	20,850	91,594	70,744
Transfers from Other Funds	7,957,170	6,500,000	(1,457,170)
<b>Total Revenues</b>	<b>\$ 184,034,544</b>	<b>\$ 189,799,318</b>	<b>\$ 5,764,774</b>

### Beginning Fund Balance

Beginning Fund Balance has decreased 9.7%, to \$66,279,572 for all funds. The General Fund’s budgeted beginning fund balance was decreased by \$582,065, to \$35,311,232, reflecting usage of the local option levy to hire and staff additional units. 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 \$1,102,063, reflecting its future usage for emergency response apparatus now that all apparatus expected to be purchased from the capital bond have been completed. The Capital Improvement Fund’s budgeted beginning fund balance decreased \$661,830. The Property and Building Fund’s beginning fund balance increased by \$957,109, as the District sets aside reserves for additional stations that are planned as part of the local option levy station additions. The decrease in the Capital Project Fund beginning fund balance of \$7,983,116 is a result of the prior year bond proceeds being utilized on apparatus and 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 2015-16, the Washington County Assessor reported assessed value was 72.2% of District Measure 5 (M5) market value of \$55,516,034,571 and thus we expect to collect the majority of the property taxes levied. For purposes of our 2016-17 budget, we assumed a 4.9% 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.

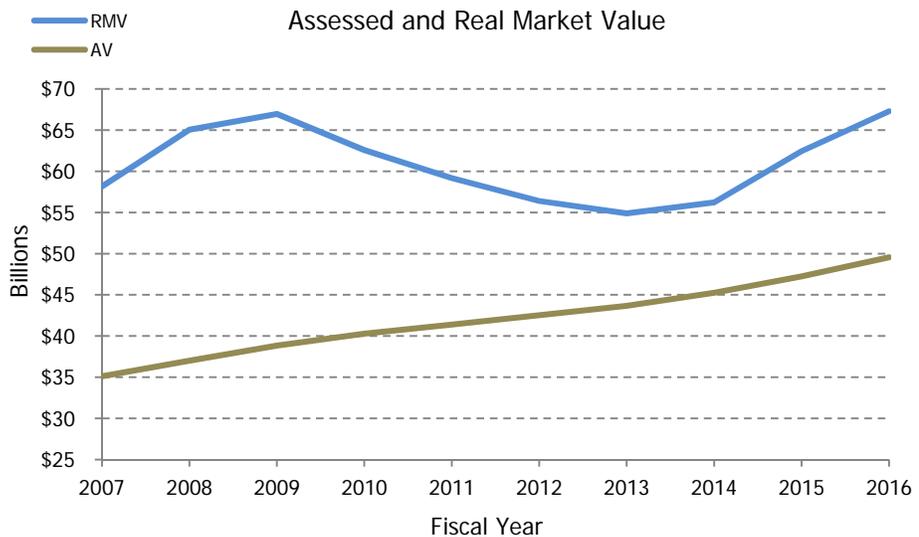
### Assessed Value Growth

**How is TVF&R funded?**

Permanent tax rate of \$1.5252/\$1,000 AV.

Voter optional Local Option Levy of \$0.45/\$1,000 AV.

GO Bond Levy of an estimated \$0.1218/\$1,000 AV.



Taxes levied at \$1.5252 for general operations against an estimated \$51.0 billion in assessed valuation are expected to provide approximately \$73.4 million in collections. The local option levy of \$.45 per thousand dollars of assessed valuation on an estimated \$52.0 billion of assessed value is expected to provide collections of \$22.0 million. Urban renewal creates the difference in assessed value that is reported by each county assessor versus 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 \$6,330,760 for our general obligation bonds. This bond levy is

## Message From The Chief Financial Officer, continued

expected to result in a levy rate of 12.18 cents per thousand dollars of assessed valuation and approximately \$5,976,238 in collections.

### Property Tax – Prior Year

Total taxes outstanding totaled \$3,992,465 at the fiscal year ended June 30, 2015. At the beginning of the previous fiscal year, that amount totaled \$4,110,240. Of the June 30, 2015 amount, \$1,589,667 was for taxes levied during that fiscal year, while \$2,402,798 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2016 receivables.

### Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 10-25 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 2016-17 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 (\$218,080), transport revenue (\$2,193,260), and emergency services contracts for Washington County District 2 and Newberg City and Rural areas totaling (\$8,290,762). 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. An additional (\$100,000) is budgeted for Mobile Integrated Health contracts.

### Program Fees

These fees are related to MERC program \$400,000, have been included in the Capital Improvements Fund and committed to communications technology enhancements and improvements.

### 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 \$180,226. Donations are sought from community partners to increase safety messaging, community education, and support important programs. Grant revenue in the Grant Fund includes the remaining award of a reimbursement grant to seismically improve two fire stations for \$1,185,000 and other smaller projects. The District actively pursues grant funding for projects and equipment and for additional staffing.

### Surplus Property

The expected sale of a former station site is included in surplus property sales for \$600,000 in the Capital Projects fund for 2016-17, comprising the largest portion of the \$607,500 budgeted revenue.

### Transfers from Other Funds

A revenue source for three funds is, correspondingly, also a requirement for one fund. In the Non-Organizational category section in the General Fund, transfers are listed as a requirement of \$6,500,000. Monies are transferred from this fund to three funds, where they are listed as a resource. These transfers provide operating resources to, the Emergency Management Fund, the Pension Trust Fund and the Property and Building Fund.

### Summary

The budget for fiscal year 2016-17 continues to afford the District a high level of service to our community and the two new contracted service areas, while continuing to meet our long-term performance statements. The year 2016-17 promises to be a year of many challenges to the organization, as we manage our continued focus on ensuring we provide fast and effective emergency response through continued deployment monitoring and adjustment of the types and locations of response units.

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 2016-17 budget.

Sincerely,

**Tualatin Valley Fire and Rescue**



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



## Financial Overview

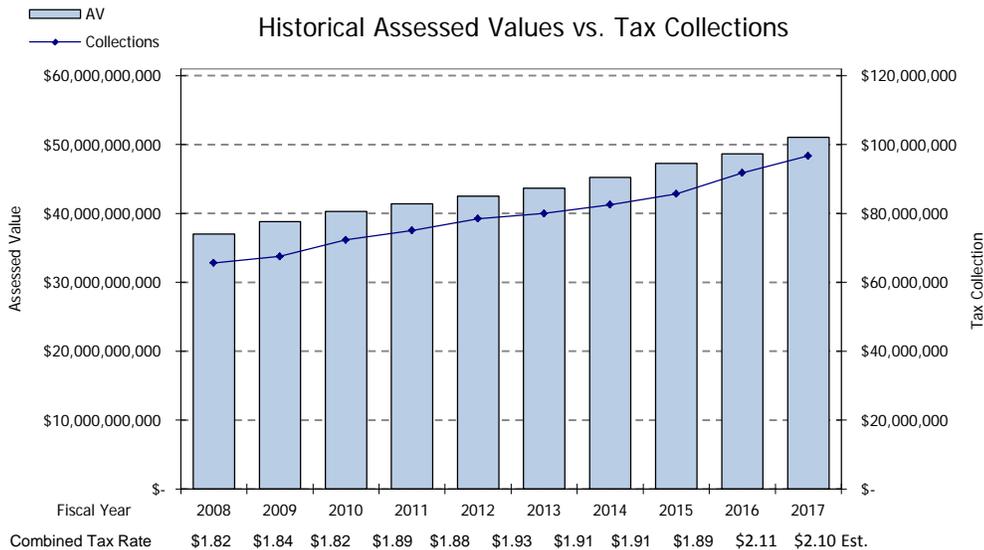
### Tax Rates

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$ 51,044,573,509	Expected Assessed Valuation:	\$ 51,982,352,562	Expected Assessed Valuation:	\$ 51,982,352,562
Tax Rate Levied:	\$ 1.5252/\$1,000	Tax Rate Levied:	\$ 0.45/\$1,000	Estimated Tax Rate:	\$ 0.1218/\$1,000
Estimated General Fund Total Levy:	\$ 77,853,184	Estimated Net Local Option Levy after M5 Compression:	\$ 23,392,059	Bonded Debt Total Levy:	\$ 6,330,760
Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%
Expected Collections:	\$ 73,493,405	Expected Collections:	\$ 22,082,103	Expected Collections:	\$ 5,976,238

### 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
2015	\$87,970,033	\$83,994,211	95.48%	\$1,694,488	\$85,688,699	97.41%
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

### Assessed Values vs. Tax Collections

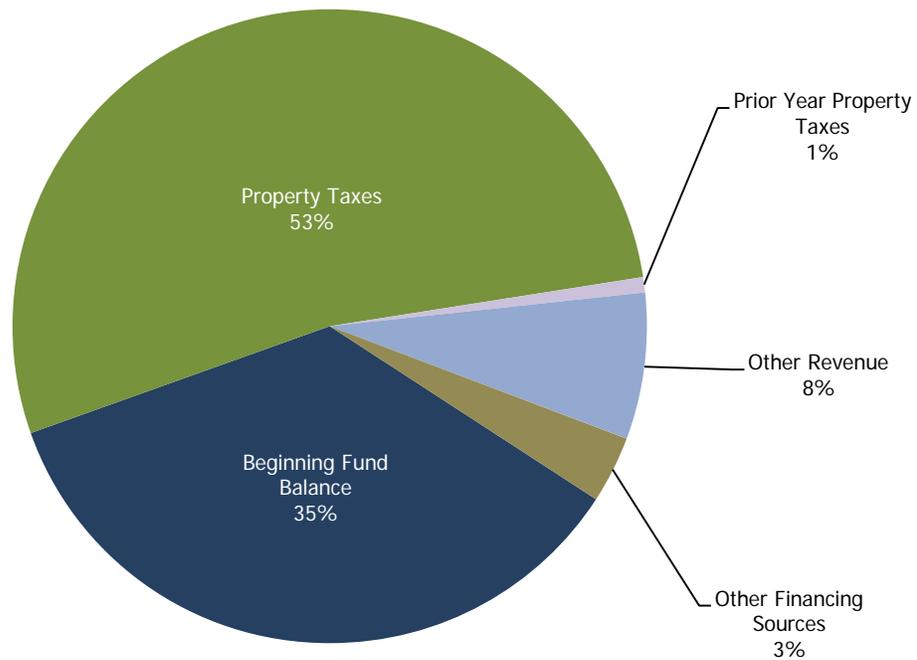


## Financial Overview, continued

### 2016-17 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2016-17 Budget
<b>Major Funds</b>						
General	\$ 35,311,232	\$ 95,291,918	\$ 1,417,979	\$ 11,691,738		\$ 143,712,867
Property and Building	11,393,655			42,000	\$ 6,110,138	17,545,793
Capital Projects	4,952,184			606,290		5,558,474
<b>Non-Major Funds</b>						
Apparatus	4,885,493			17,500		4,902,993
Capital Improvements	7,566,180			437,500		8,003,680
Emergency Management	37,655			233,508	30,000	301,163
Grants				1,217,600		1,217,600
Bonded Debt Service	1,166,993	5,976,238	60,000	12,875		7,216,106
Insurance	645,843			3,400		649,243
Pension Trust					359,862	359,862
Volunteer LOSAP	320,337			11,200		331,537
<b>Total 2016-17 Budgeted Resources</b>	<b>\$ 66,279,572</b>	<b>\$ 101,268,156</b>	<b>\$ 1,477,979</b>	<b>\$ 14,273,611</b>	<b>\$ 6,500,000</b>	<b>\$ 189,799,318</b>
<b>Total 2015-16 Budgeted Resources</b>	<b>\$ 73,360,977</b>	<b>\$ 96,501,934</b>	<b>\$ 1,545,940</b>	<b>\$ 4,668,523</b>	<b>\$ 7,957,170</b>	<b>\$ 184,034,544</b>
<b>Total 2014-15 Actual Resources</b>	<b>\$ 69,185,604</b>	<b>\$ 84,230,380</b>	<b>\$ 1,466,536</b>	<b>\$ 4,070,340</b>	<b>\$ 19,784,976</b>	<b>\$ 178,737,837</b>

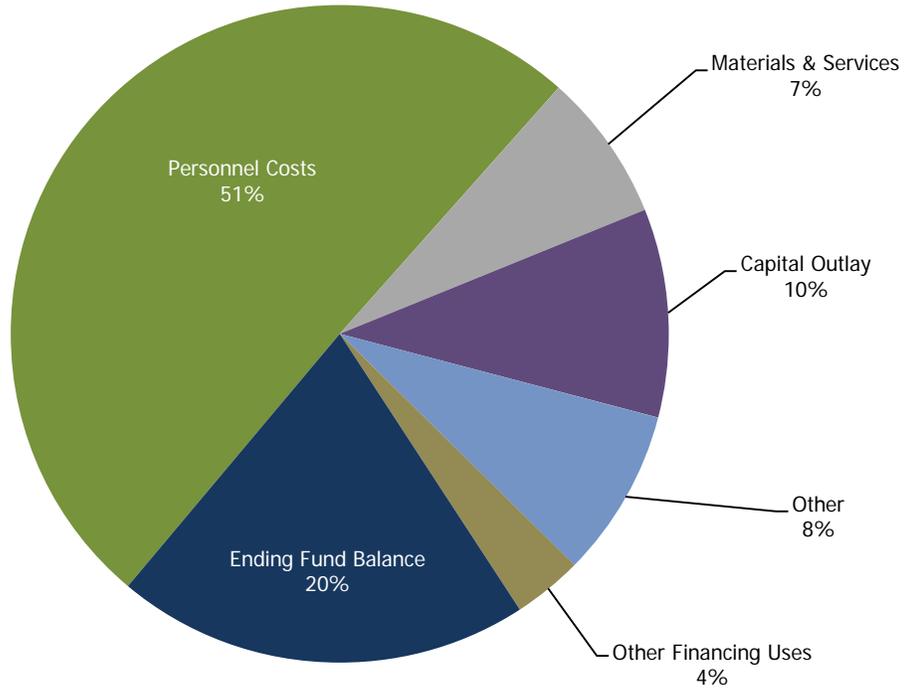
### 2016-17 Budgeted Resources



2016-17 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2016-17 Budget
<b>Major Funds</b>							
General	\$ 95,521,857	\$ 13,223,747		\$ 5,235,000	\$ 6,500,000	\$ 23,232,263	\$ 143,712,867
Property and Building			\$ 10,508,916	1,500,000		5,536,877	17,545,793
Capital Projects			5,558,474				5,558,474
<b>Non-Major Funds</b>							
Apparatus			105,000	933,000		3,864,993	4,902,993
Capital Improvements			2,463,725	1,790,358		3,749,597	8,003,680
Emergency Management	212,939	30,000		58,224			301,163
Grants		32,600	1,185,000				1,217,600
Bonded Debt Service				6,273,986		942,120	7,216,106
Insurance		649,243					649,243
Pension Trust	359,862						359,862
Volunteer LOSAP	331,537						331,537
<b>Total 2016-17 Budgeted Requirements</b>	<b>\$ 96,426,195</b>	<b>\$ 13,935,590</b>	<b>\$ 19,821,115</b>	<b>\$ 15,790,568</b>	<b>\$ 6,500,000</b>	<b>\$ 37,325,850</b>	<b>\$ 189,799,318</b>
<b>Total 2015-16 Budgeted Requirements</b>	<b>\$ 82,518,423</b>	<b>\$ 13,199,684</b>	<b>\$ 24,187,673</b>	<b>\$ 15,496,912</b>	<b>\$ 7,957,170</b>	<b>\$ 40,674,682</b>	<b>\$ 184,034,544</b>
<b>Total 2014-15 Actual Requirements</b>	<b>\$ 72,641,554</b>	<b>\$ 9,226,314</b>	<b>\$ 7,657,091</b>	<b>\$ 16,395,575</b>	<b>\$ 3,243,938</b>	<b>\$ 69,573,365</b>	<b>\$ 178,737,837</b>

2016-17 Budgeted Requirements



## Financial Overview, continued

### 2016-17 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Change in Fund Balance
<b>Major Funds</b>					
General	\$ 35,311,232	\$ 5,235,000	\$ 23,232,263	(\$12,078,969)	-34.2%
Property and Building	11,393,655	1,500,000	5,536,877	(5,856,778)	-51.4%
Capital Projects	4,952,184			(4,952,184)	-100.0%
<b>Non-Major Funds</b>					
Apparatus	4,885,493	933,000	3,864,993	(1,020,500)	-20.9%
Capital Improvements	7,566,180	1,790,358	3,749,597	(3,816,583)	-50.4%
Emergency Management	37,655	58,224		(37,655)	-100.0%
<b>Grants</b>					
Debt Service	1,166,993		942,120	(224,873)	-19.3%
Insurance	645,843			(645,843)	-100.0%
Pension Trust					
Volunteer LOSAP	320,337			(320,337)	-100.0%
<b>Total 2016-17 Budgeted Balances</b>	<b>\$ 66,279,572</b>	<b>\$ 9,516,582</b>	<b>\$ 37,325,850</b>	<b>(\$28,953,722)</b>	<b>-43.7%</b>
<b>Total 2015-16 Budgeted Balances</b>	<b>\$ 73,360,977</b>	<b>\$ 9,155,800</b>	<b>\$ 40,674,682</b>	<b>(\$32,686,295)</b>	<b>-44.6%</b>
<b>Total 2014-15 Actual Balances</b>	<b>\$ 69,185,604</b>		<b>\$ 69,573,365</b>	<b>\$ 387,761</b>	<b>0.6%</b>

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 decrease under the District's goal of carrying five months of operational costs in ending fund balance. The forecasted result of General Fund operations for 2016-17 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 to zero as bond proceeds are utilized in 2016-17.

The District has budgeted for contingency in the Apparatus Fund, which is expected to be returned to fund balance at the end of fiscal year 2016-17, such that the fund will have little change in fund balance.

The Capital Improvements Fund's fund balance is expected to decrease 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.

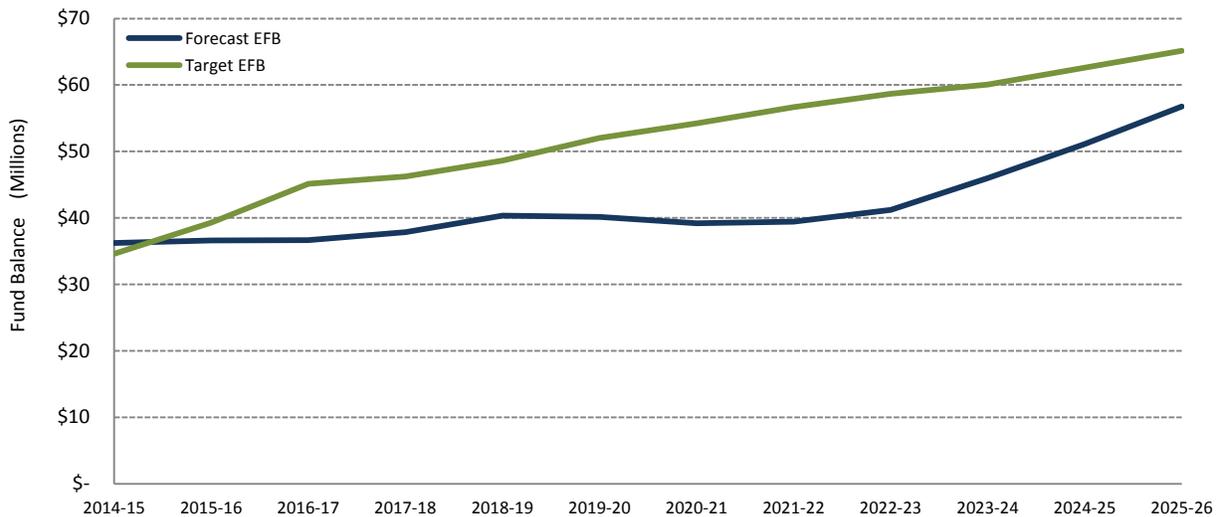
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits of prior plans, as well as continue funding of future benefits payable.

Financial Forecast – General Fund

	2016-17	2017-18	2018-19	2019-20	2020-21
Beginning Fund Balance	\$ 36,300,000	\$ 36,300,000	\$ 37,300,000	\$ 40,800,000	\$42,500,000
Property Tax Revenue	96,700,000	105,100,000	115,500,000	120,900,000	126,400,000
Investment & Interest	100,000	100,000	100,000	100,000	100,000
Charges for Services	10,900,000	6,100,000	2,700,000	2,900,000	2,900,000
Insurance Refunds	200,000	200,000	200,000	200,000	200,000
Miscellaneous	300,000	300,000	300,000	300,000	300,000
<b>Total Revenues</b>	<b>\$144,500,000</b>	<b>\$148,100,000</b>	<b>\$156,200,000</b>	<b>\$165,200,000</b>	<b>\$172,400,000</b>
Personnel Costs	91,000,000	\$ 94,500,000	\$ 99,100,000	\$106,000,000	\$109,600,000
Materials and Services	11,900,000	11,400,000	12,600,000	13,400,000	13,700,000
Transfers Out	5,300,000	4,200,000	3,700,000	3,300,000	3,400,000
<b>Total Expenditures</b>	<b>108,200,000</b>	<b>110,800,000</b>	<b>115,400,000</b>	<b>122,700,000</b>	<b>126,700,000</b>
<b>Ending Fund Balance</b>	<b>\$ 36,300,000</b>	<b>\$ 37,300,000</b>	<b>\$ 40,800,000</b>	<b>\$42,500,000</b>	<b>\$45,700,000</b>
Months of Fund Balance	4.0	4.0	4.2	4.2	4.3

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 local option levy staffing configuration with modest property tax growth and annexation of contract services areas at the end of their contracts. The above scenario represents conservative growth in District and contract area assessed value and further firefighter staffing additions slowed to stabilize fund balance. The District also will utilize Transfers Out to capital funds as a balancing technique in order to avoid fund balance decreases. The growth in operational expenses due to the new contract areas impact our ability to maintain five 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 2016-03**

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,  
A RURAL FIRE PROTECTION DISTRICT  
TO ADOPT 2016-17 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, 2016 and ending June 30, 2017, was approved by the District Budget Committee on May 19, 2016; and

**WHEREAS**, within the General Fund, Human Resources, \$15,000 of professional services toward the diversity recruiting materials is requested to be carried over due to the project timing; and thus the appropriation for Materials and Services increased by \$15,000; and Contingency reduced by \$15,000; and

**WHEREAS**, within the Capital Improvements Fund, \$26,820 of data processing software is requested to be carried over due to the delay in the release of the software needed for District operations; and thus the appropriation for Capital Outlay increased by \$26,820 and Contingency reduced by \$26,820; and

**WHEREAS**, the Property and Building Fund beginning fund balance should be reduced by \$550,000 due to the timing of a station land purchase in 2015-16 to a beginning fund balance total of \$11,393,655; land should be reduced in total by \$550,000 (\$750,000 reduction in Station 55 Rosemont purchase and an increase to land for West Bull Mountain of \$200,000); and buildings and improvements should be increased in total \$1,505,356 to account for increased construction costs of approved contracts and allow for reduced remaining bond proceeds for a net 10% change of \$955,356 increase to capital outlay. Nonorganizational buildings will be reduced \$1,000,000; Station 55 costs will be increased \$832,202; Station 62 reduced \$926,780; Station 64 increased \$617,227; Station 69 increased \$704,730; and Station 372 increased \$1,277,977, with ending fund balance reduced \$1,505,356; and

**WHEREAS**, the Capital Projects beginning fund balance should be reduced by \$772,816 to a total of \$4,952,184 based upon updated construction expenditures in fiscal year 2015-16, and land expenditures reduced by \$772,816 equally;

**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 as 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 2016-17 fiscal year in the amount of \$152,473,468 and which is now on file in the Command and Business Operations Center at 11945 SW 70<sup>th</sup> Ave., Tigard, Oregon; and

**BE IT ALSO RESOLVED**, that the amounts for the fiscal year beginning July 1, 2016, for the purposes shown are hereby appropriated as follows:

**GENERAL FUND**

By Fund

Personnel Services	\$ 95,521,857
Materials and Services	13,223,747
Transfers	6,500,000
Contingency	<u>5,235,000</u>
Total	\$ 120,480,604

By Function

Command Division	
Personnel Services	\$ 3,822,661
Materials and Services	<u>1,621,207</u>
Total	\$ 5,443,868

Integrated Operations Division	
Personnel Services	\$ 76,681,675
Materials and Services	<u>3,855,007</u>
Total	\$ 80,536,682

Finance Division	
Personnel Services	\$ 1,565,800
Materials and Services	<u>524,690</u>
Total	\$ 2,090,490

Business Operations Division	
Personnel Services	\$ 7,019,515
Materials and Services	<u>6,047,354</u>
Total	\$ 13,066,869

EMS/Training/Volunteers Division	
Personnel Services	\$ 6,432,206
Materials and Services	<u>1,175,489</u>
Total	\$ 7,607,695

District Non-Organizational	
Transfers	\$ 6,500,000
Contingency	<u>5,235,000</u>
Total	\$ 11,735,000

**BONDED DEBT SERVICE FUND**

Debt Service - Principal	\$ 4,180,000
Debt Service - Interest	<u>2,093,986</u>
Total	\$ 6,273,986

**APPARATUS FUND**

Capital Outlay	\$ 105,000
Contingency	<u>933,000</u>
Total	\$ 1,038,000

**CAPITAL IMPROVEMENTS FUND**

Capital Outlay	\$ 2,463,725
Contingency	<u>1,790,358</u>
Total	\$ 4,254,083

**EMERGENCY MANAGEMENT FUND**

Personnel Services	\$ 212,939
Materials and Services	30,000
Contingency	<u>58,224</u>
Total	\$ 301,163

**GRANTS FUND**

Materials and Services	\$ 32,600
Capital Outlay	<u>1,185,000</u>
Total	\$ 1,217,600

**INSURANCE FUND**

Materials and Services	\$ <u>649,243</u>
Total	\$ 649,243

**CAPITAL PROJECTS FUND**

Capital Outlay	\$ <u>5,558,474</u>
Total	\$ 5,558,474

**PROPERTY AND BUILDING FUND**

Capital Outlay	\$ 10,508,916
Contingency	<u>1,500,000</u>
Total	\$ 12,008,916

**PENSION TRUST FUND**

Personnel Services	\$ <u>359,862</u>
Total	\$ 359,862

**VOLUNTEER LOSAP FUND**

Personnel Services	\$ <u>331,537</u>
Total	\$ 331,537

APPROVED AND ADOPTED, on June 28, 2016



Gordon L. Hovies, President

ATTEST:



Brian C. Clopton, Secretary-Treasurer

**RESOLUTION 2016-04**

**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 \$6,330,760 for bonds, and that these taxes are hereby imposed and categorized for tax year 2016-17, 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	\$ 6,330,760
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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 28, 2016**



**Gordon L. Hovies, President**

**ATTEST:**



**Brian C. Clopton, Secretary-Treasurer**



### 2016-17 Strategic Plan

TVF&R Strategic Plan defines a vision for change and serves as a guideline for managers as they develop and prioritize annual work plans 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, and shared principles outlined below, which define TVF&R's purpose and intention. It also outlines three organization-wide goals and corresponding strategies intended to move the agency toward the stated vision. Additional divisional/departmental tasks, developed and reported by managers in conjunction with their annual budgets, serve to further focus the organization's work toward achieving its priorities.

### Mission Statement

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

### 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.

## 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.



**1. HEALTH** **GOAL:** Build an organization with a shared mission, effective communication, and engaged, resilient personnel.

**EXPECTATIONS:**

- Our actions demonstrate, at all levels, that people are the foundation of our success.
- Information flows between all levels so that individuals and work units are connected.
- All personnel understand and are working in a unified strategic direction.
- Personal and organizational health and wellness are maximized.
- Individuals take positive action to further the organization’s reputation and interests.

STRATEGIES		ORGANIZATIONAL TACTICS	
1.1	Operate with a people-first focus.	1.1.1	Leadership maintains availability for our people.
1.2	Build an environment that supports improved employee engagement.	1.2.1	Organizational responsiveness to personnel needs; personnel responsiveness to organizational needs.
		1.2.2	Conduct a workforce survey to determine if relationships are being fostered across the organization.
		1.2.3	Build collaborative, respectful and sustaining internal relationships at all levels.
1.3	Maintain adequate staffing	1.3.1	Based on known projections, hire, develop, and promote staff at a rate that keeps pace with District need.
1.4	Develop a comprehensive internal communications framework.	1.4.1	Create a digital communications medium that remains current.
1.5	Support development of individual and organizational success.	1.5.1	Implement the full scale of the Talent Management program.
1.6	Prioritize individual and organizational preparedness.	1.6.1	Assign responsible parties to and complete the 12 prioritized organizational preparedness tasks identified through District exercises and incidents.
1.7	Optimize resources to support personal wellness and resilience.	1.7.1	Implement Field Decontamination Processes post fire incidents.
		1.7.2	Evaluate and replace where needed, personal infectious disease PPE.
		1.7.3	Expand the scope of mindfulness based resilience training.

2. PERFORMANCE

**GOAL:** Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response.

**EXPECTATIONS:**

- Managers communicate clearly-defined competencies and performance objectives for the individual, unit, organizational and system level.
- All personnel are fully committed and accountable to individual competency in their assigned positions, and all workgroups/units are contributing consistently toward achieving performance objectives.
- Performance management systems are in place, and continually refined, to track and report progress toward performance objectives and expectations of the Board of Directors and the communities we serve.

STRATEGIES		ORGANIZATIONAL TACTICS	
2.1	Using existing resources reduce the total response time performance of the first arriving unit to 8 minutes and 12 seconds for 90% of all Code 3 incidents in the Metro/Urban Planning Zone.	2.1.1	Reduce the turnout time performance to 1 minute and 30 seconds for 90% of all Code 3 incidents.
		2.1.2	Move to “speed and weight” deployment.
		2.1.3	Accurate data reporting by all companies.
2.2	Implement the expansion plans tied to the Local Option Levy in order to achieve system performance enhancements.	2.2.1	Land purchased for all eight sites identified in the LOL planning process.
		2.2.2	Complete construction of Stations 55.
		2.2.3	Based upon analysis, move, staff and deploy operational assets as needed.
2.3	Support the WCCCA Computer Aided Dispatch (CAD) replacement to reduce system delays.	2.3.1	Develop “collaborative dispatch” policy position.
2.4	Establish an organizational data strategy.	2.4.1	Refresh all staff on EGIS vision and subsequent planned actions.
		2.4.2	Understand current data strategies used by comparable agencies.
		2.4.3	Understand current NFPA and NAPSG data standards and how they can apply to the creation of a District data strategy.
2.5	Define key performance indicators for individual, unit and workgroup performance in all Divisions.	2.5.1	Update job descriptions to accurately reflect individual performance expectations and required competencies. Identify divisional/departmental leads responsible to complete this tactic.
		2.5.2	Division/department heads identify top three KPI for next 12 months.
		2.5.3	Define KPI for the core business model. At least one EMS related call type, one Fire related call type and one Special Team related call type.
2.6	Define competency models for all positions.	2.6.1	Identify leads for each model and conduct discovery process.
2.7	Provide training and support systems for individual employee performance and development.	2.7.1	Institutionalize the formal Officer Development Program.
		2.7.2	Create a culture of understanding the importance of performance management while Implementing performance management software.
2.8	Identify external organizational evaluation processes that validate and improve District performance.	2.8.1	Receive GFOA awards for the Annual Budget, CAFR and PAFR.
		2.8.2	Have a clean annual audit.

**3. OPPORTUNITIES**

**GOAL:** Carefully evaluate, act on, or dismiss identified opportunities.

**EXPECTATIONS:**

The District will only engage in opportunities that sustain or enhance our:

- Ability to provide fast and effective emergency response
- Efficiency and financial stability
- Service area
- Partnerships at the local, regional or state-wide level

STRATEGIES		ORGANIZATIONAL TACTICS	
3.1	Centralize the location of Fleet, Supply, Facilities, and Occupational Health.	3.1.1	Evaluate possible locations and benefits of purchase versus lease versus Certificate of Participation.
3.2	Continue planning of new Station 63.	3.2.1	Secure adequate land near 185 <sup>th</sup> and Farmington.
3.3	Conduct the Washington County Fire District #2 analysis.	3.3.1	Complete analysis, review findings and complete draft report and operational contract options.
3.4	Conduct the Newberg Fire Department analysis.	3.4.1	Complete analysis, review findings and complete draft report and operational contract options.
3.5	Support regional radio infrastructure replacement.	3.5.1	Support informational campaign efforts specific to the Washington County bond for radio replacement.
3.6	Integrate and enhance emergency medical services role.	3.6.1	Enhance the Mobile Integrated Health Care programs.
		3.6.2	Enhance EMS transport within District boundaries.
		3.6.3	Support GEMT legislation, state plan amendment authorization and statewide program implementation.
3.7	Implement mobile repeaters for enhanced on-scene communications.	3.7.1	Implement Board Resolution.
3.8	Evaluate fire department system development charges.	3.8.1	Understand stakeholders, process, politics and finances.
3.9	Expand community partnerships and corporate sponsorships.		
3.10	Engage outside of our organization for exposure to emerging best practices, networking and relationship building.	3.10.1	Appropriately budget for an adequate number of personnel to participate in training outside the District and outside the state.
		3.10.2	Develop consistent connections with HFD, PF&R, CCFD#1 and LOFD.
3.11	Evaluate firefighter hiring process.		



## 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 began with the budget year 2015-16.

The 2016-17 annual budget is designed to reflect the District's **Strategic Plan** for the 2016-17 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.

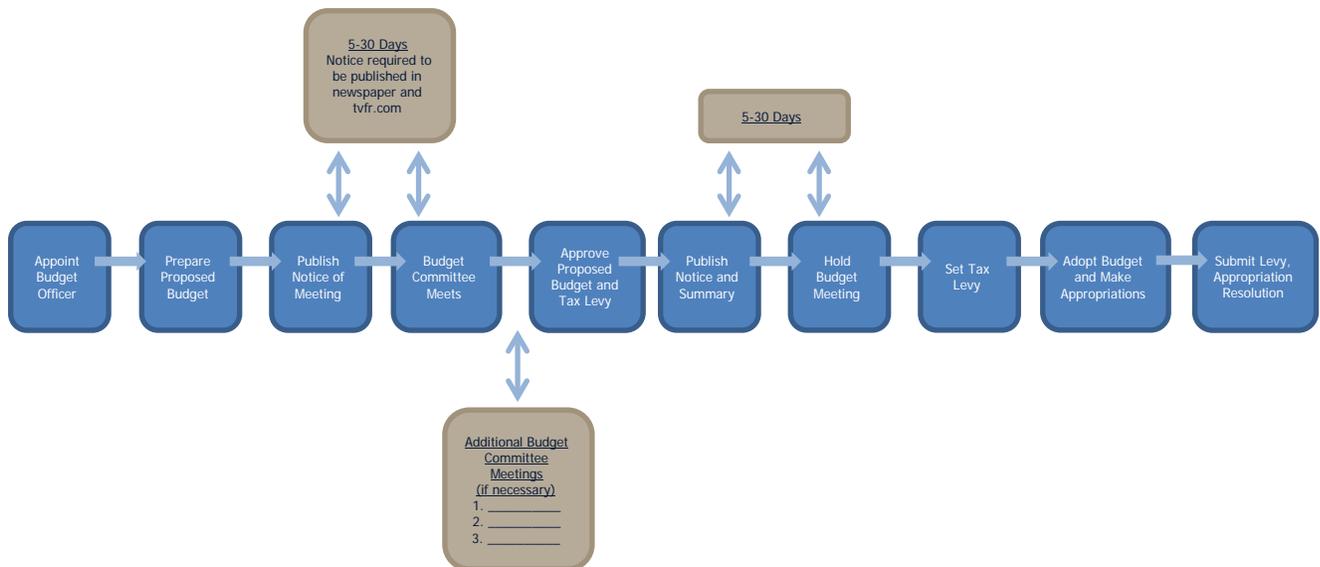
## Budget Policies, continued

The budget, or financial plan, began in earnest in the late **fall of 2015**, 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"> <li>▪ Strategic Plan work session</li> </ul>
October – December	<ul style="list-style-type: none"> <li>▪ Revenue forecasting</li> <li>▪ Capital planning</li> <li>▪ Bond modeling</li> <li>▪ Strategic plan validation</li> <li>▪ Budget forecast to managers</li> </ul>
January	<ul style="list-style-type: none"> <li>▪ Budget packets and instructions available to Station Captains and Department Managers online at SharePoint site</li> <li>▪ Personnel Services budgets are prepared and uploaded</li> <li>▪ Budgets, accomplishments, and performance objectives due to Division and Assistant Chiefs</li> </ul>
February – March	<ul style="list-style-type: none"> <li>▪ Station and department budgets, accomplishments, and performance objectives reviewed by Division and Assistant Chiefs and submitted to Budget Officer</li> <li>▪ Finance Division reviews budgets and returns to Department Heads for review</li> <li>▪ Budget Officer reviews budgets</li> <li>▪ Internal Budget Committee meetings</li> </ul>
April	<ul style="list-style-type: none"> <li>▪ Budget closed for changes</li> <li>▪ Finance Division prepares draft budget document for Budget Committee Meeting</li> </ul>
May	<ul style="list-style-type: none"> <li>▪ Budget draft document distributed in early May</li> <li>▪ Publish Notice of Budget Committee Meeting in newspaper and on tvfr.com</li> <li>▪ Budget Committee Meeting is held</li> </ul>
June	<ul style="list-style-type: none"> <li>▪ Publish Public Notice of Budget Hearing in newspaper</li> <li>▪ Budget Hearing is held to adopt budget and levy taxes</li> </ul>
July	<ul style="list-style-type: none"> <li>▪ Tax levy certified by court clerks of Washington, Clackamas, and Multnomah counties</li> <li>▪ Budgets delivered to citizens and government agencies</li> </ul>

## Budget Adoption

A **final budget** was developed in **April of 2016**. 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 28, 2016 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*, *proprietary*, and *fiduciary funds*. Included in the former are those funds that require a tax levy such as the **General Fund** and the **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 funds*. The **Insurance Fund** is a *proprietary fund*.

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

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"> <li>▪ Property taxes</li> <li>▪ Interest on invested funds</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>

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

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

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"> <li>▪ Intergovernmental revenues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disaster preparedness</li> </ul>

### Grants Fund

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

### 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. It may be considered a major fund.

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

### 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 may be considered a major fund.

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

## 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"><li>▪ Proceeds from claims handling</li><li>▪ Interest earned from invested cash</li></ul>	<ul style="list-style-type: none"><li>▪ Satisfy claims presented</li><li>▪ Claims handling administrative costs</li><li>▪ Safety requirements</li></ul>

### 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"><li>▪ Transfers from the General Fund</li></ul>	<ul style="list-style-type: none"><li>▪ Retiree benefit payments</li><li>▪ Investment purchases</li><li>▪ General benefits administration</li></ul>

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

### 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.

### 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. Employ data analysis to determine the most appropriate station design to serve the community's needs. The District has developed the following three prototypes of fire station design and construction:
  - a. Type 3 stations are approximately 3,000 square feet and house a typical crew of two personnel that staff a paramedic unit.
  - b. Type 2 stations are approximately 7,000 square feet and can support a Fire engine or Truck Company and a small unit (Medic or Car). The station has a capacity to accommodate up to six personnel.
  - c. Type 1 stations are just over 10,000 square feet and can accommodate two full companies and up to eight personnel.
3. 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.
4. Consider "life cycle costing" in the design of new facilities.
5. Utilize cooperative relationships with other governments, where possible, to jointly site facilities and share in costs of construction.
6. Construct facilities that accommodate both male and female response personnel.

7. Achieve “good neighbor” relationships when designing, developing, and working out of fire stations.
8. Provide regular preventative maintenance on facilities to ensure longest useful life.
9. Consider apparatus, potential personnel deployment, and response times effect of standardization when designing facilities.
10. 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

## Budget Policies, continued

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.

### Capital Project Summary

The summary of 2016-17 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.

<b>Fund</b>	<b>2016-17</b>
<u>Apparatus Fund</u>	
Vehicles & Apparatus	\$ 105,000
<b>Total Apparatus Fund</b>	<b>105,000</b>
<u>Capital Improvements Fund</u>	
TC Training Props	6,500
Vehicles & Apparatus	238,000
Firefighting Equipment	160,905
EMS Equipment	93,000
Office Equipment & Furniture	74,000
Building Equipment	97,500
Physical Fitness Equipment	40,000
Communications Equipment	1,395,500
Data Processing Software	209,000
Computer Equipment	149,320
<b>Total Capital Improvements Fund</b>	<b>2,463,725</b>
<u>Grants Fund</u>	
Building & Bldg Improv	1,185,000
<b>Total Grants Fund</b>	<b>1,185,000</b>
<u>Property and Building Fund</u>	
Land	4,600,000
Building & Bldg. Improvements	5,908,916
<b>Total Property and Building Fund</b>	<b>10,508,916</b>
<u>Capital Projects Fund</u>	
Land	295,460
Building & Improvements	5,263,014
<b>Total Capital Projects Fund</b>	<b>5,558,474</b>
<b>Total Capital Outlay for 2016-17</b>	<b>\$ 19,821,115</b>

### 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:

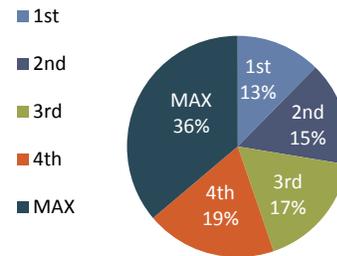
**Base Wages:** The District's base wage model represents a two-tiered model for Managerial and Administrative Support personnel.

- **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 Administration, continued

**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 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.

**Non Union Staff Placement in Range by Quartile (As of June 30, 2016)**



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.

### Performance Matrix

Rating	Increase by Position in Range			
	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> 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, 2016 – June 30, 2017)

Grade	Min	Mid	Max	Position
5	9,695	11,406	13,117	Deputy Chief
4	9,234	10,863	12,492	Assistant Chief, Chief Financial Officer
3	8,794	10,346	11,898	Controller, Division Chief, Human Resources Director, Fire Marshal
2	8,375	9,853	11,331	Emergency Management Director
1	7,976	9,384	10,792	Assistant Fire Marshal, Chief of Staff, Medical Services Chief, Public Affairs Chief, Public Education Chief Officer

30% width, Grades M1 to M5 separated by 5%, Midpoint of Grade M1 calculated as 2.0% above 2015 Grade M1 Midpoint

Grade	Min	Mid	Max	Position
13	7,578	8,915	10,252	
12	7,049	8,293	9,537	Construction Projects Manager, Financial Operations Manager
11	6,557	7,714	8,871	Emergency Management Program Manager, Facilities Operations Manager, Fleet Operations Manager, Human Resources Manager, Network Engineer, Senior Database Administrator, Senior Systems Administrator
10	6,100	7,176	8,252	Management Analyst, Media Services Manager, OHW Program Manager, Purchasing Manager/Contracts Administrator, Strategic Program Manager, Supply Manager
9	5,674	6,675	7,676	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	5,278	6,209	7,140	Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Public Affairs Officer, Systems Administrator
7	4,910	5,776	6,642	Communications Technician, Facilities Maintenance Technician(LME), Fleet Technician, Nurse, Planning Analyst, Public Affairs Coordinator, Senior Employment Coordinator
6	4,567	5,373	6,179	Facilities Maintenance Technician, Human Resources Generalist, Service Desk Specialist, Wellness Program Coordinator
5	4,248	4,998	5,748	EMS Specialist, Executive Assistant, Medical Billing Coordinator, Planning Specialist, Records Analyst
4	3,952	4,649	5,346	Accounting Specialist, Communications Program Assistant, Inventory Control Specialist, Medical Assistant, Medical Equipment Technician, Operations Technician, Senior Payroll Accounting Specialist
3	3,676	4,325	4,974	Capital Project Control Specialist, Facilities Maintenance Admin Assistant, 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	3,420	4,023	4,626	Administrative Assistant II, OHW Program Assistant
1	3,181	3,742	4,303	Administrative Assistant, Athletic Trainer, Facilities Utility Worker, Fleet Utility Worker, Supply Assistant, Supply Customer Service Clerk

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 2.0% above 2015 Grade 1 Midpoint.

## Salary Administration, continued

### Bargaining Unit Employees' Hourly and Monthly Wage Schedules (July 1, 2016 – June 30, 2017)

#### 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	20.8618	24.3666	25.6349	26.9033	28.2552	29.6904
Monthly	4,571.65	5,339.69	5,617.62	5,895.58	6,191.84	6,506.36
Engineer	22.2803	25.9855	27.3372	28.7558	30.2079	31.6765
Monthly	4,882.50	5,694.46	5,990.68	6,301.55	6,619.75	6,941.59
Lieutenant	24.0160	28.0549	29.5737	30.9755	32.6112	34.2134
Monthly	5,262.87	6,147.95	6,480.77	6,787.97	7,146.41	7,497.52
Captain	26.4694	30.8921	32.5276	34.1465	35.9322	37.6513
Monthly	5,800.50	6,769.69	7,128.11	7,482.86	7,874.18	8,250.91
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				46.7881	49.2474
Monthly					10,253.14	10,792.07

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	Basic Life Support position has 3 steps*	16.3297	17.8143	19.2988
Monthly		3,578.50	3,903.82	4,229.14

\* Steps based on top step (5 Years) firefighter: Step 1 = 55% of FF , Step 2 = 60% of FF, Top Step = 65% of FF

#### All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic (10%)	2.0862	2.4367	2.5635	2.6903	2.8255	2.9690
Monthly	457.16	533.97	561.76	589.56	619.18	650.64
Intermediate or Advanced (7.5%)	1.5646	1.8275	1.9226	2.0177	2.1191	2.2268
Monthly	342.87	400.48	421.32	442.17	464.39	487.98
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%)	1.2517	1.4620	1.5381	1.6142	1.6953	1.7814
Monthly	274.30	320.38	337.06	353.74	371.51	390.38
Hazmat Tech (4%)	0.8345	0.9747	1.0254	1.0761	1.1302	1.1876
Monthly	182.87	213.59	224.70	235.82	247.67	260.25
FTO (3%)	0.6259	0.7310	0.7690	0.8071	0.8477	0.8907
Monthly	137.15	160.19	168.53	176.87	185.76	195.19
Internship FTO (1%)	0.2086	0.2437	0.2563	0.2690	0.2826	0.2969
Monthly	45.72	53.40	56.18	58.96	61.92	65.06
Medic Ride Time Paramedic (24 hour unit)	\$45 per assigned shift					

## 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	26.3739	30.8047	32.4081	34.0117	35.7208	37.5353
Monthly	4,571.65	5,339.69	5,617.62	5,895.58	6,191.84	6,506.36
Engineer	28.1672	32.8514	34.5603	36.3537	38.1894	40.0461
Monthly	4,882.50	5,694.46	5,990.68	6,301.55	6,619.75	6,941.59
Lieutenant	30.3616	35.4676	37.3876	39.1598	41.2277	43.2532
Monthly	5,262.87	6,147.95	6,480.77	6,787.97	7,146.41	7,497.52
Captain	33.4631	39.0544	41.1221	43.1687	45.4262	47.5996
Monthly	5,800.50	6,769.69	7,128.11	7,482.86	7,874.18	8,250.91
Fire Inspector	Entry level Fire Inspector starts at 4 Year Pay Step				38.1894	40.0461
Monthly					6,619.75	6,941.59
Deputy Fire Marshal 1	30.3616	35.4676	37.3876	39.1598	41.2277	43.2532
Monthly	5,262.87	6,147.95	6,480.77	6,787.97	7,146.41	7,497.52
Deputy Fire Marshal 2	33.4631	39.0544	41.1221	43.1687	45.4262	47.5996
Monthly	5,800.50	6,769.69	7,128.11	7,482.86	7,874.18	8,250.91
Training Officer / MSO	33.4631	39.0544	41.1221	43.1687	45.4262	47.5996
Monthly	5,800.50	6,769.69	7,128.11	7,482.86	7,874.18	8,250.91
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				59.1505	62.2595
Monthly					10,253.14	10,792.07

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	Basic Life Support position has 3 steps*	20.6444	22.5212	24.3979
Monthly		3,578.50	3,903.82	4,229.14

\* Steps based on top step (5 Years) firefighter: Step 1 = 55% of FF , Step 2 = 60% of FF , Top Step = 65% of FF

## All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.6374	3.0805	3.2408	3.4012	3.5721	3.7535
Monthly	457.16	533.97	561.76	589.56	619.18	650.64
Intermediate or Advanced (7.5%)	1.9780	2.3104	2.4306	2.5509	2.6791	2.8151
Monthly	433.47	506.29	532.64	559.00	587.09	616.91
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%)	1.5824	1.8483	1.9445	2.0407	2.1432	2.2521
Monthly	274.30	320.38	337.06	353.74	371.51	390.38
Hazmat Tech (4%)	1.0550	1.2322	1.2963	1.3605	1.4288	1.5014
Monthly	182.87	213.59	224.70	235.82	247.67	260.25
FTO (3%)	0.7912	0.9241	0.9722	1.0204	1.0716	1.1261
Monthly	137.15	160.19	168.53	176.87	185.76	195.19
Internship FTO (1%)	0.2637	0.3080	0.3241	0.3401	0.3572	0.3754
Monthly	45.72	53.40	56.18	58.96	61.92	65.06
Medic Ride Time Paramedic (10 hour unit)	\$23 per assigned shift					



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	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Adopted Budget
Personnel Services	\$ 66,849,131	\$ 72,082,015	\$ 81,560,128	\$ 95,521,857
Materials and Services	\$8,213,196	8,955,523	12,504,007	13,223,747
Operating Transfers Out	2,595,018	3,219,787	7,957,170	6,500,000
Operating Contingency			4,664,500	5,235,000
Ending Fund Balance	36,719,738	35,892,151	22,772,291	23,232,263
<b>Total Expenditures</b>	<b>\$ 114,377,083</b>	<b>\$ 120,149,476</b>	<b>\$ 129,458,096</b>	<b>\$ 143,712,867</b>

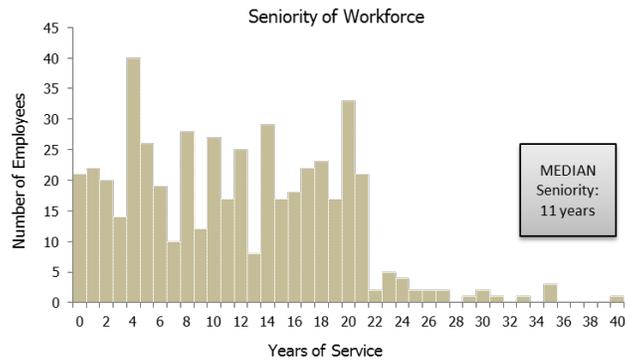
2016-17 Significant Changes

The General Fund operations for 2016-17 reflect the addition of two contract areas – the City of Newberg and Newberg Rural Fire Protection District (Newberg), and Washington County Rural Fire Protection District 2 (District 2), effective July 1, 2016. As part of these contracts, expected to lead toward full annexation by the contract area voters into the District at the conclusion of each contract, all stations and personnel were transferred to the District effective July 1, 2016 for purposes of integration into the District’s operations. Each service contract provides for contractual revenues during the term of the contract, one year for District 2 and two years for Newberg. Additionally, the ambulance service area (ASA) assigned to Newberg will be assigned to the District and accordingly, all transport revenue within the assigned ASA in Yamhill county performed by the combined operations of the District in Newberg and surrounding areas will be billed by the District, supplementing the contract revenues.

The General Fund personnel strength for the 2016-17 fiscal year is budgeted at 572 full-time equivalent (FTE) positions, an increase of 66.0 positions. The General Fund’s personnel services increased \$13,961,729 or 17.1% over the prior year. The Newberg contract results in 36 additional personnel and District 2 requires 19 personnel. An additional 11 staff, largely to account for a second six-month firefighter recruit academy to support enhanced unit deployment within the District adds the equivalent of 9 firefighting personnel to the budget. Increases to Human Resources, Supply and Occupational Health were offset in part by other transfers and alignments as the District reorganized to meet the growing service area.

The salary range increase budgeted was 2.0% reflecting the contractual floor of the union contract on the CPI based cost of living adjustment. A similar adjustment will be made to the non-union salary ranges. Accounts 5015, 5016 and 5017 reflect an estimated amount of potential accrued leave payments as employees retire each year. Because the number of employees eligible is higher than may actually retire, any excess amount budgeted will revert to next fiscal year’s beginning fund balance. Deferred Comp Match accounts 5020 and 5021 reflect the growth of the workforce as the District incentivizes employees saving for their own retirement by the matching program. Health care is budgeted to increase up to 9% as allowed in the labor contract and the blended PERS rate is budgeted at 19.96%.

## General Fund, continued



Vacation Relief account 5101 was increased to reflect the commensurate increase in seniority of the District's workforce and increased levels of time off earned. Uniform Allowance account 5270 reflects increases in uniforms for a second recruit academy of \$12,385 and the addition of four fire stations and volunteer firefighter groups in Newberg and District 2 totaling \$52,535.

Materials and Services expenditures increased \$719,740 or 5.8% over the prior year. Within Materials and Services, account 5301 Special Department Supplies was increased \$68,082. Of that increase, \$18,105 relates to District 2 and Newberg station additions, \$12,000 was added for post construction/remodel items for Stations 64 and 69 after moving back in from temporary quarters, and there was a \$32,005 increase in Emergency Management for periodic shelf life rotations of emergency water and food supplies for stations and facilities in the event of a large scale District disaster.

Account 5302, Training Supplies was increased by \$36,632 largely due to the increase of \$31,004 in Training Division for two web-based video capture and debriefing tools to manage EMS simulations (\$21,000) and cadaver lab for EMS training and extrication vehicles for crew training. The increase in fire extinguisher account 5305 reflects an increase in Recruits' training with extinguishers, and \$7,500 in Facilities Maintenance to purchase and swap out expired extinguishers in District facilities. The smoke detector program, whereby the District replaces smoke detectors of its citizens as requested or found to be nonoperational, was increased by each station to reflect activity and as well for the Newberg and District 2 stations.

EMS supplies reflects an increase of \$34,303 which is due to the additional stations and ambulance service area within Newberg's contract area offset by decreases in other departments budgets such as Emergency Medical Services. Firefighting supplies were increased significantly to reflect new small diameter hose replacement of aged and delaminating fire hose largely within the Supply department budget (\$255,000 for 30 engines at \$8,500 each) and the Integrated Operations budget for the associated nozzles, monitors, hydrant bags, dividers and gates to support the new hose deployment (\$166,000) in addition to ongoing firefighting supplies, small tools and rope.

Protective clothing, account 5325, was increased \$191,622, largely due to the Recruit budget increase of \$113,580 for two academies to include helmets, SCBA mask packages, turnout coats, harness and pants, turnout boots, wildland firefighter uniforms and Volunteers of \$71,500 including Newberg and District 2 volunteers as needed. The account 5330 was reduced reflecting reductions in prior year projects in information technology and communications. This year, the account reflects \$20,000 each for standardized furniture for station 64 and 69 post seismic remodel as well as volunteer station 372 within the Volunteer budget.

Within the Information Technology budget, ongoing monitor and laptop or PC replacements, as needed, are budgeted and as well, an upgrade to the original wireless access points throughout the District for a total of \$24,500. Telephone and communication equipment set up for Newberg and District 2 are also included. Software licenses, account 5340, includes all software for the District including line staffing software Telestaff, project management, Office, fleet

diagnostic, all financial and human resources applications, cyber security software, GIS software licensing, ambulance billing and project management software, among other items.

Apparatus Fuel account 5350 reflects current fuel pricing and the expanded service area of the District with the contract service areas resulting in an increase of \$44,158 to a combined total of \$493,098.

Maintenance and Repair account 5361 which provides for station and other facility maintenance and improvements was reduced to \$1,079,827. In addition to ongoing facility maintenance, the account includes station 35 (King City) remodeling to relocate sleeping quarters and the station exercise areas for \$56,000, as well as replacing dry rot and drain problems in the men's shower area (\$27,000); remodeling of Mountain Road station 57 station quarters for \$50,000 to improve female firefighter shower and locker space and the entire station crew's dining, laundry and utility areas in this 1995 former residential home that serves as the fire station in the largely rural northwest Clackamas County. The heating and cooling units at station 67 (\$30,000) will be replaced, and the driveway approach at Station 64 will be replaced for \$49,000 after completion of the station seismic reconstruction that has been supported through grant funding.

Periodic five-year UPS battery replacement will occur in the Command and Business Operations Center facility for \$27,000 as well as professional heating and cooling system maintenance. Vehicle Maintenance was increased for the District's in-house fleet maintenance program to a total of \$840,850, or an increase of \$170,900 reflecting the increased size of the fleet in the contract service areas (\$136,000) and the increased needs of the District's apparatus as it ages and response needs increase.

Account 5365, Maintenance and Repair of Firefighting equipment accounts for chainsaws, portable generators, pumps and fans as well as SCBA mask and pack maintenance including cylinders and as well, air monitor maintenance and repair, among other items. Account 5366, Maintenance and Repair of EMS equipment largely covers the service contract for the 55 cardiac monitors and their battery replacement every three years for a total of approximately \$79,000. Office equipment maintenance and repair account 5367 includes copier leases and copy charges and GIS plotter supply expenses for copiers throughout the District.

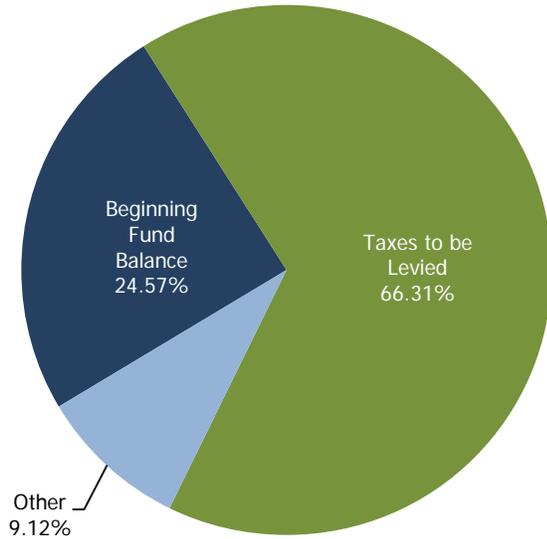
The budget for the District's property and liability coverage is paid from account 5410 and reflects increases expected due to increased station and apparatus coverage. General Legal was increased as well based on projected actual expenditures for the following fiscal year. Account 5413 largely represents the costs of contracts with the supervising physicians for the District's firefighter medics and as well, consulting fees for legislative and other specialized consulting services.

Account 5414 includes a one-time \$150,000 budget line, expected to be reimbursed in the future, to provide a number of services related to the implementation of Medicaid reimbursement program by TVF&R and other public EMS providers in Oregon. The request includes funds for consulting, travel and other professional services related to the planning, development, and implementation of GEMT programs. Physician services for all current employees' physicals and for new hire exams total over \$52,000 with associated laboratory services at approximately \$49,000. Remaining amounts include leadership development training, land use consultants for future station siting and planning as well as appraisal services, hose inspection, background check investigations for volunteers and future employees, among numerous other items comprise account 5414, Other Professional Services for \$762,007.

Dispatch fees reflect charges anticipated from Washington County Consolidated Communications Agency (WACCA) and reflects increases estimated for contract services areas. Utility accounts reflect anticipated stations and energy utilization based on staffing by station. The District continues to plan for external training and education through accounts 5461 and 5462. Elections expense account 5574 for \$80,000 reflects the periodic election costs charged by the three counties for the District's board member elections. Account 5575 reflects firefighter turnout cleanings performed and associated repairs.

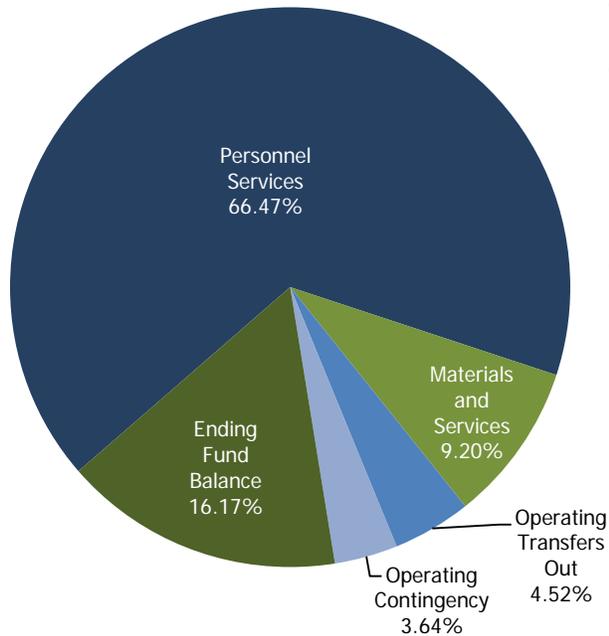
## General Fund, continued

### General Fund Resources by Budget Category



Resources	2016-17 Budget	Percent of Budget
Beginning Fund Balance	\$ 35,311,232	24.57%
Taxes to be Levied	95,291,918	66.31%
Previously Levied Taxes	1,417,979	0.99%
Taxes in Lieu of Property Taxes	11,351	<0.1%
Interest on Investments	100,319	0.07%
Interest on Property Tax	19,575	0.01%
Program Revenue	10,960,173	7.63%
Regional Hazmat Responses	5,000	<0.1%
Special Service Charges	2,500	<0.1%
Training Classes	5,000	<0.1%
Rental Income	85,600	0.06%
Insurance Refunds	225,400	0.16%
Donations & Grants	180,226	0.13%
Surplus Property	5,000	<0.1%
Miscellaneous Revenue	91,594	0.06%
<b>Total Resources</b>	<b>\$ 143,712,867</b>	<b>100.00%</b>

### General Fund Requirements by Budget Category



Requirements	2016-17 Budget	Percent of Budget
Personnel Services	\$ 95,521,857	66.47%
Materials and Services	13,223,747	9.20%
Operating Transfers Out	6,500,000	4.52%
Operating Contingency	5,235,000	3.64%
Ending Fund Balance	23,232,263	16.17%
<b>Total Requirements</b>	<b>\$ 143,712,867</b>	<b>100.00%</b>

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

Requirements	Personnel Costs	Materials & Services	Other	2016-17 Budget
<b>Command Directorate</b>				
Board of Directors	\$ 500	\$ 121,575		\$ 122,075
Civil Service Commission	73,984	44,225		118,209
Fire Chief's Office	3,553,128	1,411,634		4,964,762
Emergency Management	195,049	43,773		238,822
<b>Total Command Directorate</b>	<b>3,822,661</b>	<b>1,621,207</b>		<b>5,443,868</b>
<b>Business Operations Directorate</b>				
Human Resources	1,187,829	170,636		1,358,464
Logistics	349,326	87,892		437,218
Fleet Maintenance	1,526,861	1,021,777		2,548,638
Facilities Maintenance	972,859	130,563		1,103,422
Information Technology	926,023	1,465,938		2,391,961
Communications	473,678	2,488,790		2,962,468
Supply	666,973	455,447		1,122,420
Media Services	297,260	23,725		320,985
Occupational Health and Wellness	618,707	202,586		821,293
<b>Total Business Operations Directorate</b>	<b>7,019,515</b>	<b>6,047,354</b>		<b>13,066,869</b>
<b>Finance Directorate</b>				
Finance	1,565,800	524,690		2,090,490
<b>Total Finance Directorate</b>	<b>1,565,800</b>	<b>524,690</b>		<b>2,090,490</b>
<b>Integrated Operations Directorate</b>				
Integrated Operations Administration	1,272,136	880,884		2,153,020
Relief Pool Personnel	10,220,456	14,265		10,234,721
North Integrated Operations	35,586,355	1,655,548		37,241,903
South Integrated Operations	29,602,728	1,304,310		30,907,038
<b>Total Integrated Operations Directorate</b>	<b>76,681,675</b>	<b>3,855,007</b>		<b>80,536,682</b>
<b>EMS/Training/Volunteers Directorate</b>				
EMS	1,479,830	292,120		1,771,950
Training	1,804,342	325,401		2,149,743
Recruits	3,050,924	254,350		3,305,274
Volunteer Program	76,710	258,718		335,428
Chaplains	400	44,900		45,300
<b>Total EMS/Training/Volunteers Directorate</b>	<b>6,432,206</b>	<b>1,175,489</b>		<b>7,604,695</b>
<b>Non-Organizational</b>				
Operating Transfers Out			\$ 6,500,000	6,500,000
Operating Contingency			5,235,000	5,235,000
Ending Fund Balance			23,232,263	23,232,263
<b>Total Requirements</b>	<b>\$ 95,521,857</b>	<b>\$ 13,223,747</b>	<b>\$ 34,967,263</b>	<b>\$ 143,712,867</b>

## General Fund, continued

### General Fund Personnel Summary

Program	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget	Increase (Decrease)
<b>Command Directorate</b>					
Fire Chief's Office	11.00	12.00	16.00	20.00	4.00
Emergency Management	1.00	1.00	1.00	1.00	
Planning	5.00	4.00	0.00	0.00	
<b>Total Command Directorate</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>21.00</b>	<b>4.00</b>
<b>Business Operations Directorate</b>					
Human Resources	7.00	7.00	7.00	8.00	1.00
Logistics	2.00	2.00	2.00	2.00	
Fleet Maintenance	15.25	15.25	13.00	13.00	
Facility Maintenance	8.00	8.00	8.00	8.00	
Information Technology	8.00	8.00	7.00	7.00	
Communications	4.00	4.00	4.00	4.00	
Supply	5.50	5.50	6.50	7.00	0.50
Media Services	2.00	2.00	2.00	2.00	
Occupational Health/Wellness	0.00	4.25	5.50	6.00	0.50
<b>Total Business Operations Directorate</b>	<b>51.75</b>	<b>56.00</b>	<b>55.00</b>	<b>57.00</b>	<b>2.00</b>
<b>Finance Directorate</b>					
Finance	9.50	9.50	10.00	12.00	2.00
<b>Total Finance Directorate</b>	<b>9.50</b>	<b>9.50</b>	<b>10.00</b>	<b>12.00</b>	<b>2.00</b>
<b>Integrated Operations Directorate</b>					
Integrated Operations Admin	2.00	3.00	4.00	5.00	1.00
Relief Pool Personnel	45.00	60.00	60.00	61.00	1.00
<b>North Division Command</b>	<b>14.50</b>	<b>15.00</b>	<b>15.00</b>	<b>19.00</b>	<b>4.00</b>
Station 17 (North Plains)	0.00	0.00	0.00	9.00	9.00
Station 50 (Walnut)	13.00	13.00	13.00	12.00	(1.00)
Station 51 (Tigard)	24.00	24.00	24.00	25.00	1.00
Station 53 (Progress)	14.00	14.00	14.00	14.00	
Station 60 (Cornell Road)	12.00	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	13.00	1.00
Station 65 (West Slope)	12.00	12.00	12.00	13.00	1.00
Station 66 (Brockman Road)	12.00	12.00	12.00	13.00	1.00
Station 67 (Farmington Road)	25.00	25.00	25.00	26.00	1.00
Station 68 (Oak Hills)	12.00	12.00	12.00	12.00	
Station 69 (Cooper Mountain)	12.00	12.00	12.00	12.00	
Station 70 (Raleigh Hills)	0.00	0.00	2.00	2.00	
Former North Division Command	13.38	13.00	13.00	0.00	(13.00)
<b>South Division Command</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>17.00</b>	<b>5.00</b>
Station 19 (Midway)	0.00	0.00	0.00	9.00	9.00
Station 20 (Springbrook)	0.00	0.00	0.00	15.00	15.00
Station 21 (Downtown Newberg)	0.00	0.00	0.00	15.00	15.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	
Station 34 (Tualatin)	13.00	13.00	13.00	13.00	
Station 35 (King City)	14.00	14.00	14.00	18.00	4.00
Station 52 (Wilsonville)	12.00	18.00	18.00	18.00	
Station 54 (Charbonneau)	0.00	0.00	6.00	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	18.00	18.00	12.00	(6.00)
Station 59 (Willamette)	12.00	12.00	12.00	18.00	6.00
<b>Total Integrated Operations Directorate</b>	<b>360.88</b>	<b>389.00</b>	<b>398.00</b>	<b>446.00</b>	<b>48.00</b>
<b>EMS/Training/Volunteers Directorate</b>					
EMS	0.00	5.00	7.00	8.00	1.00
EMS / Health / Wellness	10.00	0.00	0.00	0.00	
Training	9.00	9.00	10.00	10.00	
Recruits	6.54	13.08	9.00	18.00	9.00
Volunteers	1.00	0.00	0.00	0.00	
<b>Total EMS/Training/Volunteers Directorate</b>	<b>26.54</b>	<b>27.08</b>	<b>26.00</b>	<b>36.00</b>	<b>10.00</b>
<b>Total Full-Time Equivalents (FTE)</b>	<b>465.67</b>	<b>498.58</b>	<b>506.00</b>	<b>572.00</b>	<b>66.00</b>

## General Fund Personnel Summary of Changes by Source

Program	TVF&R 2015-16	Additional Staffing	Transfer Staffing	Newberg Staffing	District 2 Staffing	TVF&R 2016-17
<b>Command Directorate</b>						
Fire Chief's Office	16.00	1.00	1.00	1.00	1.00	20.00
Emergency Management	1.00					1.00
Planning	0.00					0.00
<b>Total Command Directorate</b>	<b>17.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>21.00</b>
<b>Business Operations Directorate</b>						
Human Resources	7.00	1.00				8.00
Logistics	2.00					2.00
Fleet Maintenance	13.00					13.00
Facility Maintenance	8.00					8.00
Information Technology	7.00					7.00
Communications	4.00					4.00
Supply	6.50	0.50				7.00
Media Services	2.00					2.00
Occupational Health/Wellness	5.50	0.50				6.00
<b>Total Business Operations Directorate</b>	<b>55.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>57.00</b>
<b>Finance Directorate</b>						
Finance	10.00			2.00		12.00
<b>Total Finance Directorate</b>	<b>10.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>12.00</b>
<b>Integrated Operations Directorate</b>						
Integrated Operations Admin	4.00			1.00		5.00
Relief Pool Personnel	60.00	1.00				61.00
<b>North Division Command</b>	<b>15.00</b>		<b>4.00</b>			<b>19.00</b>
Station 17 (North Plains)	0.00				9.00	9.00
Station 50 (Walnut)	13.00		(1.00)			12.00
Station 51 (Tigard)	24.00		1.00			25.00
Station 53 (Progress)	14.00					14.00
Station 60 (Cornell Road)	12.00					12.00
Station 61 (Butner Road)	13.00					13.00
Station 62 (Aloha)	14.00					14.00
Station 64 (Somerset)	12.00		1.00			13.00
Station 65 (West Slope)	12.00		1.00			13.00
Station 66 (Brockman Road)	12.00		1.00			13.00
Station 67 (Farmington Road)	25.00		1.00			26.00
Station 68 (Oak Hills)	12.00					12.00
Station 69 (Cooper Mountain)	12.00					12.00
Station 70 (Raleigh Hills)	2.00					2.00
Former North Division Command	13.00	(2.00)	(11.00)			0.00
<b>South Division Command</b>	<b>12.00</b>		<b>4.00</b>	<b>1.00</b>		<b>17.00</b>
Station 19 (Midway)	0.00				9.00	9.00
Station 20 (Springbrook)	0.00			15.00		15.00
Station 21 (Downtown Newberg)	0.00			15.00		15.00
Station 33 (Sherwood)	12.00					12.00
Station 34 (Tualatin)	13.00					13.00
Station 35 (King City)	14.00		4.00			18.00
Station 52 (Wilsonville)	18.00					18.00
Station 54 (Charbonneau)	6.00		(6.00)			0.00
Station 56 (Elligsen Road)	12.00					12.00
Station 57 (Mountain Road)	12.00					12.00
Station 58 (Bolton)	18.00		(6.00)			12.00
Station 59 (Willamette)	12.00		6.00			18.00
<b>Total Integrated Operations Directorate</b>	<b>398.00</b>	<b>(1.00)</b>	<b>(1.00)</b>	<b>32.00</b>	<b>18.00</b>	<b>446.00</b>
<b>EMS/Training/Volunteers Directorate</b>						
EMS	7.00			1.00		8.00
EMS / Health / Wellness	0.00					0.00
Training	10.00					10.00
Recruits	9.00	9.00				18.00
Volunteers	0.00					0.00
<b>Total EMS/Training/Volunteers</b>	<b>26.00</b>	<b>9.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>36.00</b>
<b>Total Full-Time Equivalents (FTE)</b>	<b>506.00</b>	<b>11.00</b>	<b>0.00</b>	<b>36.00</b>	<b>19.00</b>	<b>572.00</b>

## General Fund, continued

### Non-Organizational

#### Operating Transfers

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

Fund	2016-17 Budget
Emergency Management Fund	\$ 30,000
Property and Building Fund	6,110,138
Pension Trust Fund	359,862
Total Transfers	\$ 6,500,000

#### 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 2016-17, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2017-18.

#### Ending Fund Balance

The Ending Fund Balance is budgeted at \$23,232,263. 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 2017-18 fiscal year.

**General Fund, continued**

<i>Historical Data</i>				<i>Budget for Next Year 2016-17</i>		
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Revised Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 34,470,896	\$ 36,719,738	\$ 35,893,297	Beginning Fund Balance	\$ 35,311,232	\$ 35,311,232	\$ 35,311,232
1,413,822	1,362,917	1,470,940	Prior Years Prop Tax	1,417,979	1,417,979	1,417,979
12,887	10,910	13,408	Taxes In Lieu of Prop Tax	11,351	11,351	11,351
94,505	99,819	94,978	Interest Income	100,319	100,319	100,319
2,627	6,764	2,640	Interest on Taxes	6,798	6,798	6,798
12,645	12,713	12,708	Unsegregated Tax Interest	12,777	12,777	12,777
1,151,926	1,661,983	854,729	Program Revenue	10,960,173	10,960,173	10,960,173
34,845	9,352	30,000	Haz Mat Response Revenues	5,000	5,000	5,000
713	619	500	Accounting Service Revenue	500	500	500
6,017	5,554	2,250	Fire Reports/Permits	2,000	2,000	2,000
46,618	5,553	24,300	Training Classes	5,000	5,000	5,000
153,636	123,579	75,600	Rental Revenue	85,600	85,600	85,600
4,048	413,520	450,000	Donations & Grants	180,226	180,226	180,226
859,922	520,569	201,000	Insurance Refunds WC	225,400	225,400	225,400
12,442	11,881	1,000	Surplus Property	5,000	5,000	5,000
523,985	103,071	20,000	Miscellaneous	90,594	90,594	90,594
149,113	24,151		Transfers In from Other Funds			
1,742	2,683	850	Discounts Earned	1,000	1,000	1,000
<b>38,952,389</b>	<b>41,095,375</b>	<b>39,148,200</b>	<b>Total Resources,</b>	<b>48,420,949</b>	<b>48,420,949</b>	<b>48,420,949</b>
		<b>90,309,896</b>	<b>Except Taxes to be Levied</b>			
<b>75,424,694</b>	<b>79,054,101</b>		<b>Taxes Necessary to Balance</b>	<b>95,291,918</b>	<b>95,291,918</b>	<b>95,291,918</b>
			<b>Taxes Collected in Year Levied</b>			
<b>\$ 114,377,083</b>	<b>\$ 120,149,476</b>	<b>\$ 129,458,096</b>	<b>Total Resources</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>

<i>Historical Data</i>				<i>Budget for Next Year 206-17</i>		
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Revised Budget This Year 2015-16</b>	<b>Requirements</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 66,849,131	\$ 72,082,015	\$ 81,560,128	Personnel Services	\$ 95,521,857	\$ 95,521,857	\$ 95,521,857
8,213,196	8,955,523	12,504,007	Materials and Services	13,208,747	13,208,747	13,223,747
2,595,018	3,219,787	7,957,170	Operating Transfers Out	6,500,000	6,500,000	6,500,000
		4,664,500	Operating Contingency	5,250,000	5,250,000	5,235,000
36,719,738	35,892,151	22,772,291	Ending Fund Balance	23,232,263	23,232,263	23,232,263
<b>\$ 114,377,083</b>	<b>\$ 120,149,476</b>	<b>\$ 129,458,096</b>	<b>Total Requirements</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>

**General Fund, continued**

		<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Revised Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5001	Salaries & Wages Union	\$ 24,385,314	\$ 26,177,857	\$ 30,995,789	\$ 36,336,675	\$ 36,336,675	\$ 36,336,675
5002	Salaries & Wages Nonunion	8,417,211	7,780,815	8,421,979	8,948,961	8,948,961	8,948,961
5003	Vacation Taken Union	3,473,714	3,759,232	3,855,431	4,531,421	4,531,421	4,531,421
5004	Vacation Taken Nonunion	642,604	537,626	636,843	619,779	619,779	619,779
5005	Sick Leave Taken Union	504,777	562,484	810,955	866,285	866,285	866,285
5006	Sick Taken Nonunion	183,138	150,191	127,406	164,682	164,682	164,682
5007	Personal Leave Taken Union	355,056	418,999	399,603	478,545	478,545	478,545
5008	Personal Leave Taken Nonunion	33,891	66,546	54,641	87,207	87,207	87,207
5009	Comp Taken Union	10,424	4,738				
5010	Comp Taken Nonunion	18,684	22,226				
5015	Vacation Sold	136,762	119,351	380,812	286,494	286,494	286,494
5016	Vacation Sold at Retirement	145,214	94,758	227,882	178,151	128,512	128,512
5017	PEHP Vac Sold at Retirement	239,695	303,969	176,327	205,512	205,512	205,512
5018	Comp Time Sold Union	111	4,100				
5019	Comp Time Sold Nonunion	3,727	2,680				
5020	Deferred Comp Match Union	1,042,153	1,388,716	1,693,884	1,885,941	1,885,941	1,885,941
5021	Deferred Comp Match Nonunion	372,644	494,118	591,863	627,470	641,747	641,747
5041	Severance Pay	3,988	11,760				
5090	Temporary Services-Backfill	69,414	61,417			16,583	16,583
5101	Vacation Relief	2,998,719	3,808,982	3,628,045	5,070,690	5,070,690	5,070,690
5102	Duty Chief Relief	394,763					
5105	Sick Relief	494,256	608,168	665,468	758,296	758,296	758,296
5106	On the Job Injury Relief	89,323	134,291	124,956	173,646	173,646	173,646
5107	Short Term Disability Relief	3,687	27,580	73,783	55,881	55,881	55,881
5110	Personal Leave Relief	356,961	401,738	416,734	484,945	484,945	484,945
5115	Vacant Slot Relief	240,242	454,700				
5118	Standby Overtime	24,851	24,934	30,230	33,674	33,674	33,674
5120	Overtime Union	1,027,445	1,183,682	1,536,043	1,688,418	1,688,418	1,688,418
5121	Overtime Nonunion	41,119	37,331	41,273	52,948	52,948	52,948
5123	Comp Time Sold Nonunion	22					
5150	Pension Benefit	15,000	18,000	20,000	20,000	20,000	20,000
5201	PERS Taxes	8,458,061	8,924,510	10,583,474	12,315,891	12,315,891	12,315,891
5203	FICA/MEDI	3,229,795	3,385,334	4,123,369	4,796,792	4,796,792	4,796,792
5206	Worker's Comp	1,015,500	2,119,127	1,453,341	1,310,995	1,311,177	1,311,177
5207	TriMet/Wilsonville Tax	307,792	327,531	395,186	523,519	477,709	477,709
5208	OR Worker's Benefit Fund Tax	17,705	18,519	39,079	22,891	22,891	22,891
5210	Medical Ins Union	5,919,520	6,487,087	7,455,910	9,878,827	9,878,827	9,878,827
5211	Medical Ins Nonunion	1,366,656	1,318,356	1,498,959	1,928,596	1,993,003	1,993,003
5220	Post Retire Ins Union	195,150	219,550	258,300	290,400	290,400	290,400
5221	Post Retire Ins Nonunion	87,134	83,578	94,800	102,600	102,600	102,600
5230	Dental Ins Nonunion	171,919	155,736	158,402	156,847	156,847	156,847
5240	Life/Disability Insurance	91,363	87,395	136,856	124,518	124,518	124,518
5250	Unemployment Insurance	6,184	247	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	11,880	11,880	11,880	12,831	12,830	12,830
5270	Uniform Allowance	145,749	180,882	242,705	308,937	308,937	308,937

General Fund, continued

		2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5290	Employee Tuition Reimburse	20,785	35,707	104,920	109,313	109,313	109,313
5295	Vehicle/Cell Allowance	79,025	65,588	75,000	65,280	65,280	65,280
	<b>Total Personnel Services</b>	<b>66,849,131</b>	<b>72,082,015</b>	<b>81,560,128</b>	<b>95,521,857</b>	<b>95,521,857</b>	<b>95,521,857</b>
5300	Office Supplies	21,983	22,716	32,780	38,370	38,370	38,370
5301	Special Department Supplies	165,633	175,803	248,353	316,435	316,435	316,435
5302	Training Supplies	61,995	51,417	79,060	115,692	115,692	115,692
5303	Physical Fitness	9,022	9,764	23,000	22,650	22,650	22,650
5304	Hydrant Maintenance	3,376	4,346	4,500	5,500	5,500	5,500
5305	Fire Extinguisher	4,116	2,922	6,996	16,900	16,900	16,900
5306	Photography Supplies & Process		61	1,110	2,300	2,300	2,300
5307	Smoke Detector Program	4,440	3,699	6,075	8,175	8,175	8,175
5311	Haz Mat Response Materials		125	3,000	3,000	3,000	3,000
5320	EMS Supplies	245,749	327,037	487,045	521,348	521,348	521,348
5321	Fire Fighting Supplies	101,643	246,589	343,333	710,182	710,182	710,182
5325	Protective Clothing	262,078	480,387	255,769	447,391	447,391	447,391
5330	Noncapital Furniture & Equip	137,761	299,413	575,003	434,971	434,971	434,971
5340	Software Licenses/Upgrade/Host	369,133	579,784	842,610	964,051	964,051	964,051
5350	Apparatus Fuel/Lubricants	382,115	321,462	448,940	493,098	493,098	493,098
5361	M&R Bldg/Bldg Equip & Improv	558,274	719,208	1,315,678	1,079,827	1,079,827	1,079,827
5363	Vehicle Maintenance	462,147	502,964	669,950	840,850	840,850	840,850
5364	M&R Fire Comm Equip	15,001	12,204	26,308	31,268	31,268	31,268
5365	M&R Firefight Equip	76,314	65,267	119,685	95,169	95,169	95,169
5366	M&R EMS Equip	12,011	13,961	67,118	87,637	87,637	87,637
5367	M&R Office Equip	88,731	84,789	99,822	115,848	115,848	115,848
5368	M&R Computer & Network Hdwe	106,817	98,049	256,629	123,817	123,817	123,817
5400	Insurance Premium	322,650	317,731	357,722	371,087	371,087	371,087
5410	General Legal	331,481	212,020	340,000	391,000	391,000	391,000
5411	Collective Bargaining	53,419	13,539	15,000	15,000	15,000	15,000
5412	Audit & Related Filing Fees	44,750	20,930	44,225	46,700	46,700	46,700
5413	Consultant Fees	152,983	148,469	203,480	225,600	225,600	225,600
5414	Other Professional Services	538,334	357,172	1,134,584	747,007	747,007	762,007
5415	Printing	33,679	21,248	38,215	37,545	37,545	37,545
5416	Custodial & Bldg Services	146,229	149,171	178,275	178,577	178,577	178,577
5417	Temporary Services	120,643	51,363	87,960	79,280	79,280	79,280
5418	Trustee/Administrative Fees	29,775	73,728	70,595	40,550	40,550	40,550
5420	Dispatch	1,597,011	1,674,532	1,786,070	2,021,073	2,021,073	2,021,073
5421	BOD Allowance	7,350	6,350	6,000	7,500	7,500	7,500
5430	Telephone	207,063	233,197	260,932	292,334	292,334	292,334
5432	Natural Gas	118,463	104,388	143,539	147,951	147,951	147,951
5433	Electricity	407,647	421,003	475,645	501,764	501,764	501,764
5434	Water/Sewer	159,607	183,034	198,016	233,507	233,507	233,507
5436	Garbage	54,680	55,342	63,262	68,894	68,894	68,894
5437	Cable Access	201,593	194,993	218,870	167,525	167,525	167,525

## General Fund, continued

		2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5445	Rent/Lease of Building	11,200	6,004	5,726	15,336	15,336	15,336
5450	Rental of Equip	21,222	12,292	13,740	12,196	12,196	12,196
5461	External Training	73,564	88,385	179,744	169,611	169,611	169,611
5462	Travel and Per Diem	105,990	107,599	208,251	234,174	234,174	234,174
5471	Citizen Awards	1,499	1,644	2,350	2,475	2,475	2,475
5472	Employee Recog & Awards	15,040	18,603	24,215	28,255	28,255	28,255
5473	Employ Safety Pro & Incent	9,080	6,046	13,000	13,000	13,000	13,000
5474	Volunteer Awards Banquet	9,795	8,412	9,500	9,500	9,500	9,500
5480	Community/Open House/Outreach	13,904	18,976	34,880	27,700	27,700	27,700
5481	Community Education Materials	37,333	23,434	48,025	38,269	38,269	38,269
5484	Postage UPS & Shipping	38,941	38,738	42,359	57,499	57,499	57,499
5500	Dues & Subscriptions	48,784	59,688	70,569	81,471	81,471	81,471
5501	Volunteer Assn Dues	8,000	8,000	12,000	16,000	16,000	16,000
5502	Certifications & Licensing	6,774	52,000	11,648	71,395	71,395	71,395
5570	Misc Business Exp	39,492	40,128	60,337	69,112	69,112	69,112
5571	Planning Retreat Expense	2,232	4,147	15,600	14,400	14,400	14,400
5572	Advertis/Public Notice	33,236	43,928	85,775	64,070	64,070	64,070
5573	Inventory Over/Short/Obsolete	1,913	(9,604)	3,200	4,700	4,700	4,700
5574	Elections Expense	14,393	66,015		80,000	80,000	80,000
5575	Laundry/Repair Expense	105,107	100,912	127,934	152,210	152,211	152,211
	<b>Total Materials &amp; Services</b>	<b>8,213,196</b>	<b>8,955,523</b>	<b>12,504,007</b>	<b>13,208,747</b>	<b>13,208,747</b>	<b>13,223,747</b>
5800	Transfers Out	2,595,018	3,219,787	7,957,170	6,500,000	6,500,000	6,500,000
	<b>Total Op Transfer Out</b>	<b>2,595,018</b>	<b>3,219,787</b>	<b>7,957,170</b>	<b>6,500,000</b>	<b>6,500,000</b>	<b>6,500,000</b>
5900	Contingency			4,664,500	5,250,000	5,250,000	5,235,000
	<b>Total Contingency</b>			<b>4,664,500</b>	<b>5,250,000</b>	<b>5,250,000</b>	<b>5,235,000</b>
5999	Budgeted Ending Fund Balance	36,719,738	35,892,151	22,772,291	23,232,263	23,232,263	23,232,263
	<b>Total Ending Fund Bal</b>	<b>36,719,738</b>	<b>35,892,151</b>	<b>22,772,291</b>	<b>23,232,263</b>	<b>23,232,263</b>	<b>23,232,263</b>
	<b>Total General Fund</b>	<b>\$ 114,377,083</b>	<b>\$ 120,149,476</b>	<b>\$ 129,458,096</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>	<b>\$ 143,712,867</b>

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	2013-14 Actual	2014-15 Actual	2015-16 Approved Budget	2016-17 Adopted Budget
Personnel Services	\$ 87		\$ 500	\$ 500
Materials & Services	37,531	\$ 87,112	39,265	121,575
<b>Total Expenditure</b>	<b>\$ 37,618</b>	<b>\$ 87,112</b>	<b>\$ 39,765</b>	<b>\$ 122,075</b>

2016-17 Significant Changes

Within Materials and Services, consultant fees of \$12,000 are budgeted for legislative expenses. Additional budgeted expenses include \$4,000 in legal expenses for monthly Board meetings and workshops, a \$7,500 allowance for Board Member meeting reimbursements, \$1,775 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 National Association of Elected Fire Officials, Special Districts Association of Oregon and the Oregon Fire District Directors Association. The most significant increase in the budget is for election expenses. Election expenses of \$80,000 are budgeted for Board member election costs assessed by our three counties.

Board of Directors



Gorgon L. Hovies  
President



Clark I. Balfour  
Vice President



Brian J. Clopton  
Secretary-Treasurer



Robert C. Wyffels  
Member



Randy J. Lauer  
Member

## Board Of Directors, continued

### Status of 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.  
Status or Outcome: The Board of Directors continues to provide the required policy direction for the District through several venues including Board meetings, the budget process and the recent replacement of the strategic plan.

- 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 Board of Directors or assigned Executive Staff, have maximized participation in numerous local, regional and state forums that has allowed the District to establish or take policy positions on several economic and land use related issues that have an impact on the District.

### Status of 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  
Status or Outcome: Significant steps have been taken to finalize a two county regional radio project and are currently in the funding contemplation phase. Regional Computer Aided Dispatch continues to move forward and should provide a significant benefit to the District in the form of reduced response times. The regional preparedness initiatives continue to move at a slow pace, largely outside the control of the District.

### Additional 2015-16 Accomplishments

- Initiated an Administrative Agreement with Washington County Fire District #2
- Initiated Functional Consolidation study for Washington County Fire District #2

## Additional 2015-16 Accomplishments, continued

- Initiated Functional Consolidation study for the Newberg Fire Department
- Worked collaboratively with partner cities on numerous economic development projects
- Continued to enhance partnerships with county partners on affordable housing

## 2016-17 Tactics

- Provide policy direction for the District based upon the three strategic goals.

Goal/Strategy: All  
 Timeframe: 24 months with monthly review via Board Policy  
 Partner(s): All District Divisions and Departments  
 Budget Impact: Varies based upon policy direction  
 Measured By: Adequate engagement from Board Members.  
 Appropriate policy development that allows Staff the ability to execute plans, processes and programs that support the Strategic Plan.

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

Goal/Strategy: Goal 2; Goal 3  
 Timeframe: 24 months  
 Partner(s): Fire Chief's Office  
 Budget Impact: None  
 Measured By: Participation in local, regional, and state forums that allows for the direct interaction with and development of a subsequent policy position statement on economic, taxation, and land use processes.

- Once supported, develop annexation and election strategies for Washington County Fire District #2, Newberg Rural Fire Protection District and the City of Newberg.

Goal/Strategy: Goal 3 – Strategies 3.3, 3.4  
 Timeframe: 18 months  
 Partner(s): Fire Chief's Office  
 Budget Impact: Increase required  
 Measured By: Successful public polling, annexation strategy development, measure development, filing and election campaign resulting in annexation.

Board Of Directors, continued

	2012-13 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10120 General Fund</b>						
5270 Uniform Allowance	\$ 87		\$ 500	\$ 500	\$ 500	\$ 500
<b>Total Personnel Services</b>	<b>87</b>		<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
5300 Office Supplies		9	50	50	50	50
5301 Special Department Supplies			400	400	400	400
5410 General Legal	2,242	2,480	3,000	4,000	4,000	4,000
5413 Consultant Fees			12,000	12,000	12,000	12,000
5421 BOD Allowance	7,350	6,350	6,000	7,500	7,500	7,500
5461 External Training	1,700	1,085	2,625	1,775	1,775	1,775
5462 Travel and Per Diem	4,560	3,460	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	1,166	2,427	2,950	3,250	3,250	3,250
5572 Advertis/Public Notice	4,120	3,286	3,840	4,200	4,200	4,200
5574 Elections Expense	14,393	66,015		80,000	80,000	80,000
<b>Total Materials &amp; Services</b>	<b>37,531</b>	<b>87,112</b>	<b>39,265</b>	<b>121,575</b>	<b>121,575</b>	<b>121,575</b>
<b>Total General Fund</b>	<b>\$ 37,618</b>	<b>\$ 87,112</b>	<b>\$ 39,765</b>	<b>\$ 122,075</b>	<b>\$ 122,075</b>	<b>\$ 122,075</b>

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 107,811	\$ 50,884	\$ 97,089	\$ 73,984
Materials & Services	26,159	16,311	22,605	44,225
<b>Total Expenditure</b>	<b>\$ 133,970</b>	<b>\$ 67,195</b>	<b>\$ 119,694</b>	<b>\$ 118,209</b>

2016-17 Significant Changes

The 2016-17 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, Apparatus Operators, and to select firefighters for two 2016-17 recruit academies, among other processes.

Materials and Services includes funding of \$37,730 in Other Professional Services, account 5414, for the contract with the Chief Examiner of \$9,300 and \$4,430 to administer the open and continuous testing process, and \$24,000 for background investigations of new hires based on new DPSST requirements. Account 5471, Citizen Awards, for \$575, provides nominal gifts for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$3,600, represents the anticipated number of meals provided to interview panels and assessment testers for all day interview panels. Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements

Civil Service Commission



Rian Brown  
Chief Examiner



Gary Rebello  
Commissioner  
Seat 1



Sue Lamb  
Chair  
Seat 2



Jim Main  
Commissioner  
Seat 3



Evelyn Minor-  
Lawrence  
Commissioner  
Seat 4



Donna Fowler  
Commissioner  
Seat 5

Status of 2015-16 Service Measures

- 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.

Status or Outcome: To date, no adverse actions taken. The percentage of employees hired into Civil Service classifications who have completed trial service is 84.6% (22 out of 26). The percentage of employees promoted into Civil Service classifications who completed trial service is 100% (22 out of 22).

- 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.

Status or Outcome: No adverse actions taken by the Commission or any other body.

Status 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

Status or Outcome: A software solution (Halogen) was purchased and implemented, which has enabled competency modeling to be incorporated into classification specifications. Core competencies and competencies specific to emergency response positions have been identified and incorporated into line classification specifications, with Commission approval. Competency modeling related to other civil service job classes has yet to be completed.

## Additional 2015-16 Accomplishments

- Successfully completed two firefighter recruitments: entry and lateral.

## 2016 – 17 Activities Summary

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	19	19	12	19	16
Number of Civil Service examinations (to develop eligible lists)	5	5	6	6	2
Number of Civil Service Commission meetings	3	3	4	5	4
Number of appeals heard before Commission	0	1	0	1	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	70	90	90
Days to fill vacancies – entry level firefighter (from pulling list)	175	182	168	175	175
Days to fill vacancies – all other Civil Service classifications (from department request)		16	22	20	22
Number of classification specifications revised and approved by Commission	2	0	3	13	0
Percentage of employees hired into Civil Service classifications who completed trial service during period	92 11 of 12	89 16 of 18	89 16 of 18	92 26 of 28	91
Percentage of employees promoted into Civil Service classification who completed trial service during period	92 11 of 12	100 25 of 25	100 11 of 11	100 22 of 22	100
Number of applications processed*			148	150	150

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

## 2016-17 Tactics

- Fill identified vacancies for all civil service job classes with diverse, qualified individuals. Anticipated expansion will likely increase the level of hiring and promotions.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 2 Strategy 2.2

Timeframe: 24 months

Partner(s): Integrated Operations, Training, EMS, Supply, Occupational Health and Wellness

Budget Impact: Increase required

Measured By: Timely establishment of eligible lists and selection processes in relation to forecasted staffing needs. Individuals hired and promoted meet quality and diversity objectives.

Civil Service Commission, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10110 General Fund</b>						
5102 Duty Chief Relief	\$ 3,150					
5120 Overtime Union	80,578	\$ 39,249	\$ 77,118	\$ 59,835	\$ 59,835	\$ 59,835
5121 Overtime Nonunion		128				
5201 PERS Taxes	17,208	7,633	13,764	9,956	9,956	9,956
5203 FICA/MEDI	5,850	2,997	4,663	3,341	3,341	3,341
5206 Worker's Comp	395	576	1,098	472	472	472
5207 TriMet/Wilsonville Tax	595	283	446	380	380	380
5208 OR Worker's Benefit Fund Tax	37	18				
<b>Total Personnel Services</b>	<b>107,811</b>	<b>50,884</b>	<b>97,089</b>	<b>73,984</b>	<b>73,984</b>	<b>73,984</b>
5301 Special Department Supplies		82				
5410 General Legal	5,331		2,000	2,000	2,000	2,000
5414 Other Professional Services	12,784	12,800	14,009	37,730	37,730	37,730
5417 Temporary Services	268					
5462 Travel and Per Diem	70					
5471 Citizen Awards	575	461	900	575	575	575
5570 Misc Business Exp	5,836	2,431	3,911	3,600	3,600	3,600
5572 Advertis/Public Notice	1,295	537	1,785	320	320	320
<b>Total Materials &amp; Services</b>	<b>26,159</b>	<b>16,311</b>	<b>22,605</b>	<b>44,225</b>	<b>44,225</b>	<b>44,225</b>
<b>Total General Fund</b>	<b>\$ 133,970</b>	<b>\$ 67,195</b>	<b>\$ 119,694</b>	<b>\$ 118,209</b>	<b>\$ 118,209</b>	<b>\$ 118,209</b>

Fund or Program Description

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

Budget Summary

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

Personnel Summary

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

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

<sup>2</sup> Business Manager promoted to Chief of Staff, effective January 16, 2014.

<sup>3</sup> Public Affairs Manager added, effective April 16, 2013.

<sup>4</sup> Behavioral Health Specialist moved from Cost Center 10421, effective July 1, 2014.

<sup>5</sup> District 2 staff addition.

<sup>6</sup> Transfer from former Central Division.

<sup>7</sup> Planning personnel moved from Cost Center 10505, effective July 1, 2014.

## 2016-17 Significant Changes

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

Materials and Services were decreased over the prior year revised budget to \$1,411,634. Facility costs for the Command and Business Operations facility that house North Integrated Operating Division personnel in addition to Business Operations, Logistics and other functions, are included within this budget and includes offices supplies, copiers and other supplies. Other accounts in Materials and Services Account 5330 accounts for building furniture needs, and sit/stand desk modifications for department personnel. External training and per diem support the additional personnel and Fire Chief and other Chiefs travel for national organization positions. The Command and Business Operations Center building costs are included within the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, 5436; Custodial Services in account 5416 and Building Maintenance account 5361. Items included in Building Maintenance include external contracts for the heating system, UPS systems, HVAC, generator systems, window cleaning, and alarm and access entry monitoring.

Account 5350 includes generator fuel expenses for the weekly running and testing of the facility's generators designed to keep the command center running 78 hours without external power. To meet regulations, the generators are cycled weekly. Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413 provide for the District's fire service lobbying contract and legislative assistance; and account 5414, Professional Services, reflects annual funding for public attitude research, strategic planning, land use services, and other matters on issues as directed by the Board of Directors and \$150,000 for continued consultation on the implementation of a Medicaid reimbursement program and process in the State of Oregon to allow funding for prehospital care services. Account 5417 was budgeted to allow for temporary services to assist in records transfer requirements associated with the two new service area contracts. Account 5484, Postage, contains \$46,200 for District-wide and contracted service area annual mailing of "Safety Matters."

## Status of 2015-16 Service Measures

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

Goal(s)/Call(s) for Action:	All
Service Type(s):	Essential
Measured By:	Meeting the relative deadlines outlined in the Budget Calendar and ensuring divisional Service Measures and Change Strategies are reflective of the Strategic Plan.
Status or Outcome:	The past year's report card and calls to action matrix was completed. In addition, a District wide effort was put in place to replace the District's strategic plan, which has been adopted by the Board of Directors and is now in place.

Status of 2015-16 Service Measures, continued

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

Goal(s)/Call(s) for Action: I/1, 2, and 3; III/1; VI/1; VII/1 and 3  
 Service Type(s): Management  
 Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts.  
 Status or Outcome: The District continues to work through various intergovernmental initiatives including those with WCCCA, Washington County Fire District #2, Newberg Fire Department and more recent exploration with Clackamas County Fire District #1. On the public, private front, the District continues to sub-contract services for American Medical Response for ambulance transport within Clackamas County.

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

Goal(s)/Call(s) for Action: I/1; VI/1 and 2; VII/3  
 Service Type(s): Management  
 Measured By: Adherence to the Capital Bond Projects calendar, and completion of identified projects on time and within budget.  
 Status or Outcome: All bond projects are being managed in a manner that is consistent with Board direction and within the scope as approved by the taxpayers of the District.

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

Goal(s)/Call(s) for Action: VI/2  
 Service Type(s): Mandatory  
 Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.  
 Status or Outcome: The District continues to improve its records management practices. Areas designated for physical records storage and electronic records retention continue to be developed. Planning is occurring for the transition out of the North Operating Center complex, which includes numerous records stored in the Noble Warrant facility. The FCO was able to receive assistance through a Limited Administrative Assigned staff member to assist with the numerous aspects of records and legal coordination that is consuming the workload of the Records Analyst.

- Administration of the District's risk management process.

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

Status of 2015-16 Service Measures, continued

- Facilitate internal District communications.

Goal(s)/Call(s) for Action: I/5; V/4  
Service Type: Essential  
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.  
Status or Outcome: Staff continues to facilitate internal District communications through a host of channels. Most recently, an internal electronic newsletter (The Pulse) was delivered to all staff and is intended to be a primary means of communicating District information.

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

Goal(s)/Call(s) for Action: I/1-5; II/4; IV/3; VI/1  
Service Type(s): Essential  
Measured By: Engagement with all departments, programs, and functions where analysis of data collected by the District is needed to understand problems, make decisions, create solutions, and review performance. Establishing basic through advanced understanding of all District data that is collected to reduce redundancy and ensure efficiency.  
Status or Outcome: Staff have engaged with all departments to get a better understanding of the various data capabilities and needs throughout the District, while also providing the departments with an understanding of the capabilities of the analyst staff. Efforts this fiscal year vary across multiple topics (e.g., Newberg and WCFD#2 discovery, OFCA/ODF project, creation of standard District and city incident snapshots).

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

Goal(s)/Call(s) for Action: VI/B and 1  
Service Type(s): Essential  
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.  
Status or Outcome: Minimal grants were in place for the Fiscal Year outside of the annual Hazardous Material Grant.

Status of 2015-16 Service Measures, continued

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

Goal(s)/Call(s) for Action: IV  
 Service Type(s): Essential  
 Measured By: Utilization of the Peer Support Counselors. Coordination of defusing and debriefings that are a result of emergency response. Periodic review of the program by the Behavioral Health Specialist.  
 Status or Outcome: Significant progress was seen in the area of mental and emotional wellness at the District. Peer counselors were active, three Mindfulness Based Resilience Training (MBRT) opportunities were provided and two additional courageous leadership cohorts were developed and delivered.

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

Goal(s)/Call(s) for Action: IV  
 Service Type(s): Essential  
 Measured By: Providing, where needed, formal Critical Incident Stress Management (CISM) processes post incident. Acting upon the request of District employees after the occurrence of traumatic incidents. Maintaining adequate CISM skills demonstrated by the Behavioral Health Specialist.  
 Status or Outcome: All defusing and debriefing services that were required were delivered throughout the year.

Status of 2015-16 Change Strategies

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

Goal(s)/Call(s) for Action: IV  
 Budget Impact: Increase required  
 Duration: Year 1 of 3  
 Budget Description: Course registration/tuition, staff time, and additional materials and supplies.  
 Partner(s): District-wide  
 Status or Outcome: As stated above, three MBRT classes have been approved, funded and are well underway. This will allow up to 90 District employees to attend an eight week course to develop mindfulness practices while engaged at work or home. There is substantial research that represents these mindfulness practices increase productivity while at work and reduces the overall stress level of the employee.

Status of 2015-16 Change Strategies, continued

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

Goal(s)/Call(s) for Action: V  
Budget Impact: Increase required  
Duration: Year 5 of 5  
Budget Description: Staff time, additional materials, supplies.  
Partner(s): District-wide  
Status or Outcome: Progress was made in the area of inclusion. A diversity and inclusion specialist was brought in and made presentations to Executive Staff, Division Managers and then again at District Day.

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

Goal(s)/Call(s) for Action: IV/3; VI/1  
Budget Impact: Increase required  
Duration: Year 3 of 3  
Budget Description: Upgrade OnSceneRMS based upon the assessment conducted of the reporting needs and reporting potential of the system.  
Partner(s): EMS, Occupational Health and Wellness, Human Resources, Integrated Operations, Information Technology, Safety, Training  
Status or Outcome: Movement on this project has slowed due to the OnSceneRMS vendor focusing on a rebuild of a next generation OnSceneRMS, and less on enhancing the existing structure. Occupational Health and Wellness are in the process of evaluating medical software which may have a module for tracking injuries and management of injury follow-up.



Status of 2015-16 Change Strategies, continued

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

Goal(s)/Call(s) for Action: IV/1, A and C; VI/1; VII/4  
 Budget Impact: Increase required  
 Duration: Year 2 of 3  
 Budget Description: Initial efforts will be focused on training identified management personnel in order to obtain foundational understanding of a Just Culture, as well as developing a plan to implement the system throughout the District.  
 Partner(s): Human Resources, Safety, (will ultimately touch all departments and divisions)  
 Status or Outcome: This strategy has failed to develop the attention that is needed for it to saturate District culture. While there are aspects in use sporadically across the District, there is not a single focus to sustain the effort. This strategy will not move forward for the third year as expected.

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

Goal(s)/Call(s) for Action: All  
 Budget Impact: Increase required  
 Duration: Year 4 of 4  
 Budget Description: Funding required for consulting and integration services to continue with the expansion of the system and focus on the Pre-Plan, Standards of Cover, Unit Performance and Sit-Stat modules.  
 Partner(s): All departments  
 Status or Outcome: The Unit Performance and Standards of Cover modules have been implemented. The foundation of the Pre-Plan and Sit-Stat modules are also complete and are now in beta-testing for implementation prior to the end of the fiscal year.

Additional 2015-16 Accomplishments

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

2016 – 17 Activities Summary

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

<sup>1</sup> Survey conducted in FY13-14 specific to Local Option Levy planning efforts.

<sup>3</sup> 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.

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

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

2016-17 Tactics

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

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.3  
 Timeframe: 24 months  
 Partner(s): All District divisions/departments  
 Budget Impact: Increase required  
 Measured By: More balanced workload within the Fire Chief's Office, availability and better responsiveness of Executive Staff to staff District wide.

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

Goal/Strategy: Goal 1 – Strategy 1.3  
 Timeframe: 12 months  
 Partner(s): All District divisions/departments  
 Budget Impact: Increase required  
 Measured By: Timeliness of records processing and the organization, transfer and storage of all records from Noble Warrant.

## 2016-17 Tactics

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

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

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

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

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

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

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

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

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

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

## Fire Chief's Office, continued

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

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



### Program Description

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

### Budget Summary

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

### Personnel Summary

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

Planning, continued

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

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 budget for 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 153,605	\$ 179,052	\$ 189,291	\$ 195,049
Materials & Services	8,195	5,458	58,473	43,773
<b>Total Expenditure</b>	<b>\$ 161,800</b>	<b>\$ 184,510</b>	<b>\$ 247,764</b>	<b>\$ 238,822</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Emergency Manager	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

2016-17 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 5301, Special Department Supplies budgeted at \$33,955 to allow a shelf-life rotation of long life food bars, water, heater packs and other emergency supplies. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

Status of 2015-16 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:	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.
Status or Outcome:	Incomplete. The IMT developmental recruitment was completed, with a few respondents, but uncertainty related to compensation for developmental training, as well as future program configuration, hampered recruitment follow-through and delayed All Hazard IMT training. Few District preparedness priorities have been completed; the District largely has reached stasis in emergency preparedness since completion of the 11/2013 preparedness assessment. District facilities are more structurally resistant than ever before and backup communications systems are becoming more robust; both trends, particularly the former, are likely to continue. Although transition to more mobile information technology has facilitated various aspects of daily operations, it appears to have generated greater organizational vulnerability in major disaster scenarios, as exemplified in May 2015 exercise. The most critical components of District emergency preparedness and response (as identified in the 11/2013 assessment), however, are mostly unchanged over the past two years. Staff proficiency in non-routine roles, policies and procedures that define organizational intent and direction, and systems that enable daily and emergency operations, display largely the same gaps and vulnerabilities. Although this is neither an intended outcome nor a unique finding in any organization, numerous demands on the organization over the current and coming year are likely to perpetuate this status.

## 2016-17 Tactics

- Complete planned, organized transition of the Incident Management Teams (IMT) program out of Emergency Management.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5, 1.6  
 Timeframe: 6 months  
 Partner(s): Fire Chief's Office, Integrated Operations  
 Budget Impact: None  
 Measured By: New manager (e.g., Division Chief) and cost center assigned. Newly defined structure in place.

- Establish and implement preparedness expectations for every division.

Goal/Strategy: Goal 1 – Strategy 1.6; Goal 2  
 Timeframe: 12 months  
 Partner(s): All Divisions  
 Budget Impact: Increase required  
 Measured By: Relevant preparedness activities incorporated into work units' regular work plans; activities go beyond participation in District exercises and do not require initiation by District Emergency Manager.

- Identify and implement a versatile employee/family notification system.

Goal/Strategy: Goal 1 – Strategy 1.4, 1.6  
 Timeframe: 12 months  
 Partner(s): Fire Chief's Office, Information Technology, Human Resources, Individual Employees  
 Budget Impact: Increase required  
 Measured By: Adoption of system(s) that can notify employees through voice, e-mail, and text, to District-issued and personal devices, enable operator-controlled groups by message type and employee function, and allow for regular testing and use in District exercises.

## Emergency Management, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10750 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 89,353	\$ 102,228	\$ 94,955	\$ 96,893	\$ 96,893	\$ 96,893
5004 Vacation Taken Nonunion	3,947	4,658	7,305	6,815	6,815	6,815
5006 Sick Taken Nonunion			1,461	1,811	1,811	1,811
5008 Personal Leave Taken Nonunion			627	959	959	959
5015 Vacation Sold	6,473	7,377	4,014	4,096	4,096	4,096
5021 Deferred Comp Match Nonunion	4,199	5,312	5,218	5,324	5,324	5,324
5102 Duty Chief Relief	873					
5120 Overtime Union	1,536	4,823	15,769	16,748	16,748	16,748
5121 Overtime Nonunion			1,000	1,000	1,000	1,000
5201 PERS Taxes	22,380	26,091	27,137	27,819	27,819	27,819
5203 FICA/MEDI	7,521	8,820	9,573	9,818	9,818	9,818
5206 Worker's Comp	1,327	1,549	2,346	1,704	1,704	1,704
5207 TriMet/Wilsonville Tax	707	834	944	1,101	1,101	1,101
5208 OR Worker's Benefit Fund Tax	32	33	66	35	35	35
5211 Medical Ins Nonunion	11,905	12,875	13,950	15,614	15,614	15,614
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,276	1,276	1,266	1,507	1,507	1,507
5240 Life/Disability Insurance	896	958	1,208	1,213	1,213	1,213
5270 Uniform Allowance	278	1,317	1,552	1,692	1,692	1,692
<b>Total Personnel Services</b>	<b>153,605</b>	<b>179,052</b>	<b>189,291</b>	<b>195,049</b>	<b>195,049</b>	<b>195,049</b>
5300 Office Supplies	84	144	200	200	200	200
5301 Special Department Supplies	725	886	1,950	33,955	33,955	33,955
5302 Training Supplies	454		150	150	150	150
5320 EMS Supplies			25	25	25	25
5321 Fire Fighting Supplies	56	164	188	128	128	128
5325 Protective Clothing	335	178	360	420	420	420
5330 Noncapital Furniture & Equip	173	61	330	330	330	330
5350 Apparatus Fuel/Lubricants	422	310	500	290	290	290
5414 Other Professional Services	1,500		48,000	2,000	2,000	2,000
5415 Printing	19		1,275	1,005	1,005	1,005
5461 External Training	345	485	700	750	750	750
5462 Travel and Per Diem	2,273	1,622	2,550	2,550	2,550	2,550
5480 Community/Open House/Outreach	540					
5481 Community Education Materials			50	75	75	75
5500 Dues & Subscriptions	321	345	385	335	335	335
5502 Certifications & Licensing			250			
5570 Misc Business Exp	948	1,262	1,560	1,560	1,560	1,560
<b>Total Materials &amp; Services</b>	<b>8,195</b>	<b>5,458</b>	<b>58,473</b>	<b>43,773</b>	<b>43,773</b>	<b>43,773</b>
<b>Total General Fund</b>	<b>\$ 161,800</b>	<b>\$ 184,510</b>	<b>\$ 247,764</b>	<b>\$ 238,822</b>	<b>\$ 238,822</b>	<b>\$ 238,822</b>

## 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 884,724	\$ 931,009	\$ 1,057,579	\$ 1,187,828
Materials & Services	127,381	78,433	188,034	170,636
<b>Total Expenditure</b>	<b>\$ 1,012,105</b>	<b>\$ 1,009,442</b>	<b>\$ 1,245,613</b>	<b>\$ 1,358,464</b>

## Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 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	1.00	1.00	1.00	2.00
Human Resources Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>

## 2016-17 Significant Changes

Within Personnel Services, one position was added reflecting the workload associated with increased firefighting staff added as part of the local option levy and additional contract areas. 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 \$79,770, reflects \$12,000 for background investigations for Volunteer firefighter candidates, \$10,000 for post conditional offer psychological evaluations; \$20,000 for diversity and inclusion training, and other amounts for leadership and management assessment, development, and training; \$5,000 for drug and alcohol testing for pre-employment, and fees for online background checks; and other matters, including HR consulting services for \$20,000. Account 5472, Employee Recognition and Awards for \$21,605, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event.

### Status of 2015-16 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/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.  
Status or Outcome: Since January 1, 2015, \$39,430 has been collected in Employee-At-Injury Program (EAIP) funds.

- 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.  
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 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.  
Status or Outcome: Position, reclassification and compensation analysis 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 2015-16 Service Measures, continues

- 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 1<sup>st</sup>, 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: This performance cycle saw many changes to the District's performance management system, including streamlined evaluation forms and processes and a commitment to significantly revise our general approach to performance management. For non-station employees, 87% compliance was achieved for this performance cycle, which represents an improvement of 2% compared to the previous year. For station employees, performance evaluations were completed for 98% of the employees, which represents no change from the previous year. Both station and non-station performance management systems were significantly overhauled during this period, and the Halogen software system was implemented to support the District's revised approach to managing performance.

- 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.

Status or Outcome: The accurate processing of personnel actions has been supported by additional auditing steps and the addition of the HR Generalist position. One of the primary duties of the HR Generalist is to support data entry and auditing.

Status of 2015-16 Service Measures, continues

- 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).

Status or Outcome: Employee recognition events were successfully coordinated with strong employee attendance. Employees participated in 2 cooking challenges, several potluck events, and District Day. Several types of recognition were presented including; Employee of the Quarter awards, promotional ceremonies, and the annual Meritorious Awards and Recognition Ceremony.

- 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 implemented changes associated with the labor contract effective July 1, 2015 – June 30, 2018. This includes updating salary schedules and administering other contract provisions. Labor analysis conducted for potential expansion.



## Status of 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  
 Status or Outcome: The Fire Chief's Office and Local 1660 used various avenues to communicate with employees on the topics of a diverse and inclusive workplace. Cultural competency training was provided to day employees at District Day, which focused on developing understanding and insight into the concepts of diversity, inclusion, cultural humility, and to integrate that awareness into the way we do business. Additionally, TVF&R female firefighters participated in multiple events throughout the year, such as Portland Metro Fire Camp and Women in Trades. The TVF&R Career Discovery Program continued to provide information about fire service and emergency response careers to interested students at Beaverton Health and Science High School (HS2).

- 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  
 Status or Outcome: HR began implementation of Halogen Software, which includes modules for job description management, performance management and succession planning. All job descriptions have been initially converted to Halogen, incorporating core competencies. Competencies associated with emergency response positions (firefighting) have also been identified and incorporated into job descriptions. More thorough analysis of all District jobs has begun, facilitated by Halogen's job description review process. Performance management processes have been developed in Halogen to facilitate more streamlined, paperless performance evaluation and supporting a significant overhaul of performance management systems.

## Human Resources, continued

### Additional 2015-16 Accomplishments

- Delivered TVF&R Retirement Training and PERS presentations to union and non-union employees.
- Supported the Washington County Fire District 2 and Newberg Fire Department discovery processes.
- Delivered Open Enrollment through MUNIS Employee Self Service.
- Developed staffing forecasting model for Operations deployment.
- Successfully completed supervision of two developmental assignments within the division.

### 2016 – 17 Activities Summary

Service Measure	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
HR FTE	6.0	6.0	7	7	7
Total number of employees	452	463	475	499	574
Union	340	349	371	393	463
Non-Union	112	114	104	106	111
Total number of volunteers	52	57	76	51	50
Number of employees hired	24	26	36	35	95
Volunteers on-boarded	15	15	33	0	14
Number of employee separations	6	7	10	6	10
Number of volunteer separations	21	10	14	25	15
Number of employee retirements	14	8	14	5	10
Average number of Union employees on STD (short term disability) per week	2.3	1.0	2.9	2.0	2.5
Average duration of weeks on STD per employee	12.5	12.0	11.5	11.0	12.0
Average weekly number of line personnel off- duty for injury or illness both work and non-work related	5.4	5.6	9.71	7.0	7.0
Number of selection processes completed (Total)	28	40	28	25	25
Civil Service	19	15	12	15	15
Non-Civil Service	9	25	16	10	10
Number of recognition events (promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized	91	144	154	140	120
Number of Employee of the Quarter nominations	11	10	21	9	12
Turnover ( <i>not including retirements</i> )	1.6%	1.7%	2.1%	1.2%	1.0%
Turnover ( <i>including retirements</i> )	4.7%	3.3%	5.1%	2.3%	2.0%
Number of applications processed*	605	500	783*	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).

## 2016-17 Tactics

- Implement Halogen software suite for performance management and succession planning.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3, 1.5; Goal 2 – Strategy 2.5, 2.6, 2.7  
 Timeframe: 12 months  
 Partner(s): All Departments  
 Budget Impact: None  
 Measured By:
 

- Establish performance evaluation processes through Halogen.
- Utilization of Halogen succession planning tools to identify competency gaps, talent pools and developmental strategies.

- Based on Operations and HR workforce analysis; hire, develop and promote staff at a rate that keeps pace with District need.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.11  
 Timeframe: 12 months  
 Partner(s): All Departments  
 Budget Impact: None  
 Measured By: Provide the required number of qualified candidates based on the District's timeframe for hiring and promotions.

- Research alternative methods of entry and sources for prospective firefighter candidates.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.11  
 Timeframe: 12 months  
 Partner(s): Operations  
 Budget Impact: None  
 Measured By:
 

- Complete research on alternative firefighter hiring methods.
- Evaluate alternative approaches to using the ErgoMetrics FireTEAM test.

- Further participation in identified equity and inclusion programs, and develop a plan for additional developmental and program opportunities.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5; Goal 3 – Strategy 3.9  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, Public Affairs  
 Budget Impact: Increase required  
 Measured By:
 

- Participation in programs, such as Career Discovery Program, Metro Fire Camp for Girls and Women in Trades. New partnerships identified.
- Recruitment branding and outreach plan initiated.
- A plan to present additional development opportunities for staff related to inclusion, cultural competency and unconscious bias developed.

2016-17 Tactics, continued

- Update job descriptions to accurately reflect job content and requirements, including individual performance expectations (key performance indicators) and required competencies.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.6  
Timeframe: 24 months  
Partner(s): All Departments  
Budget Impact: None  
Measured By: 

- Inclusion of competency language and key performance indicators within revised job descriptions.
- Completion of staff job descriptions review and employee acknowledgement.

- Develop and begin implementation of managerial training to support individual employee performance, competency development and engagement

Goal/Strategy: Goal 1 – Strategy 1.2, 1.5; Goal 2 – Strategy 2.7  
Timeframe: 12 months  
Partner(s): Management level staff members  
Budget Impact: None  
Measured By: Managerial skills as demonstrated in managerial competency ratings.

- Provide opportunities for managerial/supervisory staff to attend training sessions related to the technical and compliance aspects of managerial positions.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.7  
Timeframe: 12 months  
Partner(s): Finance, Management level staff members  
Budget Impact: None  
Measured By: At least one opportunity for staff to attend managerial training provided.



## Human Resources, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10304 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 479,175	\$ 567,666	\$ 558,832	\$ 627,624	\$ 627,624	\$ 627,624
5004 Vacation Taken Nonunion	30,042	22,045	42,990	43,022	43,022	43,022
5006 Sick Taken Nonunion	7,453	3,973	8,601	11,430	11,430	11,430
5008 Personal Leave Taken Nonunion	1,827	2,320	3,688	6,052	6,052	6,052
5010 Comp Taken Nonunion	1,858	1,264				
5015 Vacation Sold	1,553	6,265	14,763	16,412	16,412	16,412
5017 PEHP Vac Sold at Retirement	51,687					
5019 Comp Time Sold Nonunion	871					
5020 Deferred Comp Match Union						
5021 Deferred Comp Match Nonunion	22,130	32,987	37,197	40,748	40,748	40,748
5120 Overtime Union	4,244	826	34,548	31,180	31,180	31,180
5121 Overtime Nonunion	2,560	190	750	750	750	750
5201 PERS Taxes	91,163	100,653	113,786	124,038	124,038	124,038
5203 FICA/MEDI	39,232	44,069	51,346	56,878	56,878	56,878
5206 Worker's Comp	7,540	8,682	12,751	9,995	9,995	9,995
5207 TriMet/Wilsonville Tax	3,751	4,303	5,131	6,463	6,463	6,463
5208 OR Worker's Benefit Fund Tax	192	218	318	280	280	280
5211 Medical Ins Nonunion	90,081	94,484	110,628	139,421	139,421	139,421
5221 Post Retire Ins Nonunion	5,250	5,550	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,722	11,002	10,681	12,225	12,225	12,225
5240 Life/Disability Insurance	4,803	5,425	8,429	9,600	9,600	9,600
5250 Unemployment Insurance	6,184	247	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,880	11,880	11,880	12,830	12,830	12,830
5270 Uniform Allowance	27					
5290 Employee Tuition Reimburse	2,062			6,720	6,720	6,720
5295 Vehicle/Cell Allowance	7,440	6,960	6,960	6,960	6,960	6,960
<b>Total Personnel Services</b>	<b>884,724</b>	<b>931,009</b>	<b>1,057,579</b>	<b>1,187,828</b>	<b>1,187,828</b>	<b>1,187,828</b>
5300 Office Supplies	483	232	500	500	500	500
5301 Special Department Supplies	762	87	500	500	500	500
5302 Training Supplies	3,966	1,538	1,750	1,125	1,125	1,125
5330 Noncapital Furniture & Equip	844	1,680	6,500	3,300	3,300	3,300
5367 M&R Office Equip	2,208	2,605				
5400 Insurance Premium		335				
5410 General Legal	4,422	1,365	10,000	10,000	10,000	10,000
5411 Collective Bargaining	53,419	13,539	15,000	15,000	15,000	15,000
5414 Other Professional Services	10,810	17,373	78,270	64,770	64,770	79,770
5415 Printing	19	261	400	400	400	400
5417 Temporary Services	13,577					
5461 External Training	9,772	5,699	8,409	10,747	10,747	10,747
5462 Travel and Per Diem	3,235	6,047	7,600	8,605	8,605	8,605
5472 Employee Recog & Awards	13,876	15,479	18,315	21,605	21,605	21,605
5484 Postage UPS & Shipping	27	39	100	100	100	100
5500 Dues & Subscriptions	2,426	3,630	5,015	5,445	5,445	5,445

## Human Resources, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5570 Misc Business Exp	4,769	5,011	10,775	8,639	8,639	8,639
5571 Planning Retreat Expense	52	432	400	400	400	400
5572 Advertis/Public Notice	2,715	3,082	24,500	4,500	4,500	4,500
<b>Total Materials &amp; Services</b>	<b>127,381</b>	<b>78,433</b>	<b>188,034</b>	<b>155,636</b>	<b>155,636</b>	<b>170,636</b>
<b>Total General Fund</b>	<b>\$ 1,012,105</b>	<b>\$ 1,009,442</b>	<b>\$ 1,245,613</b>	<b>\$ 1,343,464</b>	<b>\$ 1,343,464</b>	<b>\$ 1,358,464</b>

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 252,305	\$ 315,654	\$ 349,828	\$ 349,326
Materials & Services	37,331	29,348	112,022	87,892
<b>Total Expenditure</b>	<b>\$ 289,635</b>	<b>\$ 345,001</b>	<b>\$ 461,850</b>	<b>\$ 437,218</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Logistics Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

2016-17 Significant Changes

Personnel Services reflect projected salary and benefit costs for the assigned personnel. In particular, PERS changes represents an assigned manager with Tier 1/Tier 2 rates versus the OPSRP rates for the prior Logistics Chief. Medical insurance is reduced due to an error in budgeting that will be requested to be corrected. Tuition represents the completion of an educational degree under the District’s education benefit for its employees and the new Logistics Chief drives an assigned response vehicle rather than receiving an auto allowance. Within Materials and Services, Apparatus Fuel/Lubricants was increased to cover fuel for the Logistics Administration and Capital Projects Administration assigned personnel. Maintenance and Repair Buildings account 5361 represents budget designation for repairs that may be needed for Logistics department buildings. Other Professional Services reflects professional service fees for appraisals, architectural and engineering services, and land use consultants for scoping for future fire stations.

Status of 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.  
 Status or Outcome: Logistics administration assisted department managers in pursuing identified service measures. The transition of the leadership in Logs Admin created increased direct management of all departments.

### Status of 2015-16 Service Measures

- 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.  
Status or Outcome: Annual compliance review completed. TVF&R meets or exceeds all federal and state regulations.

### Status of 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  
Status or Outcome: ESCO has completed their review. Staffs evaluation/implementation will result in new initiatives to enhance energy efficiency. We have been working with Energy Trust of Oregon to utilize funds for energy saving funds.

- 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  
Status or Outcome: The CAD upgrade was delayed when TriTech purchased Tiburon. IT and Communications will continue to monitor, support and make recommendations as the CAD replacement process moves forward.

### Additional 2015-16 Accomplishments

- Roof and HVAC review performed
- Rolled out iPhones and iPads to crews
- Supported the opening of Station 70
- Provided Logistical support in the remodel of 51 and 52, including crew relocations, move-ins and the upgrade of tap-out systems
- Provided logistical support to first tiller truck in the District.

## 2016-17 Tactics

- Develop performance expectations and provide for the planning, resource allocation, service delivery, and accountability for the departments and programs assigned to the Logistics Division.

Goal/Strategy: Goal 2 – Strategy 2.5  
 Timeframe: 24 months  
 Partner(s): Fleet, Facilities, Supply, Information Technology, Communications  
 Budget Impact: None  
 Measured By: Successful implementation of departmental goals.

- Develop safety Initiatives with each Logistics manager to assist in annual training and onboarding of new personnel.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.7; Goal 2 – Strategy 2.7  
 Timeframe: 24 months  
 Partner(s): Occupational Health and Wellness, Training, Logistics Managers, Safety Committee, Studio  
 Budget Impact: None  
 Measured By: Initial safety programs in place for each division.

- Support area-wide CAD upgrade

Goal/Strategy: Goal 2 – Strategy 2.3.1  
 Timeframe: 12 months  
 Partner(s): Communications, Information Technology, Integrated Operations, WCCCA  
 Budget Impact: None  
 Measured By: Successful implementation of new CAD program.

- Educate Logistics Managers and staff on Just Culture concepts for application across the division.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.5; Goal 2 – Strategy 2.7  
 Timeframe: 24 months  
 Partner(s): Information Technology, Communications, Fleet, Facilities, Supply  
 Budget Impact: None  
 Measured By: Education conducted and JC principles integrated into system design and department.

- Further develop enterprise communication tools for employees.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.4  
 Timeframe: 24 months  
 Partner(s): Information Technology, District-wide  
 Budget Impact: Increase required  
 Measured By: Improved communication pathways using enterprise technology.

2016-17 Tactics, continued

- Support of the capital bond projects during construction and remodel of infrastructure.

Goal/Strategy: Goal 2 – Strategy 2.2  
Timeframe: 24 months  
Partner(s): Communications, Information Technology, Integrated Operations, Facilities, Capital Bond Projects Team, Fleet  
Budget Impact: None  
Measured By: Completion of Logistics support processes without creating delays for projects.



Logistics Administration, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10170 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 146,779	\$ 167,552	\$ 185,517	\$ 189,942	\$ 189,942	\$ 189,942
5004 Vacation Taken Nonunion	11,293	21,237	14,272	12,613	12,613	12,613
5006 Sick Taken Nonunion	2,245	15,442	2,855	3,352	3,352	3,352
5008 Personal Leave Taken Nonunion	106	2,036	1,225	1,774	1,774	1,774
5010 Comp Taken Nonunion	297	63				
5015 Vacation Sold			11,762	4,738	4,738	4,738
5021 Deferred Comp Match Nonunion	7,232	16,075	16,683	16,992	16,992	16,992
5121 Overtime Nonunion	60	197	100	600	600	600
5201 PERS Taxes	22,899	30,716	30,077	41,921	41,921	41,921
5203 FICA/MEDI	11,851	14,308	17,000	16,343	16,343	16,343
5206 Worker's Comp	2,499	2,720	4,301	2,940	2,940	2,940
5207 TriMet/Wilsonville Tax	1,155	1,481	1,730	1,901	1,901	1,901
5208 OR Worker's Benefit Fund Tax	52	53	89	70	70	70
5211 Medical Ins Nonunion	32,319	30,537	50,042	21,469	42,938	42,938
5221 Post Retire Ins Nonunion	1,575	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	4,018	3,376	3,110	1,530	1,530	1,530
5240 Life/Disability Insurance	1,494	1,685	2,730	947	947	947
5270 Uniform Allowance	72	13	175	450	450	450
5290 Employee Tuition Reimburse				7,875	7,875	7,875
5295 Vehicle/Cell Allowance	6,360	6,360	6,360	600	600	600
<b>Total Personnel Services</b>	<b>252,305</b>	<b>315,654</b>	<b>349,828</b>	<b>327,857</b>	<b>349,326</b>	<b>349,326</b>
5300 Office Supplies	4	147	225	225	225	225
5301 Special Department Supplies	34	41	200	200	200	200
5320 EMS Supplies				100	100	100
5321 Fire Fighting Supplies				100	100	100
5325 Protective Clothing				370	370	370
5330 Noncapital Furniture & Equip			6,700	2,300	2,300	2,300
5350 Apparatus Fuel/Lubricants	2,375	2,704	5,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv			7,500	7,500	7,500	7,500
5367 M&R Office Equip	1,821	1,870				
5400 Insurance Premium		137	137	137	137	137
5414 Other Professional Services	15,329	21,674	85,000	60,000	60,000	60,000
5415 Printing	510	19	500	500	500	500
5417 Temporary Services	14,226	336				
5461 External Training	2,473	1,914	3,910	3,610	3,610	3,610
5462 Travel and Per Diem	467	67	1,450	1,450	1,450	1,450
5500 Dues & Subscriptions		30	700	700	700	700
5570 Misc Business Exp	92	353	300	300	300	300
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice		55				
<b>Total Materials &amp; Services</b>	<b>37,331</b>	<b>29,348</b>	<b>112,022</b>	<b>87,892</b>	<b>87,892</b>	<b>87,892</b>
<b>Total General Fund</b>	<b>\$ 289,635</b>	<b>\$ 345,001</b>	<b>\$ 461,850</b>	<b>\$ 415,749</b>	<b>\$ 437,218</b>	<b>\$ 437,218</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,452,382	\$ 1,608,174	\$ 1,537,781	\$ 1,526,861
Materials & Services	594,482	749,976	864,763	1,021,777
<b>Total Expenditure</b>	<b>\$ 2,046,863</b>	<b>\$ 2,358,150</b>	<b>\$ 2,402,544</b>	<b>\$ 2,548,638</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	2.00	2.00	1.00	1.00
Fleet Technician	9.00	9.00	8.00	8.00
Fleet Parts & Small Engine Technician	1.00	1.00	1.00	1.00
Respiratory & Emergency Equipment Tech	0.00	0.00	0.00	0.00
Fleet Utility Worker	1.00	1.00	1.00	1.00
Fleet Operations Assistant	1.25	1.25	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>15.25</b>	<b>15.25</b>	<b>13.00</b>	<b>13.00</b>

2016-17 Significant Changes

Personnel costs reflect the actual personnel in the department including estimated salaries and benefits. The prior year budget reflected the reduction of staff at the end of a service contract with Clackamas Fire District and the proposed budget for 2016-17 reflects the actual remaining and hired staff. Overtime was increased to account for the addition of District 2 and Newberg service areas. Within Materials and Services, the most significant increase was in Vehicle Maintenance account 5363 with a \$174,000 increase. This increase is reflective of the actual expenditures in 2016-17 to date of budget preparation as the fleet expands and numerous vehicles are no longer under warranty. \$136,000 of the increase is attributed to estimated maintenance costs for District 2 and Newberg response and staff vehicles. Account 5365 reflects expected maintenance costs for the response fleet’s vehicle cutting Holmatro tools, chainsaws, float pumps, fans and line and volunteer firefighter SCBA cylinders and masks. Utility costs budgeted were increased to reflect actual 2016-17 allocated expenditures and projected rate increases in gas, water and electricity.

## Fleet Maintenance, continued

### Status of 2015-16 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  
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

Status or Outcome:

- Pumpers \$3.29/hour
- Aerial Pumpers \$5.74/hour
- Trucks \$5.09/hour
- Code 3 Staff \$0.24/hour
- Staff \$0.24/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.

Status or Outcome: 84% of the Fleet preventative maintenance services were completed within the annual 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.

Status or Outcome: 84% of resource hours were recorded as chargeable time to fleet functions; 16% of resource hours were recorded as non-chargeable overhead.

- 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.

Status or Outcome: Completed long-term capital plan for Finance; this plan is updated monthly as needed.

## Status of 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  
 Status or Outcome: Installation of telemetry equipment has been delayed due to OMG replacement and implementation on all District apparatus and vehicles. Fleet and Communications will resume installation of telemetry hardware and test systems after OMG deployment is complete. Timeline for telemetry completion is 2<sup>nd</sup> quarter of FY 2017.

- Add three 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  
 Status or Outcome: Fleet was successful in onboarding three Fleet Technicians. Fleet personal numbers are in line with District service needs. Fleet has been successful in completing 84% of service needs as demonstrated in the above Service Measure.

## Additional 2015-16 Accomplishments

- Purchased, prepped and put into service three Volunteer F150's.
- Purchased, prepped and put into service three FJ Cruises (CARs).
- Purchased, prepped and put into service one Tractor Drawn Aerial apparatus (Tiller #1).
- Purchased, prepped and put into service three Facilities trucks.

## Fleet Maintenance, continued

### 2016 – 17 Activities Summary

Service Measures	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
<b>TVF&amp;R Fleet</b>					
Response Vehicles Maintained	117	118	124	128	133
Non-Response Vehicles Maintained	59	60	60	69	70
<b>Total Vehicles Maintained</b>	<b>176</b>	<b>178</b>	<b>184</b>	<b>197</b>	<b>203</b>
Maintenance Costs	\$ 1,210,532	\$ 1,291,143	\$ 1,656,388	\$ 2,080,000	\$ 2,239,319
<b>Outside Agency Fleets</b>					
Response Vehicles Maintained	116	125	118*	85**	85
Maintenance Costs	\$ 662,161	\$ 811,188	\$ 869,941*	\$ 229,029**	\$ 354,080

\*Reflects completion of Clackamas Fire IGA.

\*\*Reflects the addition of Newberg and District 2.

### 2016-17 Tactics

- Develop and/or participate in programs that support the health and resilience of Fleet Operations staff members, and the organization.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7; Goal 2 – Strategy 2.7  
 Timeframe: 24 months  
 Partner(s): Occupational Health and Wellness, Training, Safety Committee.  
 Budget Impact: None  
 Measured By: Participation in District provided programs that support personal wellness and safety of staff, such as District Safety Week. Utilization of Target Solutions to track completion and success of key safety training and competencies that are specific to department safety requirement.

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

Goal/Strategy: Goal 2 – Strategy 2.1, 2.5  
 Timeframe: 12 months  
 Partner(s): None  
 Budget Impact: None  
 Measured By: Internal metrics measured by existing processes and systems.

2016-17 Tactics, continued

- Complete apparatus preventative maintenance services within the scheduled service period, to include District 2 and Newberg Fire. Benchmark – 90%.

Goal/Strategy: Goal 2 – Strategy 2.1, 2.5  
 Timeframe: 12 months  
 Partner(s): None  
 Budget Impact: Increase required  
 Measured By: The percentage of total preventative maintenance services completed within the scheduled service period.

- Ensure Fleet program resource allocation of 80% chargeable (billable) and 20% management and non-chargeable (overhead) hours.

Goal/Strategy: Goal 2 – Strategy 2.5  
 Timeframe: 12 months  
 Partner(s): None  
 Budget Impact: None  
 Measured By: The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

- Establish regular communication with outside agencies' (CCFD and PFD) Fleet Operations departments to discuss emerging best practices, networking and relationship building.

Goal/Strategy: Goal 3 – Strategy 3.10  
 Timeframe: 12 months  
 Partner(s): CCFD, Portland Fire  
 Budget Impact: None  
 Measured By: Routine connections for Managers and Supervisors between fleet departments in place to share information regarding best practices, lessons learned and parts cost control/discounts through broader procurement practices.



## Fleet Maintenance, continued

	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10571 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 847,536	\$ 919,532	\$ 859,701	\$ 842,132	\$ 842,132	\$ 842,132
5004 Vacation Taken Nonunion	52,067	57,402	65,915	59,032	59,032	59,032
5006 Sick Taken Nonunion	23,227	25,351	13,188	15,687	15,687	15,687
5008 Personal Leave Taken Nonunion	4,656	11,674	5,658	8,309	8,309	8,309
5010 Comp Taken Nonunion	7,170	9,118				
5015 Vacation Sold	3,778	5,599	13,581	13,302	13,302	13,302
5016 Vacation Sold at Retirement		16,960				
5019 Comp Time Sold Nonunion	1,364	1,804				
5021 Deferred Comp Match Nonunion	37,287	42,671	47,084	46,120	46,120	46,120
5121 Overtime Nonunion	11,201	17,612	12,000	18,000	18,000	18,000
5201 PERS Taxes	137,340	150,698	141,668	140,499	140,499	140,499
5203 FICA/MEDI	70,603	79,228	74,260	73,267	73,267	73,267
5206 Worker's Comp	14,798	15,466	18,319	12,796	12,796	12,796
5207 TriMet/Wilsonville Tax	6,638	7,495	7,374	8,274	8,274	8,274
5208 OR Worker's Benefit Fund Tax	420	442	455	455	455	455
5211 Medical Ins Nonunion	185,497	198,812	225,769	237,858	237,858	237,858
5221 Post Retire Ins Nonunion	11,700	12,975	11,700	11,700	11,700	11,700
5230 Dental Ins Nonunion	23,835	23,404	21,725	18,553	18,553	18,553
5240 Life/Disability Insurance	9,082	9,254	14,084	14,177	14,177	14,177
5270 Uniform Allowance	4,185	2,126	4,700	5,500	5,500	5,500
5295 Vehicle/Cell Allowance		550	600	1,200	1,200	1,200
<b>Total Personnel Services</b>	<b>1,452,382</b>	<b>1,608,174</b>	<b>1,537,781</b>	<b>1,526,861</b>	<b>1,526,861</b>	<b>1,526,861</b>
5300 Office Supplies	1,030	1,097	1,000	1,500	1,500	1,500
5301 Special Department Supplies	16,052	11,969	18,100	20,000	20,000	20,000
5302 Training Supplies		134	250	500	500	500
5305 Fire Extinguisher			225	500	500	500
5320 EMS Supplies				1,360	1,360	1,360
5321 Fire Fighting Supplies	39	107,358	12,000	1,425	1,425	1,425
5330 Noncapital Furniture & Equip	1,834	3,900	7,950	2,500	2,500	2,500
5350 Apparatus Fuel/Lubricants	11,905	15,373	21,800	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	22,778	13,505	13,255	11,705	11,705	11,705
5363 Vehicle Maintenance	458,249	499,986	661,850	835,850	835,850	835,850
5364 M&R Fire Comm Equip		9				
5365 M&R Firefight Equip	40,887	49,294	81,710	65,544	65,544	65,544
5367 M&R Office Equip	4,342	4,118	4,200	4,500	4,500	4,500
5415 Printing	38	19	100	100	100	100
5416 Custodial & Bldg Services	4,622	4,119	6,238	8,249	8,249	8,249
5432 Natural Gas	5,647	5,881	5,350	7,300	7,300	7,300
5433 Electricity	15,004	17,605	16,400	18,132	18,132	18,132
5434 Water/Sewer	1,980	2,693	2,200	3,122	3,122	3,122
5436 Garbage	1,662	1,800	1,650	1,875	1,875	1,875
5450 Rental of Equip		219				
5461 External Training	3,605	7,057	2,900	4,600	4,600	4,600

Fleet Maintenance, continued

5462 Travel and Per Diem		614	846		2,305	2,305	2,305
		2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5484	Postage UPS & Shipping	91	35				
5500	Dues & Subscriptions	420	600	210	510	510	510
5502	Certifications & Licensing	398	360	375	700	700	700
5570	Misc Business Exp	199	173		300	300	300
5572	Advertis/Public Notice	48	73	500	200	200	200
5573	Inventory Over/Short/Obsolete	(3,236)	(5,208)	1,000	2,500	2,500	2,500
5575	Laundry/Repair Expense	6,274	6,961	5,500	6,500	6,500	6,500
<b>Total Materials &amp; Services</b>		<b>594,482</b>	<b>749,976</b>	<b>864,763</b>	<b>1,021,777</b>	<b>1,021,777</b>	<b>1,021,777</b>
<b>Total General Fund</b>		<b>\$ 2,046,863</b>	<b>\$ 2,358,150</b>	<b>\$ 2,402,544</b>	<b>\$ 2,548,638</b>	<b>\$2,548,638</b>	<b>\$2,548,638</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 832,169	\$ 865,157	\$ 933,674	\$ 972,859
Materials & Services	140,410	101,355	180,812	130,563
<b>Total Expenditure</b>	<b>\$ 972,578</b>	<b>\$ 966,512</b>	<b>\$ 1,114,486</b>	<b>\$ 1,103,422</b>

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Facilities Operations Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Lead Tech.	1.00	0.00	0.00	0.00
Facilities Maintenance Tech. - LME	3.00	4.00	3.00	3.00
Facilities Maintenance Technician	1.00	1.00	2.00	2.00
Facilities Maintenance Administrative Specialist	1.00	1.00	1.00	1.00
Utility Worker	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

2016-17 Significant Changes

Personnel Services in 2016-17 were adjusted to reflect current employees and expected wage and benefit increases and changes.

The reduction in Materials and Services is largely due to the reduction in Other Professional Services as the prior year budget reflected a one-time technical energy audit for \$40,000; and \$8,000 for roofing inspections that was not repeated. The proposed 2016-17 budget for building maintenance and repair projects budgeted in this department budget includes a spare tap out system, HVAC service agreements for District facilities, and 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.

## Facilities Maintenance, continued

### Status of 2015-16 Service Measures

- 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.

Status or Outcome: On track to meet the goal of corrective maintenance work orders with an average of two days to start and four days to complete 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/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.

Status or Outcome: On track to meet this goal with an average of 24 hours of travel time per each technician per month.

- 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.

Status or Outcome: On track to meet this goal with an average of 13% administrative time of total billable hours on a monthly basis

- 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.

Status or Outcome: Continue to work with Energy Trust of Oregon on upgrades throughout the District.

Status of 2015-16 Service Measures

- 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.  
 Status or Outcome: Expenses are tracked on equipment since they have been added to Munis. This allows us to make good decisions on repairs and replacement.

- 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.  
 Status or Outcome: The long term capital plan is now in place and is updated annually to assist in the budgeting process.

Status of 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 33,35,60,64,65,68,69, and 70 to be supported remotely on the network as a result of an energy audit recommendation.  
 Partner(s): Information Technology, external vendors  
 Status or Outcome: Continue to work with Energy Trust of Oregon to complete all remaining stations.

- 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 1of 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  
 Status or Outcome: We will continue installing lockers in stations required. All that were budgeted within FY 15-16 have been completed.

## Facilities Maintenance, continued

### Additional 2015-16 Accomplishments

- Station 33 had several projects including kitchen, men’s locker room and back approach. The kitchen remodel included new cabinets, appliances, and flooring. Men’s locker room included new showers, cabinets and floors. Back approach was replaced with all new concrete.
- Station 35 Replaced front driveway with concrete.
- Completed energy audit from the outside vendor AMERESCO
- Completed approximately 130 projects in the FY 15-16 budget. Some projects were larger than others including remodels, concrete work, and overhead doors. Other smaller projects included interior and exterior painting.

### 2016 – 17 Activities Summary

Service Measure	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Square footage maintained for facilities	354,036	366,868 <sup>1</sup>	362,874 <sup>2</sup>	361,736 <sup>3</sup>	408,486 <sup>4</sup>
District costs per square foot	\$ 3.91	\$ 4.13	\$4.22	\$4.17	\$5.19
Efficiency rating on completed work orders	88%	88%	88%	88%	88%
Average days to start corrective maintenance	2	2	2	2	2
Average days to complete corrective maintenance	4	4	4	4	4
Average percentage of labor charged to administrative functions	12%	12%	13%	14%	14%
Average travel hours per month by Technicians	24	23	23	25	28
Percentage of total available resource hours required to support capital bond projects	8%	8%	8%	8%	6%

<sup>1</sup> The South Shop and South Operating Center/Station 56 were added. The Jenkins Road facility was removed due to its sale.

<sup>2</sup> Includes the addition of new Station 68 and the sale of old Station 65.

<sup>3</sup> Includes the addition of Station 70 and removal of old Station 68.

<sup>4</sup> Includes the addition of Washington County District 2 (21,750 sqft) and Newberg Stations (25,000 sqft).

2016-17 Tactics

- Reduce cost and consumption of energy throughout the District.

Goal/Strategy: Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.9

Timeframe: 12 months

Partner(s): All Divisions, Energy Trust of Oregon

Budget Impact: Increase required

Measured By: Reduction in energy consumption throughout the District.
  
- 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/Strategy: Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.9

Timeframe: 24 months

Partner(s): Information Technology, Energy Trust of Oregon, Trane

Budget Impact: Increase required

Measured By: Completion of all sites and measured by time saved by not driving to each site.
  
- Provide direct support for district-wide expansion and Local Option Levy (LOL) projects.

Goal/Strategy: Goal 2 – Strategy 2.2

Timeframe: 24 months

Partner(s): Capital Bond Projects Team

Budget Impact: None

Measured By: Completion of expansion and LOL projects.
  
- Develop a health and safety program that supports the health and wellness of Facilities staff, and the organization.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7; Goal 2 – Strategy 2.7

Timeframe: 24 months

Partner(s): Occupational Health and Wellness, Safety Committee

Budget Impact: None

Measured By: Programs in place that support Facilities staff health and wellness.



## Facilities Maintenance, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10582 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 458,264	\$ 481,112	\$ 525,676	\$ 532,070	\$ 532,070	\$ 532,070
5004 Vacation Taken Nonunion	36,196	41,257	40,276	37,272	37,272	37,272
5006 Sick Taken Nonunion	11,103	20,968	8,058	9,903	9,903	9,903
5008 Personal Leave Taken Nonunion	3,404	6,167	3,455	5,246	5,246	5,246
5010 Comp Taken Nonunion	3,904	3,450				
5015 Vacation Sold			13,830	13,999	13,999	13,999
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	22,160	25,304	28,769	29,120	29,120	29,120
5121 Overtime Nonunion	3,599	3,051	1,500	1,500	1,500	1,500
5201 PERS Taxes	97,400	96,285	103,683	109,083	109,083	109,083
5203 FICA/MEDI	40,175	40,791	45,352	45,902	45,902	45,902
5206 Worker's Comp	7,290	7,976	11,188	8,021	8,021	8,021
5207 TriMet/Wilsonville Tax	3,775	3,859	4,502	5,186	5,186	5,186
5208 OR Worker's Benefit Fund Tax	223	230	303	280	280	280
5211 Medical Ins Nonunion	88,926	107,529	115,869	145,277	145,277	145,277
5221 Post Retire Ins Nonunion	6,450	6,600	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	12,465	13,699	12,505	11,548	11,548	11,548
5240 Life/Disability Insurance	4,870	5,250	8,688	8,752	8,752	8,752
5270 Uniform Allowance	2,058	1,629	2,820	2,500	2,500	2,500
<b>Total Personnel Services</b>	<b>832,169</b>	<b>865,157</b>	<b>933,674</b>	<b>972,859</b>	<b>972,859</b>	<b>972,859</b>
5300 Office Supplies	1,038	739	1,200	1,500	1,500	1,500
5301 Special Department Supplies	12,522	12,452	10,500	15,700	15,700	15,700
5305 Fire Extinguisher			500	8,000	8,000	8,000
5320 EMS Supplies		10	100	100	100	100
5321 Fire Fighting Supplies	104	57	150	150	150	150
5330 Noncapital Furniture & Equip	6,554	5,503	5,900			
5350 Apparatus Fuel/Lubricants	17,303	14,926	18,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	69,719	32,071	56,125	43,280	43,280	43,280
5367 M&R Office Equip	4,336	4,261	4,292	4,542	4,542	4,542
5413 Consultant Fees	200					
5414 Other Professional Services	1,223	251	48,000			
5415 Printing	50	432	1,000	1,000	1,000	1,000
5416 Custodial & Bldg Services		120	1,260	1,260	1,260	1,260
5432 Natural Gas	5,185	5,485	5,940	6,144	6,144	6,144
5433 Electricity	7,371	9,199	9,840	10,152	10,152	10,152
5434 Water/Sewer	7,212	6,901	6,360	7,520	7,520	7,520
5436 Garbage	771	162	1,500	1,500	1,500	1,500
5450 Rental of Equip	4,154	5,713	5,000	5,000	5,000	5,000
5461 External Training	1,005	474	1,345	1,160	1,160	1,160
5462 Travel and Per Diem	146	672	1,145	3,200	3,200	3,200
5484 Postage UPS & Shipping	33		100	100	100	100

Facilities Maintenance, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5500 Dues & Subscriptions	885	614	1,170	1,170	1,170	1,170
5502 Certifications & Licensing		438	485	385	385	385
5570 Misc Business Exp	481	627	500	500	500	500
5571 Planning Retreat Expense			200	200	200	200
5572 Advertis/Public Notice	120	248	200			
<b>Total Materials &amp; Services</b>	<b>140,410</b>	<b>101,355</b>	<b>180,812</b>	<b>130,563</b>	<b>130,563</b>	<b>130,563</b>
<b>Total General Fund</b>	<b>\$ 972,578</b>	<b>\$ 966,512</b>	<b>\$ 1,114,486</b>	<b>\$ 1,103,422</b>	<b>\$ 1,103,422</b>	<b>\$ 1,103,422</b>



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 over 900 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.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Adopted Budget
Personnel Services	\$ 846,322	\$ 877,914	\$ 901,485	\$ 926,023
Materials & Services	712,850	1,055,394	1,558,524	1,465,938
<b>Total Expenditure</b>	<b>\$ 1,559,172</b>	<b>\$ 1,933,307</b>	<b>\$ 2,460,009</b>	<b>\$ 2,391,961</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
IT Manager	1.00	1.00	0.00	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
<b>Total Full-Time Equivalents (FTE)</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>

2016-17 Significant Changes

Materials and Services were decreased. Account 5330 increased by \$9,746 to account for equipment for new personnel and interns as well as ongoing District-wide support for periodic replacement of monitors, laptops and physical desktop PCs and for the purchase of VOIP mobile integration capabilities. The account 5330 includes \$61,160 of equipment slated for District 2 and Newberg to integrate into the District's systems. Account 5340 was increased to \$960,211 and includes new expenses for an Electronic Medical Records Database system for \$91,720 for Occupational Health and Wellness, \$70,000 for Talent Management software continued phase-in for Human Resources management and \$23,068 for District 2 and Newberg, and ongoing annual software maintenance fees for fire reporting (\$125,000), E-GIS (\$64,000) and financial systems (\$145,582), among other items necessary for operating all systems of the District. The Cable Access account was reduced to expected contract pricing after development of a new franchise agreement and connection of the four additional stations.

## Information Technology, continued

### Status of 2015-16 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  
Service Type(s): Management  
Measured By: Completed technology projects.  
Status or Outcome: Ongoing – Installation and configuration of Airwatch; Roll-out of iPads and iPhones for line personnel; Halogen and NeoGov purchase and implementation.

- 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.  
Status or Outcome: Completed

- 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.  
Status or Outcome: Maintained Canby, Forest Grove and Banks Fire IGAs; Started integration With Washington County Fire District 2 and Newberg; configured heart monitor network to include transmissions from Molalla Fire and Canby Fire; Advised WCCCA on technology solution for CAD upgrade.

### Status of 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  
Status or Outcome: Ongoing – Started planning roadmap and testing of retention policies within Outlook. Deployed policy and storage solution for District Media management.

## Status of 2015-16 Change Strategies, continued

- 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  
 Status or Outcome: Completed.

- 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  
 Status or Outcome: Completed.

- 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  
 Status or Outcome: Completed. Evaluation completed and purchased Office 2016.

Status of 2015-16 Change Strategies, continued

- 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  
Status or Outcome: Not completed.

Additional 2015-16 Accomplishments

- Retirement and archive of FireRMS
- Upgraded the District Activities calendar to a Microsoft Outlook Calendar
- Replacement and consolidation of District Edge Security appliances
- Upgraded SharePoint to 2013
- Expanded roll out of ViaWorks Search to SharePoint

## 2016 – 17 Activities Summary

Service Measure	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
<u>Service Desk work orders</u>	862	773	554	373	425
Business hours	784	718	514	324	375
Non-business hours	78	55	40	49	50
<u>First Call Resolutions</u>	-	3648	3800	3800	4200
<u>After-hours emergency alerts</u>	110	100	80	85	95
<u>Systems uptime target <sup>1</sup></u>	99.98%	99.98%	99.98%	99.98%	99.98%
Network services	99.97%	99.93%	99.99%	99.99%	99.99%
File and desktop services	99.99%	100%	100%	99.95%	99.99%
Critical applications <sup>2</sup>	99.98%	99.98%	99.96%	99.95%	99.98%
<u>Technology Inventory (total)</u>	579	663	768	850	949
Desktops in service <sup>3</sup>	207	240	243	253	278
Virtual desktops in service	80	100	150	190	230
Laptops in service	65	65	76	80	85
Tablets in service	14	17	17	18	18
iPads in service	8	35	70	100	120
Servers in production	52	57	62	70	75
Network switches	81	81	81	83	83
Printers in service	72	68	65	56	60
<u>Total shared data size (TB)</u>	20.5	28.0	35.0	45.0	50.0
Offsite data protection (TB)	14.5	22.0	30.0	32.0	35.0
Total database size (TB)	1.15	1.34	1.6	1.7	1.9

<sup>1</sup> Uptime target measures only unplanned outages for services

<sup>2</sup> Critical application for this measure are Munis, OnSceneRMS, TeleStaff, and SharePoint

<sup>3</sup> Includes traditional desktops and zero client deployments

## 2016-17 Tactics

- Upgrade the District's desktop software to Windows 10 to remain current with technology advances for infrastructure.

Goal/Strategy: Goal 1 – Strategy 1.4  
Timeframe: 12 Months  
Partner(s): District-wide  
Budget Impact: Increase Required  
Measured By: District-wide adoption of new desktop software.

2016-17 Tactics, continued

- Implement Security and Vulnerability Assessment Software for district hardware protection.

Goal/Strategy: Goal 1 – Strategy 1.4  
Timeframe: 12 months  
Partner(s): Finance, Fire Chief’s Office, Human Resources, Business Operations  
Budget Impact: Increase required  
Measured By: Completed implementation and remediated any unknown vulnerabilities.

- Maintain a minimum of 99.8% up-time of critical applications and infrastructure.

Goal/Strategy: Goal 1 – Strategy 1.4  
Timeframe: 12 months  
Partner(s): None  
Budget Impact: None  
Measured By: Internal metrics measured by existing processes and systems

- Update wireless infrastructure to create expanded, stronger, and more reliable service.

Goal/Strategy: Goal 2 – Strategy 2.4  
Timeframe: 12 months  
Partner(s): Logistics  
Budget Impact: Increase required  
Measured By: Improved performance and availability.

- Implement ShoreTel mobility solution to improve flexibility for users and added features.

Goal/Strategy: Goal 1 – Strategy 1.4  
Timeframe: 12 months  
Partner(s): Logistics, Business Operations  
Budget Impact: Increase required  
Measured By: Increased features and VOIP connectivity on mobile devices

- Upgrade the District’s database infrastructure

Goal/Strategy: Goal 2 – Strategy 2.4  
Timeframe: 12 months  
Partner(s): None  
Budget Impact: Increase required  
Measured By: Increased reporting features and delivery of mobile reports as well as Reporting/SharePoint integration.

## 2016-17 Tactics, continued

- Develop departmental safety program for work site.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7

Timeframe: 24 months

Partner(s): Occupational Health and Wellness, Training, Safety Committee

Budget Impact: None

Measured By: Development of injury prevention safety program; annual review by personnel during safety week; and onboarding process for new employees.



Information Technology, continued

	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10215 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 482,758	\$ 497,632	\$ 540,416	\$ 545,531	\$ 545,531	\$ 545,531
5004 Vacation Taken Nonunion	29,559	42,181	41,575	38,181	38,181	38,181
5006 Sick Taken Nonunion	26,159	11,868	8,318	10,146	10,146	10,146
5008 Personal Leave Taken Nonunion	1,895	3,734	3,568	5,373	5,373	5,373
5010 Comp Taken Nonunion	585	310				
5015 Vacation Sold			14,276	14,340	14,340	14,340
5016 Vacation Sold at Retirement	3,571					
5017 PEHP Vac Sold at Retirement		5,225				
5019 Comp Time Sold Nonunion	397					
5021 Deferred Comp Match Nonunion	22,988	24,307	29,696	29,830	29,830	29,830
5041 Severance Pay		11,760				
5090 Temporary Services-Backfill	36,973	31,742				
5121 Overtime Nonunion	819	1,436	1,100	1,100	1,100	1,100
5201 PERS Taxes	87,260	82,007	89,736	90,533	90,533	90,533
5203 FICA/MEDI	40,320	42,130	46,841	47,255	47,255	47,255
5206 Worker's Comp	9,105	9,977	11,555	8,255	8,255	8,255
5207 TriMet/Wilsonville Tax	3,789	3,986	4,651	5,336	5,336	5,336
5208 OR Worker's Benefit Fund Tax	184	194	268	245	245	245
5211 Medical Ins Nonunion	77,310	86,870	84,185	103,191	103,191	103,191
5221 Post Retire Ins Nonunion	5,550	4,800	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	9,025	9,421	7,970	9,355	9,355	9,355
5240 Life/Disability Insurance	5,075	5,332	7,930	7,952	7,952	7,952
5270 Uniform Allowance			100	100	100	100
5295 Vehicle/Cell Allowance	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Personnel Services</b>	<b>846,322</b>	<b>877,914</b>	<b>901,485</b>	<b>926,023</b>	<b>926,023</b>	<b>926,023</b>
5300 Office Supplies	34	163	100	100	100	100
5301 Special Department Supplies	3,351	6,542	18,700	7,000	7,000	7,000
5302 Training Supplies			500	500	500	500
5330 Noncapital Furniture & Equip	8,695	152,116	190,140	199,886	199,886	199,886
5340 Software Licenses/Upgrade/Host	369,133	579,784	842,610	960,211	960,211	960,211
5350 Apparatus Fuel/Lubricants	217					
5367 M&R Office Equip	2,801	2,785				
5368 M&R Computer & Network Hdwe	106,817	98,049	256,629	123,817	123,817	123,817
5414 Other Professional Services	19,709	14,381	22,180			
5437 Cable Access	201,593	194,993	218,870	167,525	167,525	167,525
5461 External Training		4,501	7,995	4,300	4,300	4,300
5462 Travel and Per Diem		424	600	1,799	1,799	1,799
5500 Dues & Subscriptions	500	1,657				
5570 Misc Business Exp			200	200	200	200

Information Technology, continued

	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
x						
5571 Planning Retreat Expense				600	600	600
<b>Total Materials &amp; Services</b>	<b>712,850</b>	<b>1,055,394</b>	<b>1,558,524</b>	<b>1,465,938</b>	<b>1,465,938</b>	<b>1,465,938</b>
<b>Total General Fund</b>	<b>\$ 1,559,172</b>	<b>\$ 1,933,307</b>	<b>\$ 2,460,009</b>	<b>\$ 2,391,961</b>	<b>\$ 2,391,961</b>	<b>\$ 2,391,961</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 356,487	\$ 362,270	\$ 468,571	\$ 473,678
Materials & Services	1,866,690	2,013,383	2,324,450	2,488,790
<b>Total Expenditure</b>	<b>\$ 2,223,177</b>	<b>\$ 2,375,653</b>	<b>\$ 2,793,021</b>	<b>\$ 2,962,468</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 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
<b>Total Full-Time Equivalent (FTE)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

2016-17 Budget Highlights

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 purchase for new vehicles and District 2 and Newberg. Dispatch fees reflect the charges from WCCCA (\$1,870,817 for the District and \$67,904 for District 2 as well as estimates for Newberg) and Clackamas C800 dispatch and service fees (\$14,447). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs and \$14,680 of additional costs for the District 2 and Newberg stations.

## Communications, continued

### Status of 2015-16 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 develop and provide radio training throughout the year as appropriate, such as earthquake drills, annual CPR training, and other exercises. Infrastructure has been installed and tested, 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 by providing resources to the new Comms Tech for specific training, and participation of existing COML's in various exercises throughout the year.

- 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.

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. Partnering with WCCCA on applicable projects and maintain active committee participation.

Status or Outcome: Munis work orders are up to date and completed within acceptable timeframes related to mission priority. Communications is part of the CAD replacement team working with WCCCA to develop specs for the WCCCA CAD replacement, anticipated competition is estimated to be completed in 12 to 18 months.

Status of 2015-16 Service Measures

- 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.  
 Status or Outcome: Worked closely with Integrated Operations and Interra to provide SitStat AVL data using new OMGs. Partnered with Facilities to install Comtech fire station alerting systems in both Washington County District 2 fire stations. Worked with IT to provide an updated MDC option for the CARs to replace the aging Toughbooks.

- 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 and upgrades to existing station antenna and repeater infrastructure.

- 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.  
 Status or Outcome: Completed and posted to the SharePoint budget site.

Status of 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  
 Status or Outcome: Completed the purchase of 53 Onboard Mobile Data Gateway units (OMG). Worked with the vendor and IT staff to set up and image units for testing. Worked with Fleet Operations to develop a replacement plan of all OMG's to limit apparatus down time and disruption to station crews. Completed OMG replacement within IOPs expected timeline. Communications staff continues to monitor and work with the vendor to finalize and repair misc. connectivity issues that come up.

- 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  
 Status or Outcome: Continue to monitor activities and attend meetings, seminars, etc., as opportunities are presented.

Status of 2015-16 Change Strategies, Continued

- 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  
 Status or Outcome: Will install ComTech 10 system in Station 69. This system will function with the existing CAD interface and align TVFR to take advantage of expanded features available when the new CAD system is in place. We currently use a Comtech IP interface in all of our Stations providing high speed station alerting. Washington Fire District 2 has just upgraded to Comtech 10 systems and CCFD has Comtech IP interfaces in all of their stations. This is beneficial to WCCCA and CCOM to limit the number of Fire Station Alerting interfaces they will have to manage in the new CAD system.

Additional 2015-16 Accomplishments

- Code 3 and Comms equipment install of three Volunteer Pickups.
- Code 3 and Comms equipment install/upgrades of 5 EMS department Pickups.
- Comms equipment install on one new TDA, estimated time of completion will be April.

2016 – 17 Activities Summary

Technical Services Provided	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Mobile, portable, base station, Mobile data computers, VRM, OMGs, and cellular connectivity devices	636	654	685	730	750 218
Cell phones	105	105	85	12	12
Smartphones	68/33 <sup>1</sup>	70/33	79/33 <sup>1</sup>	98/35 <sup>1</sup>	105/35
Pagers	150	150	150	150	50
Satellite phones	11	10	10	10	10
Work orders completed	625	294	325	325	325
Preventative maintenance	400	250	650	400	400
Standalone GPS units	12	14	22	32	32
Installations – apparatus and	5	6	14	10	15

<sup>1</sup> Represents stipend.

2016-17 Tactics

- Ensure TVF&R is positioned to take advantage of the national public safety wireless broadband network initiative.

Goal/Strategy: Goal 2 – Strategy 2.10; 3 – Strategy 3.5, 3.9  
Timeframe: 24 months  
Partner(s): Integrated Operations, WCCCA  
Budget Impact: None  
Measured By: Communications will continue to monitor the progress and implementation of this network by attending meetings and seminars as opportunities are presented.

- Ensure intra- and inter-agency communication operability during disasters and/or exercises.

Goal/Strategy: Goal 2 – Strategy 2.5, 2.7  
Timeframe: 12 months  
Partner(s): District-wide  
Budget Impact: None  
Measured By: An appropriate matrix of communications requirements maintained for use when the District is operating in Disaster Operations mode. A comprehensive deployment plan for backup communications in place for use during an exercise or a real event. Emergency communications equipment training provided 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/Strategy: Goal 2 – Strategy 2.3, 2.5  
Timeframe: 12 months  
Partner(s): Integrated Operations, Information Technology  
Budget Impact: None  
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics sustained at 98%.

- Provide technical support for and maintain the communications infrastructure, equipment, and maintenance needs of the District through a partnership with WCCCA. Provide support in implementing the new CAD system. Manage policies and procedures to ensure proper operation and use of the District's communications resources.

Goal/Strategy: Goal 2 – Strategy 2.3  
Timeframe: 24 months  
Partner(s): Integrated Operations, Information Technology, Training, WCCCA  
Budget Impact: Increase required  
Measured By: Update of all MDCs to new mobile CAD software completed. Implementation of new station alerting interface that will be included in the new CAD system.

## 2016-17 Tactics, continued

- Develop and /or participate in programs that support the health and resilience of Communications staff members, and the organization.

Goal/Strategy: Goal 1 – Strategy 1.7  
Timeframe: 24 months  
Partner(s): Occupational Health and Wellness, Training  
Budget Impact: None  
Measured By: Participation in District provided programs that support personal wellness and safety of staff, such as District Safety Week. Utilization of Target Solutions to track completion and success of key safety training and competencies that are specific to department safety requirement.



Communications, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10175 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 210,201	\$ 196,644	\$ 274,046	\$ 270,564	\$ 270,564	\$ 270,564
5004 Vacation Taken Nonunion	15,357	19,746	21,083	19,030	19,030	19,030
5006 Sick Taken Nonunion	10,634	9,868	4,217	5,057	5,057	5,057
5008 Personal Leave Taken Nonunion	1,581	3,023	1,809	2,678	2,678	2,678
5010 Comp Taken Nonunion	100					
5015 Vacation Sold		1,713	7,240	7,148	7,148	7,148
5016 Vacation Sold at Retirement	4,015					
5019 Comp Time Sold Nonunion	392	318				
5021 Deferred Comp Match Nonunion	8,338	7,462	15,059	14,868	14,868	14,868
5090 Temporary Services-Backfill		16,870				
5121 Overtime Nonunion	365	86	2,000	2,000	2,000	2,000
5201 PERS Taxes	32,758	31,470	41,746	41,144	41,144	41,144
5203 FICA/MEDI	18,123	17,237	23,886	23,539	23,539	23,539
5206 Worker's Comp	3,646	4,010	5,891	4,113	4,113	4,113
5207 TriMet/Wilsonville Tax	1,703	1,631	2,370	2,659	2,659	2,659
5208 OR Worker's Benefit Fund Tax	102	91	154	140	140	140
5211 Medical Ins Nonunion	37,045	41,215	53,058	65,258	65,258	65,258
5221 Post Retire Ins Nonunion	2,925	2,925	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	4,743	4,548	5,130	5,454	5,454	5,454
5240 Life/Disability Insurance	2,201	2,183	4,504	4,526	4,526	4,526
5270 Uniform Allowance	910	30	978	700	700	700
5295 Vehicle/Cell Allowance	1,350	1,200	1,800	1,200	1,200	1,200
<b>Total Personnel Services</b>	<b>356,487</b>	<b>362,270</b>	<b>468,571</b>	<b>473,678</b>	<b>473,678</b>	<b>473,678</b>
5300 Office Supplies		66				
5301 Special Department Supplies	14,943	21,497	33,480	36,805	36,805	36,805
5320 EMS Supplies		5				
5321 Fire Fighting Supplies				900	900	900
5330 Noncapital Furniture & Equip	29,573	68,309	207,770	94,610	94,610	94,610
5340 Software Licenses/Upgrade/Host				3,840	3,840	3,840
5350 Apparatus Fuel/Lubricants	1,576	1,539	2,250	2,250	2,250	2,250
5364 M&R Fire Comm Equip	15,001	12,195	26,308	31,268	31,268	31,268
5414 Other Professional Services			3,200			
5415 Printing	128	48	700	1,000	1,000	1,000
5420 Dispatch	1,597,011	1,674,532	1,786,070	2,021,073	2,021,073	2,021,073
5430 Telephone	207,063	233,197	260,932	292,334	292,334	292,334
5450 Rental of Equip	1,259	1,737	1,920	1,500	1,500	1,500
5461 External Training			750	1,500	1,500	1,500
5462 Travel and Per Diem	16	257	850	1,320	1,320	1,320
5500 Dues & Subscriptions	120		120	240	240	240
5570 Misc Business Exp			100	150	150	150
<b>Total Materials &amp; Services</b>	<b>1,866,690</b>	<b>2,013,383</b>	<b>2,324,450</b>	<b>2,488,790</b>	<b>2,488,790</b>	<b>2,488,790</b>
<b>Total General Fund</b>	<b>\$ 2,223,177</b>	<b>\$ 2,375,653</b>	<b>\$ 2,793,021</b>	<b>\$ 2,962,468</b>	<b>\$ 2,962,468</b>	<b>\$ 2,962,468</b>

### 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 473,224	\$ 457,320	\$ 648,212	\$ 666,973
Materials & Services	168,157	152,364	188,621	455,447
<b>Total Expenditure</b>	<b>\$ 641,381</b>	<b>\$ 609,684</b>	<b>\$ 836,833</b>	<b>\$ 1,122,420</b>

### Personnel Summary

Position	2013-14 Actual	2014-15 Budget	2015-16 Budget	2016-17 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	1.00	1.00	0.00
Inventory Control Specialist	0.00	0.00	0.00	1.00
Supply Purchasing Specialist	1.00	1.00	1.00	1.00
Supply Assistant	1.50	1.50	1.50	2.00
Supply Customer Service Clerk	1.00	1.00	1.00	1.00
Equipment Repair Technician	0.00	0.00	1.00	1.00
Supply Driver	0.00	0.00	0.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>5.50</b>	<b>5.50</b>	<b>6.50</b>	<b>7.00</b>

### 2016-17 Significant Changes

The Personnel Services budget includes the addition of a half of a Supply Assistant to provide for the expanded service area and fire stations.

Within Materials and Services, the purchase of new small diameter hose for 30 fire engines at \$8,500 per engine is planned at \$255,000 within the Firefighting Supply account 5321. 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 2015-16 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/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: The Regional Logistics Group continues to meet quarterly. The groups existence and purpose was shared with counterparts at Gresham Fire and Vancouver Fire who have since attended &/or hosted meetings. Despite inconsistent member attendance, group discussions remain valuable.

- 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.  
Status or Outcome: Supply continues to utilize vendor data to determine serviceability and rotation of PPE. An inventory and tracking method has been developed within Supply to improve accountability of stocked turnouts, awareness of sizes and quantities available and inspection status.

- 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.  
Status or Outcome: Supply maintains three separate approaches for providing and inventorying supplies and equipment. Our physical warehouse stock focuses on supplies considered as mission critical and important which also includes supplies set aside for disaster preparedness that is rotated every six months. Routine supplies such as office, station and Class F and some Class B uniform items are managed through a virtual warehouse that supports our vendor direct order process.

## Status of 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): Information Technology, Finance  
 Status or Outcome: Supply participated in a process mapping session that analyzed the steps and resources involved in the manual and paper posting process. As a result, changes were made to streamline the process of this task and minimize staff involved. A more automated approach was explored during the Tyler Investment Analysis unfortunately no new advances have been made in regards to this process. We will be exploring Munis barcoding as a possible benefit for asset management, however it's expected to offer little to no impact on our posting process.

- 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  
 Status or Outcome: The Medical Equipment Technician (MET) has been a valuable addition focusing on repair and maintenance requests for patient care equipment and firefighting equipment in a timely manner. The MET has worked to establish and improve tracking methods for equipment as well as routine maintenance schedules for patient care equipment, i.e. cardiac monitors, suction units, glucometers. The MET responsibilities are anticipated to expand as new standards and equipment for patient care is approved. Capacity to continue supporting non-patient care equipment will be evaluated as needed.

## Additional 2015-16 Accomplishments

- Outfitted three academies
- Outfitted Station 70, several medics and one tractor drawn aerial
- Supported numerous AMP projects that involved uniforms, new ems equipment and supplies and firefighting equipment
- Analyzed options for improving the delivery route, implemented a reverse route option to avoid high traffic areas
- Partnered with OHSU/OIT intern project



## 2016-17 Tactics

- Develop and/or participate in programs that support the health and resilience of Supply staff members, and the organization.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7; Goal 2 – Strategy 2.7  
Timeframe: 24 months  
Partner(s): Occupational Health and Wellness, Training, Safety Committee  
Budget Impact: None  
Measured By: Participation in District provided programs that support personal wellness and safety of staff, such as District Safety Week. Utilization of Target Solutions to track completion and success of key safety training and competencies that are specific to department safety requirement.

- Review and analyze inventory transactions for a needs analysis specific to improving system efficiency.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.4, 2.8; Goal 3 – Strategy 3.10  
Timeframe: 24 months  
Partner(s): Finance, Information Technology, Integrated Operations, EMS  
Budget Impact: None  
Measured By: Audit and review of inventory requisitions, purchase orders, price increases, and ordering trends conducted.

- Enhance growth of material management support.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.10  
Timeframe: 24 months  
Partner(s): EMS, Information Technology, Integrated Operations  
Budget Impact: None  
Measured By: Medical Equipment Technician responsibilities expanded. Continued focus on equipment maintenance and repair documentation. Identification of additional equipment M/R needs.

- Participate in, and maintain lead role with, the Regional Logistics Group.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 3 – Strategy 3.10  
Timeframe: 24 months  
Partner(s): Finance  
Budget Impact: None  
Measured By: Meetings conducted. Number of individuals attending meetings maintained or increased. Shared and gathered cooperative contract pricing, product information and research and development efforts.

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10220 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 258,372	\$ 264,452	\$ 369,308	\$ 380,419	\$ 380,419	\$ 380,419
5004 Vacation Taken Nonunion	24,850	18,226	28,103	26,474	26,474	26,474
5006 Sick Taken Nonunion	13,130	5,003	5,622	7,035	7,035	7,035
5008 Personal Leave Taken Nonunion	1,379	622	2,412	3,725	3,725	3,725
5010 Comp Taken Nonunion	229	126				
5015 Vacation Sold	9,438	813	7,974	9,943	9,943	9,943
5016 Vacation Sold at Retirement		4,655				
5021 Deferred Comp Match Nonunion	11,048	10,693	20,075	20,684	20,684	20,684
5090 Temporary Services-Backfill		9,665				
5121 Overtime Nonunion	1,763	5,534	4,500	5,000	5,000	5,000
5123 Comp Time Sold Nonunion	22					
5201 PERS Taxes	54,425	46,115	67,960	77,367	77,367	77,367
5203 FICA/MEDI	22,803	22,048	31,364	33,098	33,098	33,098
5206 Worker's Comp	4,169	4,500	7,741	5,779	5,779	5,779
5207 TriMet/Wilsonville Tax	2,143	2,086	3,116	3,738	3,738	3,738
5208 OR Worker's Benefit Fund Tax	145	147	235	246	246	246
5211 Medical Ins Nonunion	54,745	49,572	78,217	72,816	72,816	72,816
5221 Post Retire Ins Nonunion	4,425	3,075	5,850	6,300	6,300	6,300
5230 Dental Ins Nonunion	6,705	5,861	8,361	7,826	7,826	7,826
5240 Life/Disability Insurance	2,821	2,638	6,574	5,723	5,723	5,723
5270 Uniform Allowance	612	1,491	800	800	800	800
<b>Total Personnel Services</b>	<b>473,224</b>	<b>457,320</b>	<b>648,212</b>	<b>666,973</b>	<b>666,973</b>	<b>666,973</b>
5300 Office Supplies	455	593	800	700	700	700
5301 Special Department Supplies	1,495	1,401	2,400	2,500	2,500	2,500
5305 Fire Extinguisher			100	100	100	100
5320 EMS Supplies		21		100	100	100
5321 Fire Fighting Supplies	10,061	16,964	15,725	269,000	269,000	269,000
5325 Protective Clothing	(40)	71	70	70	70	70
5330 Noncapital Furniture & Equip	77		6,100			
5350 Apparatus Fuel/Lubricants	5,499	3,977	6,000	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	4,218	11,685	10,810	10,910	10,910	10,910
5365 M&R Firefight Equip	21	371	500	800	800	800
5366 M&R EMS Equip				1,025	1,025	1,025
5367 M&R Office Equip	1,429	1,755	2,600	2,600	2,600	2,600
5415 Printing	19		40	40	40	40
5416 Custodial & Bldg Services	1,959	1,493	3,158	6,612	6,612	6,612
5417 Temporary Services	26,804	6,924				
5432 Natural Gas	4,609	4,492	4,000	4,900	4,900	4,900
5433 Electricity	5,345	5,592	6,000	6,000	6,000	6,000
5434 Water/Sewer	4,703	5,132	5,600	6,550	6,550	6,550
5436 Garbage	2,233	3,749	4,184	4,120	4,120	4,120
5461 External Training			675	675	675	675
5462 Travel and Per Diem			60	60	60	60

Supply, continued

		1,873	1,756	2,329	2,329	2,329	2,329
		<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5484	Postage UPS & Shipping						
5500	Dues & Subscriptions	165	165	410	410	410	410
5570	Misc Business Exp	325	347	300	300	300	300
5573	Inventory Over/Short/Obsolete	5,566	(880)	2,200	2,200	2,200	2,200
5575	Laundry/Repair Expense	91,339	86,756	114,560	127,446	127,446	127,446
	<b>Total Materials &amp; Services</b>	<b>168,157</b>	<b>152,364</b>	<b>188,621</b>	<b>455,447</b>	<b>455,447</b>	<b>455,447</b>
	<b>Total General Fund</b>	<b>\$ 641,381</b>	<b>\$ 609,684</b>	<b>\$ 836,833</b>	<b>\$ 1,122,420</b>	<b>\$ 1,122,420</b>	<b>\$ 1,122,420</b>

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](http://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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 262,622	\$ 273,946	\$ 293,416	\$ 297,260
Materials & Services	13,320	7,916	31,480	23,725
<b>Total Expenditure</b>	<b>\$ 275,942</b>	<b>\$ 281,862</b>	<b>\$ 324,896</b>	<b>\$ 320,985</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

2016-17 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, and an aerial drone for capturing training footage. Account 5414, Other Professional Services, provides funding for 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 2015-16 Service Measures

- Provide media support (video scripting, shooting, and editing, still photography, Microsoft Producer, Microsoft PowerPoint, etc.) for internal and external customers.

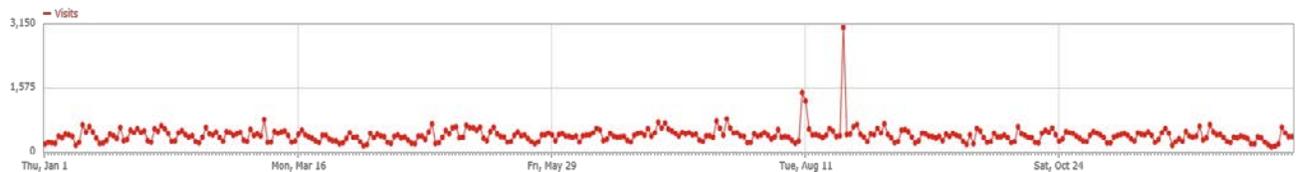
Goal(s)/Call(s) for Action: I; II  
 Service Type(s): Essential  
 Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.

Status or Outcome: Completed & Ongoing. Approximately 112 projects were completed during this time varying in size from simple audio-visual support to comprehensively produced media productions. The primary areas of support include staff training, internal & external communications.

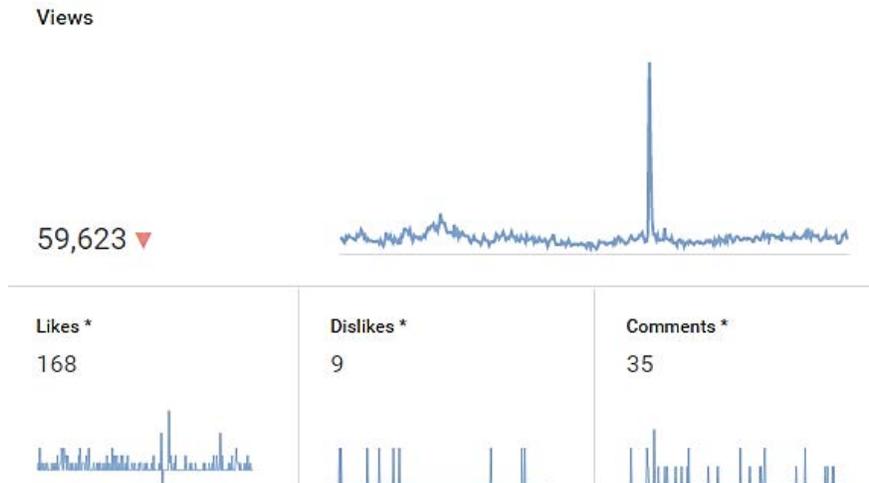
- Provide oversight, and support for TVF&R's [external website](#) and [YouTube website](#) (design, navigation, content creation, and editing of site).

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. The website had approximately 144,856 visitors last calendar year, which is an increase of 11% from the previous year. There were 2,170,999 page views with about 33% of the pages being accessed by a mobile or tablet device. Media Services completed approximately 110 edits of the site during this period.



TVF&R's YouTube Channel had 59,623 views of videos during this time and currently has 687 subscribers.



## 2016 – 17 Activities Summary

Media Projects	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Training	45	35	50	50	56
Internal Communication	25	30	20	15	20
External Communication	10	20	12	20	14
<b>Total</b>	<b>80</b>	<b>85</b>	<b>82</b>	<b>85</b>	<b>90</b>

## 2016-17 Tactics

- Provide media support (video scripting, shooting, and editing, still photography, PowerPoint, Keynote, etc.) for internal and external customers.

Goal/Strategy: Goal 1 – Strategy 1.4 – Tactic 1.4.1; Goal 3 – Strategy 3.10  
 Timeframe: 12 months  
 Partner(s): District Wide  
 Budget Impact: None  
 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/Strategy: Goal 1 – Strategy 1.4 – Tactic 1.4.1; Goal 3 – Strategy 3.10  
 Timeframe: 12 months  
 Partner(s): Public Affairs  
 Budget Impact: None  
 Measured By: Website analytics and service calls.

- Select and implement a secure video database system.

Goal/Strategy: Goal 1 – Strategy 1.4 – Tactic 1.4.1  
 Timeframe: 12 months  
 Partner(s): Information Technology, Training  
 Budget Impact: None  
 Measured By: Successful database implementation.

Media Services, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5002 Salaries & Wages Nonunion	\$ 150,228	\$ 153,067	\$ 163,880	\$ 165,606	\$ 165,606	\$ 165,606
5004 Vacation Taken Nonunion	13,316	18,111	12,607	11,648	11,648	11,648
5006 Sick Taken Nonunion	2,954	1,066	2,522	3,095	3,095	3,095
5008 Personal Leave Taken Nonunion	650	435	1,082	1,639	1,639	1,639
5015 Vacation Sold			3,464	3,500	3,500	3,500
5021 Deferred Comp Match Nonunion	7,522	8,611	9,006	9,100	9,100	9,100
5201 PERS Taxes	30,601	31,503	33,090	33,521	33,521	33,521
5203 FICA/MEDI	12,309	12,741	14,089	14,237	14,237	14,237
5206 Worker's Comp	2,192	2,386	3,477	2,489	2,489	2,489
5207 TriMet/Wilsonville Tax	1,157	1,205	1,400	1,609	1,609	1,609
5208 OR Worker's Benefit Fund Tax	59	57	76	70	70	70
5211 Medical Ins Nonunion	32,716	36,048	38,381	42,938	42,938	42,938
5221 Post Retire Ins Nonunion	1,800	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	4,200	4,200	3,688	3,059	3,059	3,059
5240 Life/Disability Insurance	1,603	1,643	2,334	2,349	2,349	2,349
5270 Uniform Allowance	53	27				
5290 Employee Tuition Reimburse	661	447	1,920			
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
<b>Total Personnel Services</b>	<b>262,622</b>	<b>273,946</b>	<b>293,416</b>	<b>297,260</b>	<b>297,260</b>	<b>297,260</b>
5300 Office Supplies	18		250	350	350	350
5301 Special Department Supplies	426	276	400	500	500	500
5302 Training Supplies			150	150	150	150
5306 Photography Supplies & Process		61	1,110	2,300	2,300	2,300
5325 Protective Clothing		10				
5330 Noncapital Furniture & Equip	6,232	2,140	14,820	9,000	9,000	9,000
5350 Apparatus Fuel/Lubricants	176					
5367 M&R Office Equip	2,061	2,846	4,400	5,200	5,200	5,200
5414 Other Professional Services	1,125	1,499	5,000	5,000	5,000	5,000
5461 External Training		250	1,000			
5462 Travel and Per Diem	2,472		3,200			
5484 Postage UPS & Shipping		29	200	200	200	200
5500 Dues & Subscriptions	774	774	825	875	875	875
5570 Misc Business Exp	36	31	125	150	150	150
<b>Total Materials &amp; Services</b>	<b>13,320</b>	<b>7,916</b>	<b>31,480</b>	<b>23,725</b>	<b>23,725</b>	<b>23,725</b>
<b>Total General Fund</b>	<b>\$ 275,942</b>	<b>\$ 281,862</b>	<b>\$ 324,896</b>	<b>\$ 320,985</b>	<b>\$ 320,985</b>	<b>\$ 320,985</b>

## 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services		\$ 641,694	\$ 650,701	\$ 618,707
Materials & Services		194,021	204,055	202,586
<b>Total Expenditure</b>		<b>\$ 835,715</b>	<b>\$ 854,756</b>	<b>\$ 821,293</b>

## Personnel Summary<sup>1</sup>

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 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	0.25	1.00	1.00
OHS Certified Medical Asst.	0.00	1.00	1.00	1.00
Athletic Trainer	0.00	0.00	0.50	1.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>4.00</b>	<b>4.25</b>	<b>5.50</b>	<b>6.00</b>

<sup>1</sup> 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.

## 2016-17 Significant Changes

The proposed 2016-17 budget includes an increase to full-time of the athletic trainer that assists firefighters in injury prevention and recovery. Union overtime represents funding for physicals, chest x-rays, and treadmill stress tests as well as Per Fitness Trainer meetings and site visits to operating centers and stations. Personnel Services declined overall due to a non-recurring vacation sold at retirement.

Materials and Services expenses include Physical Fitness supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$21,450. EMS Supplies account 5320 provides for the vaccines and immunizations provided by OHS personnel. Medical supervision of the program is provided for in account 5413 for \$4,000. Account 5414 includes \$59,330 for physician services for employee physicals and occupational health services, \$48,662 for estimated lab services, and \$7,827 for chest x-rays in addition to services for calibrating the medical equipment.

## Status of 2015-16 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, 1 and 3  
Service Type: Mandatory  
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.  
Status or Outcome: District has achieved 100% compliance of personnel for testing/ training in hearing conservation, blood-borne pathogens, and respiratory protection for all applicable staff.

- 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.  
Status or Outcome: District achieved 100% completion for incumbent and new hire uniformed personnel IAFF/ IAFC Wellness Fitness Initiative Medical & Fitness evaluations. OHW services expanded for 2015-16, to include all District personnel in health and fitness promotion programming. Successful events included Evolution Relay Challenge, "Maintain Don't Gain" BMI reduction challenge, health risk assessment screening, wellness consultations, expanded hearing conservation program, and flu vaccination clinics. The 2015-16 health and wellness services for District volunteers include comprehensive WFI Medical & Fitness evaluation for volunteer firefighters as well as health risk assessment screening and wellness consultations for responder and auxiliary volunteers.

## Status of 2015-16 Service Measures, continued

- 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.

Status or Outcome: District achieved 100% participation in 2015-16 Annual WFI uniformed personnel fitness assessment, pre- physical testing, fasting blood draws and medical examinations. One on one wellness consultations provided an individualized review of results with education and recommendation for personal health improvement. OHW services expanded to include all District personnel in successful health and fitness promotion activities; District day Evolution Relay engaged 9 teams, for a total of 46% of non-union personnel participation in the relay with a 100% participation cheering teams on. Maintain Don't Gain 12- week challenge had 68% participation with a combined participant weight loss greater than 260 pounds. Annual Hearing Conservation program expanded to include all fleet and facilities 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.

Status or Outcome: Accomplished in 2015-16 through updates to return evaluation process, addition of 8.5.3F Physical Performance Evaluation and task performance specification add to the 8.5.3C Return to Work Assessment. In coordination with BC/DC group, specificity was provided to execution of BC Return to Work Assessment. The addition of 8.5.3F, OHW Performance Evaluation, in the return to work assessment has demonstrated success in identifying risk for re- injury and providing proactive intervention. Accomplishment of case management and data collection associated with illness, injury, exposure, and worker's compensation is moved forward and restructured in 2016-17 Goal #3.

Status of 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  
Status or Outcome: In coordination with Records Analyst, an internal audit of OHW data management and records retention practice was completed. Historical OHW records have been systematically sorted and organized for retention in accordance with federal, state, and industry specific requirements. OHW departmental operations, with regards to the handling of personal health information, are in accordance HIPPA regulations. OHW department functions have been streamlined and memorialized in departmental SOP's. External OHW service provider contracts have been evaluated, modified, and/or expanded to efficiently meet with need of the District and improve professional partnerships. Supporting OHW data management needs, risk identification and reductions programs; electronic medical records software program will be secured and implemented for 2016-17.

## Status of 2015-16 Change Strategies, continued

- 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
Status or Outcome:	Building cooperative partnership with Local 1660 resulted in successful delivery of proactive health risk identification and structured implementation of target health education specifically addressing the needs of both individuals and the organization. Wellness Fitness Initiative Medical and Fitness components were delivered to all uniformed personnel and expanded to include firefighter volunteers. Implementation of Cardiac Risk Stratification identified cardiac event at risk individuals, previous determination was solely based upon age. Injury data is tracked, analyzed, and reported identifying highest occurrence of injury by mode and nature. Strategic injury risk reduction programs have been implementation in order to reduce occurrence and minimize risk.

## Additional 2015-16 Accomplishments

- Compliance for OHW practices and services in accordance with federal and state regulations.
- Oregon’s Healthiest Employer Award
- Expanded OHW services and activities to non-station personnel
- Advancement of OHW service into proactive, pre-habilitation model providing care for on the job injuries, off the job injuries, and chronic musculoskeletal conditions.



2016 – 17 Activities Summary

Occupational Health & Wellness Program Status	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.	99%	98%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	99%	96%	100%	100%

2016-17 Tactics

- Ensure 100% compliance of applicable District personnel and volunteers for best practice risk management/reduction programs.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.7  
 Timeframe: 12 months  
 Partner(s): Business and Integrated Operations, Human Resources , Local 1660, Occupational Medical Providers, District Physician  
 Budget Impact: Increase required  
 Measured By: Percentage completion of mandatory OHSA, NFPA, CDC testing/ training. Percentage of personnel engagement in best practice annual comprehensive medical, health, and fitness testing/ evaluations.

- Track and report Occupational Health & Wellness (OHW) data collected for all District personnel.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.4, 1.7; Goal 2 – Strategy 2.4  
 Timeframe: 18 months  
 Partner(s): District Wide  
 Budget Impact: None  
 Measured By:
 

- Integration of data management system supporting both tracking and reporting of results for continual program improvement.
- Percentage change in health care costs, improved management of chronic conditions, early treatment of illnesses/ Injuries, improved worker productivity (absenteeism)
- “Culture of Health” measured by percentage of engagement in health promotion activities and morale surveys.

## 2016-17 Tactics, continued

- Integrate electronic health records data system across all OHW programs.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.4, 1.7; Goal 2 – Strategy 2.4  
 Timeframe: 12 months  
 Partner(s): Business and Integrated Operations, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Training, Finance, Safety Committee, Contracted Occupational Medical Providers, District Physician, SAIF.  
 Budget Impact: Increase required  
 Measured By: Implementation of electronic medical records data system. Cohesive integration of medical, health, and risk surveillance programs into data system. Reduction in occurrence and cost association with time loss incurred due to injury, reinjures and avoidable muscular skeletal injuries.

- Identify an onsite occupational and health services structure to provide appropriate care for all personnel.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.5, 1.7  
 Timeframe: 24 months  
 Partner(s): Business and Integrated Operations, Wellness Committee, Fire Chief's Office, Records Analyst, Information Technology, Human Resources, Finance, Local 1660, Contracted Occupational Medical Providers, District Physician  
 Budget Impact: Increase required  
 Measured By: Identification of onsite clinic objectives, determined eligibility, provider contracts, start- up and operating costs, scope of services, location, identified legal and regulatory issues. Fiscal impact measured by percentage change in health care costs, improved management of chronic conditions, early treatment of illnesses/ injuries, improved worker productivity (absenteeism, PTO), improved ability to recruit new employees.



## Occupational Health/Wellness, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10470 General Fund</b>						
5001 Salaries & Wages Union			\$ 2,947			
5002 Salaries & Wages Nonunion		\$ 356,593	304,121	\$ 323,920	\$ 323,920	\$ 323,920
5004 Vacation Taken Nonunion		15,520	23,173	22,373	22,373	22,373
5006 Sick Taken Nonunion		8,464	4,636	5,945	5,945	5,945
5008 Personal Leave Taken Nonunion		2,988	1,989	3,150	3,150	3,150
5010 Comp Taken Nonunion		1,930				
5015 Vacation Sold		2,459	12,731	6,722	6,722	6,722
5016 Vacation Sold at Retirement		13,844	56,759	49,639		
5017 PEHP Vac Sold at Retirement		62,518				
5019 Comp Time Sold Nonunion		35				
5021 Deferred Comp Match Nonunion		9,902	16,552	17,478	17,478	17,478
5120 Overtime Union		4,904	23,620	24,704	24,704	24,704
5121 Overtime Nonunion		1,837	2,000	2,000	2,000	2,000
5201 PERS Taxes		54,322	78,958	53,557	53,557	53,557
5203 FICA/MEDI		30,175	32,824	29,809	29,809	29,809
5206 Worker's Comp		5,472	8,021	5,189	5,189	5,189
5207 TriMet/Wilsonville Tax		2,872	3,229	3,357	3,357	3,357
5208 OR Worker's Benefit Fund Tax		179	232	211	211	211
5210 Medical Ins Union		774				
5211 Medical Ins Nonunion		53,459	62,289	99,289	99,289	99,289
5220 Post Retire Ins Union		50				
5221 Post Retire Ins Nonunion		2,175	4,500	5,400	5,400	5,400
5230 Dental Ins Nonunion		8,098	7,230	7,930	7,930	7,930
5240 Life/Disability Insurance		2,534	4,740	6,084	6,084	6,084
5270 Uniform Allowance		413	150	390	390	390
5295 Vehicle/Cell Allowance		175		1,200	1,200	1,200
<b>Total Personnel Services</b>		<b>641,694</b>	<b>650,701</b>	<b>668,347</b>	<b>618,707</b>	<b>618,707</b>
5300 Office Supplies		777	500	1,600	1,600	1,600
5301 Special Department Supplies		5,663	6,000	6,000	6,000	6,000
5302 Training Supplies		676	3,000	3,000	3,000	3,000
5303 Physical Fitness		9,764	23,000	21,450	21,450	21,450
5320 EMS Supplies		30,665	10,000	16,400	16,400	16,400
5330 Noncapital Furniture & Equip		1,207		3,425	3,425	3,425
5350 Apparatus Fuel/Lubricants		628		1,125	1,125	1,125
5361 M&R Bldg/Bldg Equip & Improv		510				
5366 M&R EMS Equip		700	800	880	880	880
5413 Consultant Fees		4,000	4,000	4,000	4,000	4,000
5414 Other Professional Services		123,747	137,175	119,514	119,514	119,514
5415 Printing		114				
5417 Temporary Services		10,466	5,000			
5461 External Training		2,479	6,000	8,014	8,014	8,014
5462 Travel and Per Diem		4,746	6,500	12,242	12,242	12,242
5472 Employee Recog & Awards				750	750	750

## Occupational Health/Wellness, continued

		69	450	350	350	350
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5484 Postage UPS & Shipping						
5500 Dues & Subscriptions			180	180	180	180
5502 Certifications & Licensing		499	150	2,556	2,556	2,556
5570 Misc Business Exp		757	700	500	500	500
5571 Planning Retreat Expense		71	400	400	400	400
5572 Advertis/Public Notice			200	200	200	200
5573 Inventory Over/Short/Obsolete		(3,516)				
<b>Total Materials &amp; Services</b>		<b>194,021</b>	<b>204,055</b>	<b>202,586</b>	<b>202,586</b>	<b>202,586</b>
<b>Total General Fund</b>		<b>\$ 835,715</b>	<b>\$ 854,756</b>	<b>\$ 870,933</b>	<b>\$ 821,293</b>	<b>\$ 821,293</b>



## 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 awards for its new submissions to the GFOA of the Popular Annual Financial Report for the years ended June 30, 2013 and 2014.

## Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,123,525	\$ 1,201,839	\$ 1,339,194	\$ 1,565,800
Materials & Services	429,385	417,608	545,089	524,690
<b>Total Expenditure</b>	<b>\$ 1,552,910</b>	<b>\$ 1,619,447</b>	<b>\$ 1,884,283</b>	<b>\$ 2,090,490</b>

## Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 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
Medical Billing Coordinator	0.00	0.00	1.00	1.00
Medical Billing Specialist	0.00	0.00	0.00	1.00
Administrative Assistant	0.50	0.50	0.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>9.50</b>	<b>9.50</b>	<b>10.00</b>	<b>12.00</b>

### 2016-17 Significant Changes

The Personnel Services budget reflects the addition of two Newberg assistants to the finance department to continue transport billing and other services and as well, the projected wages and benefits.

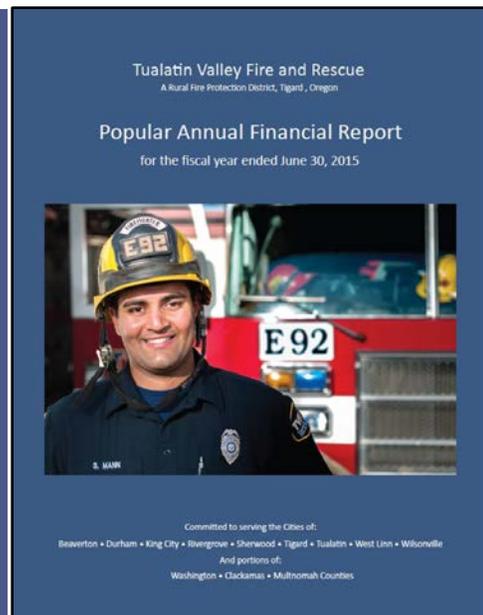
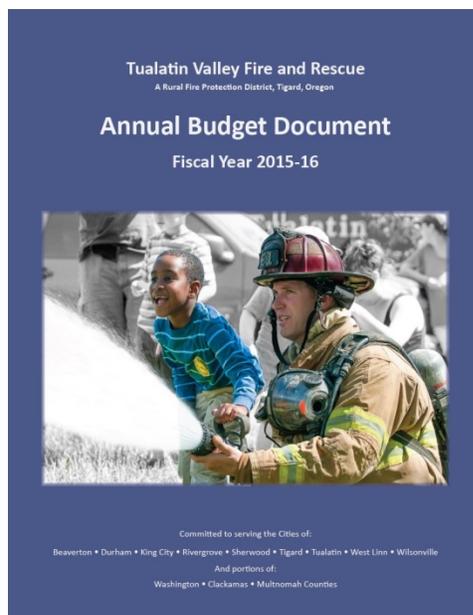
Within Materials and Services, supplies in accounts 5330 reflects sit/stand desk modifications. Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage. Other Professional Services, account 5414, funds the costs of actuarial studies performed, Munis consultation fees of \$5,000, \$5,000 for arbitrage rebate and compliance work for outstanding bond. 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 and credit card fees for the medical billing program. External Training and Travel reflects training and continuing education for the Controller and staff.

### Status of 2015-16 Service Measures

- 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.

Status or Outcome: Met all aspects of this goal for both the CAFR and the PAFR. The award received for the Annual Budget Document exceeded the original goal as it was accompanied by three additional pieces of recognition; *Outstanding as a Policy Document, Special Capital Recognition, and Special Performance Measures Recognition.*



## Status of 2015-16 Service Measures, continued

- 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: Continuous monitoring occurs to measure expenditures against revenue and expenditures against budget. Monthly financial statements are produced to communicate the results of this monitoring to the Board and to District staff. When overages occur, the Finance division reaches out to budget managers to communicate and resolve issues.

Since the replacement local option levy was approved by the voters and plans to decrease response times have escalated, the task of monitoring the financial data has taken on greater importance as an increased rate of expenditures has been experienced.

- 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.

Status or Outcome: All new healthcare requirements for the 2015-16 year have been implemented. Cost increases have been modeled for future healthcare requirements.

Status of 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  
 Status or Outcome: The Popular Annual Financial Report has become one of the easiest, most understandable methods for communicating the financial health of the District and its distribution increased in 2015-16. In addition, Centrals for Munis version 10.5 and 11.1 were launched in late 2015 for certain users. The Centrals programs are reviewed with personnel when one-on-one trainings are conducted in an effort to allow them an easy-to-use Munis feature. The Work Order Central is currently in use by the Facilities team with moderate success.

- 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  
 Status or Outcome: Implemented all completed items in the labor contract as required.

- 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  
 Status or Outcome: First steps are complete in the process of standing up an in-house medical billing system. The coordinator has been hired, the purchase of cloud-based software is underway, the decision to terminate billing services with an outside agency has been made, and training on awareness of new ICD-10 Codes is underway.

Next steps include implementation of software for current transport bills, and then expand to other services such as Mobile Integrated Healthcare and Ground Emergency Medical Transport as appropriate.

Additional 2015-16 Accomplishments

- Prepared financial projections in anticipation of contract for services with Washington County District #2 and Newberg Fire Department.
- Implemented new accounting standard for accounting for pension liabilities.
- Applied new Affordable Care Act requirements for IRS reporting on Forms 1095

2016 – 17 Activities Summary

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Accounts receivable invoiced	854	927	792	700	900
Cash receipts processed	2,077	1,998	1,939	1,800	1,900
Payroll pays issued	10,840	11,848	11,538	11,700	12,600
Requisitions processed	8,837	9,571	10,824	11,200	11,500
P-Card requisitions processed	3,204	3,659	3,991	3,900	4,100
Approvals through workflow	5,330	5,646	6,459	7,000	7,000
Requisition notifications through workflow	13,552	14,533	16,102	16,500	17,000
Purchase orders processed	6,035	6,577	7,286	8,000	8,500
Accounts payable transactions	12,692	15,452	16,120	13,200	15,000
Accounts payable checks	5,871	5,844	5,794	5,100	5,500
A/P Electronic Fund Transfers (EFT) processed	2,090	2,383	2,496	2,600	2,800
Average length of time to approve requisitions	13:29	13:40	15:27	15:00	15:00
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Outstanding Achievement in PAFR	-	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

2016-17 Tactics

- Integrate Washington County District #2 and Newberg Fire into TVF&R’s budget and financial operations. Financially consolidate current operations and evaluate accounting standards for government combinations.

Goal/Strategy: Goal 3 – Strategy 3.3, 3.4  
 Timeframe: 24 months  
 Partner(s): All Departments  
 Budget Impact: Increase required  
 Measured By:
 

- Financial transaction transition into TVF&R’s budget and financial systems.
- Transition of personnel into TVF&R’s payroll processes.
- Successful financial incorporation and reporting for other agencies.

- Implement additional medical billing processes and expand staff resources to accommodate Mobile Integrated Healthcare, Ground Emergency Medical Transport Supplemental Reimbursement, and Newberg Fire transport contract as appropriate.

Goal/Strategy: Goal 3 – Strategy 3.6  
 Timeframe: 24 months  
 Partner(s): EMS, Information Technology, Operations  
 Budget Impact: Increase required  
 Measured By: Collections implemented.

2016-17 Tactics, continued

- Research and restructure purchasing card accounting system to streamline activities in Munis.

Goal/Strategy: Goal 3  
Timeframe: 12 months  
Partner(s): All Departments  
Budget Impact: None  
Measured By: Creating efficiency in an existing process and ease of use for all end users.

- Research and understand requirements of the Affordable Care Act for health benefit packages.

Goal/Strategy: Goal 3  
Timeframe: 24 months  
Partner(s): Human Resources, Fire Chief's Office  
Budget Impact: None  
Measured By: 

- Successful forecasting and budgeting for a costly section of the ACA.
- Effective conversation with Local 1660 around the topic of the Cadillac Tax

- Achieve a clean annual financial audit, free of significant deficiencies.

Goal/Strategy: Goal 2 – Strategy – 2.8 – Tactic 2.8.2  
Timeframe: 12 months  
Partner(s): All Departments  
Budget Impact: None  
Measured By: Successful outcome of evaluation and audit of current service, controls, and performance.

- Prepare Annual Budget Document, Comprehensive Annual Financial Report, and Popular Annual Financial Report consistent with GFOA Best Practices. These awards are regarded as a strong professional standard for governments that promote professional management of governmental financial resources by identifying, developing and advancing fiscal strategies for the public benefit.

Goal/Strategy: Goal 2 – Strategy 2.8 – Tactic 2.8.1, Goal 3 – Strategy 3.10; and Organizational Vision Statement  
Timeframe: 12 months  
Partner(s): All departments  
Budget Impact: None  
Measured By: Receipt of GFOA awards.



	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10210 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 706,156	\$ 727,013	\$ 772,001	\$ 859,769	\$ 859,769	\$ 859,769
5004 Vacation Taken Nonunion	33,838	44,392	59,165	59,520	59,520	59,520
5006 Sick Taken Nonunion	10,598	8,261	11,837	15,817	15,817	15,817
5008 Personal Leave Taken Nonunion	1,440	5,925	5,076	8,374	8,374	8,374
5010 Comp Taken Nonunion	1,262	490				
5015 Vacation Sold	6,133	5,940	20,316	20,465	20,465	20,465
5016 Vacation Sold at Retirement				9,255	9,255	9,255
5017 PEHP Vac Sold at Retirement		2,777				
5021 Deferred Comp Match Nonunion	29,217	43,139	48,753	53,640	53,640	53,640
5121 Overtime Nonunion			825	900	900	900
5201 PERS Taxes	115,547	135,457	144,799	159,430	159,430	159,430
5203 FICA/MEDI	56,190	57,673	66,988	75,012	75,012	75,012
5206 Worker's Comp	10,047	10,803	16,640	13,182	13,182	13,182
5207 TriMet/Wilsonville Tax	5,347	5,623	6,696	8,523	8,523	8,523
5208 OR Worker's Benefit Fund Tax	292	280	381	420	420	420
5211 Medical Ins Nonunion	108,183	109,837	127,806	228,952	228,952	228,952
5220 Post Retire Ins Union			5,700	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	7,634	7,978	9,000	10,800	10,800	10,800
5230 Dental Ins Nonunion	14,533	15,012	14,592	16,429	16,429	16,429
5240 Life/Disability Insurance	6,836	7,115	11,859	12,427	12,427	12,427
5270 Uniform Allowance	30					
5290 Employee Tuition Reimburse	3,581	7,765	10,400	2,925	2,925	2,925
5295 Vehicle/Cell Allowance	6,660	6,360	6,360	6,360	6,360	6,360
<b>Total Personnel Services</b>	<b>1,123,525</b>	<b>1,201,839</b>	<b>1,339,194</b>	<b>1,565,800</b>	<b>1,565,800</b>	<b>1,565,800</b>
5300 Office Supplies	574	1,090	1,000	1,500	1,500	1,500
5301 Special Department Supplies	156	72	300	1,500	1,500	1,500
5330 Noncapital Furniture & Equip		2,431	7,500	5,750	5,750	5,750
5350 Apparatus Fuel/Lubricants	235					
5367 M&R Office Equip	3,311	3,908	300	300	300	300
5400 Insurance Premium	320,866	313,536	350,500	360,600	360,600	360,600
5412 Audit & Related Filing Fees	44,750	20,930	44,225	46,700	46,700	46,700
5414 Other Professional Services	10,919	16,349	62,650	23,500	23,500	23,500
5415 Printing	1,939	2,248	3,000	3,350	3,350	3,350
5418 Trustee/Administrative Fees	29,775	32,603	38,675	40,550	40,550	40,550
5461 External Training	5,306	3,799	10,145	11,430	11,430	11,430
5462 Travel and Per Diem	4,250	7,466	13,394	15,405	15,405	15,405
5484 Postage UPS & Shipping	90	242	200	200	200	200
5500 Dues & Subscriptions	3,088	6,618	3,000	3,405	3,405	3,405
5570 Misc Business Exp	1,922	2,749	4,950	5,350	5,350	5,350
5571 Planning Retreat Expense			500	500	500	500
5572 Advertis/Public Notice	2,203	3,567	4,750	4,650	4,650	4,650
<b>Total Materials &amp; Services</b>	<b>429,385</b>	<b>417,608</b>	<b>545,089</b>	<b>524,690</b>	<b>524,690</b>	<b>524,690</b>

Finance, continued

<b>Total General Fund</b>	<b>\$ 1,552,910</b>	<b>\$ 1,619,447</b>	<b>\$ 1,884,283</b>	<b>\$ 2,090,490</b>	<b>\$ 2,090,490</b>	<b>\$ 2,090,490</b>
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Program Description

This budget program accounts for personnel not yet assigned to a station unit and materials and services benefitting all of Integrated Operations.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 171,416	\$ 468,399	\$ 1,144,217	\$ 1,154,006
Materials & Services	262,236	330,227	656,508	796,895
<b>Total Expenditure</b>	<b>\$ 433,651</b>	<b>\$ 798,625</b>	<b>\$ 1,800,725</b>	<b>\$ 1,950,901</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	0.00	0.00	0.00	1.00
Fire Marshal	0.00	0.00	0.00	1.00
Administrative Assistant II	0.00	0.00	0.00	1.00
Light Duty Positions	2.00	2.00	2.00	2.00
Lieutenant	0.00	0.00	2.00	0.00
Safety Chief	0.00	1.00	0.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>2.00</b>	<b>3.00</b>	<b>4.00</b>	<b>5.00</b>



## Integrated Operations Administration, continued

### 2016-17 Significant Changes

Personnel Services reflects the assigned personnel projected wages and benefits. As part of the reorganization, the Fire Marshal was transferred out of the former Central Integrated Operations Division budget and one former Newberg position is transferred to this budget.

The prior year included two Lieutenant positions for yet to be determined unit assignments and those positions have now been assigned to new car units and are included in station department budgets as part of the increased staffing authorized by the voters supporting the replacement local option levy. 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.

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 (\$25,025), QI processes, peer support, and special projects for equipment research. Account 5270, Uniform Allowance, provides for Honor Guard, Interns, and other stock items for uniformed personnel.

Materials and Services, account 5301, Special Department Supplies, includes \$5,000 for the new Truck, and ongoing supplies for apartment manager training. Similarly account 5320, EMS Supplies, includes \$20,000 for new truck unit deployments and \$13,500 for supplies for video laryngoscopes and cardiac monitors for District 2; account 5321, Firefighting Supplies, includes \$190,000 for nozzles, adapters and monitors for frontline and reserve units to support the new small diameter hose replacement including District 2 and Newberg, and \$28,000 for Siamese connections for Engine companies to support alternative water supply delivery.

Account 5325 provides funding for replacement of damaged or additional turnouts and includes additional funding of \$24,000 for District 2 and Newberg personnel. 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.

Account 5366 provides for complete cardiac monitor replacement (\$38,642) and the service contract for annual servicing of all 55 cardiac monitors. Annual hose (\$32,000) 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 \$22,500 are budgeted for leadership training and development consulting. External Training and Travel accounts reflect the transfer of the Fire Marshal to this cost center.

The District's Safety Program is budgeted for within this cost center for \$13,000 in account 5473. Account 5481, Community Education materials, is for public education materials that are not station or program specific.

Personnel Summary

Integrated Operations	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Integrated Operations Admin	2.00	3.00	4.00	5.00
Relief Pool Personnel	45.00	60.00	60.00	61.00
North Division Command	14.50	15.00	15.00	19.00
Station 17 (North Plains)	0.00	0.00	0.00	9.00
Station 50 (Walnut)	13.00	13.00	13.00	12.00
Station 51 (Tigard)	24.00	24.00	24.00	25.00
Station 53 (Progress)	14.00	14.00	14.00	14.00
Station 60 (Cornell Road)	12.00	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	13.00
Station 65 (West Slope)	12.00	12.00	12.00	13.00
Station 66 (Brockman Road)	12.00	12.00	12.00	13.00
Station 67 (Farmington Road)	25.00	25.00	25.00	26.00
Station 68 (Oak Hills)	12.00	12.00	12.00	12.00
Station 69 (Cooper Mountain)	12.00	12.00	12.00	12.00
Station 70 (Raleigh Hills)	0.00	0.00	2.00	2.00
Former North Division Command	13.38	13.00	13.00	0.00
South Division Command	12.00	12.00	12.00	17.00
Station 19 (Midway Road.)	0.00	0.00	0.00	9.00
Station 20 (Downtown Newberg)	0.00	0.00	0.00	15.00
Station 21 (Springbrook)	0.00	0.00	0.00	15.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 34 (Tualatin)	13.00	13.00	13.00	13.00
Station 35 (King City)	14.00	14.00	14.00	18.00
Station 52 (Wilsonville)	12.00	18.00	18.00	18.00
Station 54 (Charbonneau)	0.00	0.00	6.00	0.00
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	18.00	18.00	12.00
Station 59 (Willamette)	12.00	12.00	12.00	18.00
<b>Total Integrated Operations Directorate</b>	<b>360.88</b>	<b>389.00</b>	<b>398.00</b>	<b>446.00<sup>1</sup></b>

<sup>1</sup> As noted and previously explained on page 66-67, the above personnel chart reflects the new organization of the District as of July 1, 2016 to include the two contracted service areas and their four stations and is shown in a "pro forma" basis for years 2013-2016 for ease of comparison with the 2016-17 budget

**Integrated Operations Administration, continued**

**Station FTE and Unit Deployment 2016-17 by Station Number**

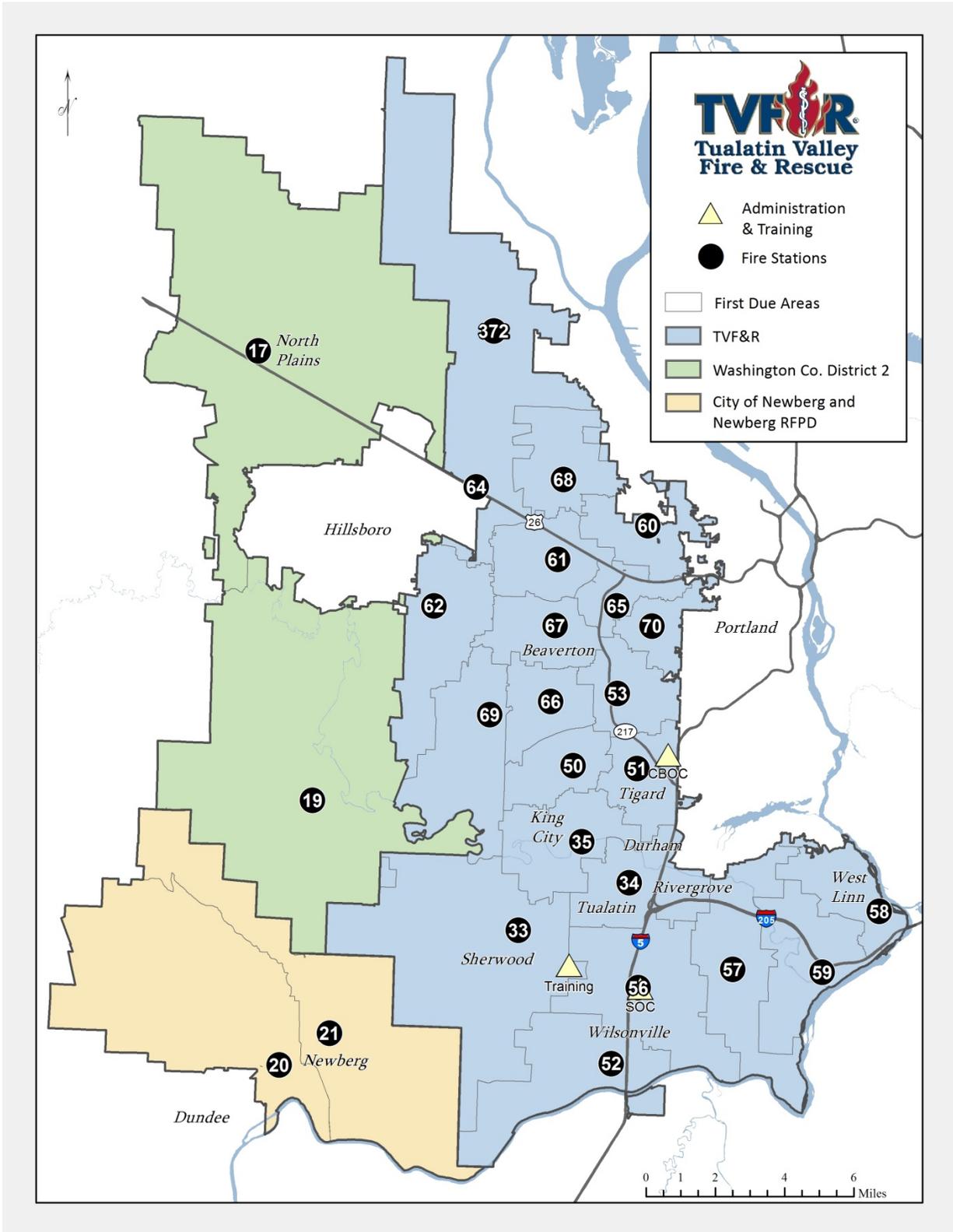
	Station	FTE	Unit(s)	Unit Type
North Division	Station 17 (North Plains)	9.00		Engine
	Station 50 (Walnut)	12.00		Engine
	Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car
	Station 53 (Progress)	14.00		Engine, Medic
	Station 60 (Cornell Road)	12.00		Engine
	Station 61 (Butner Road)	13.00		Aerial Pumper, Car
	Station 62 (Aloha)	14.00		Aerial Pumper, Medic
	Station 64 (Somerset)	13.00		Engine, Car
	Station 65 (West Slope)	13.00		Engine, Car
	Station 66 (Brockman Road)	13.00		Engine, Car
	Station 67 (Farmington Road)	26.00		Truck, Engine, Medic
	Station 68 (Bethany)	12.00		Truck
	Station 69 (Cooper Mountain)	12.00		Engine
	Station 70 (Raleigh Hills)	2.00		Medic
South Division	Station 19 (Midway)	9.00		Engine
	Station 20 (Downtown Newberg)	15.00		Truck, Medic
	Station 21 (Springbrook)	15.00		Engine, Medic
	Station 33 (Sherwood)	12.00		Engine
	Station 34 (Tualatin)	13.00		Aerial Pumper, Car
	Station 35 (King City)	18.00		Engine, Medic
	Station 52 (Wilsonville)	18.00		Engine, Medic
	Station 56 (Elligsen Road)	12.00		Truck
	Station 57 (Mountain Road)	12.00		Engine
	Station 58 (Bolton)	12.00		Engine
	Station 59 (Willamette)	18.00		Engine, Medic

○ FTE per Unit

51-Hour Unit: FTE per Unit x 3 = Total FTE

40-Hour Unit: FTE per Unit x 1 = Total FTE

District Service Area



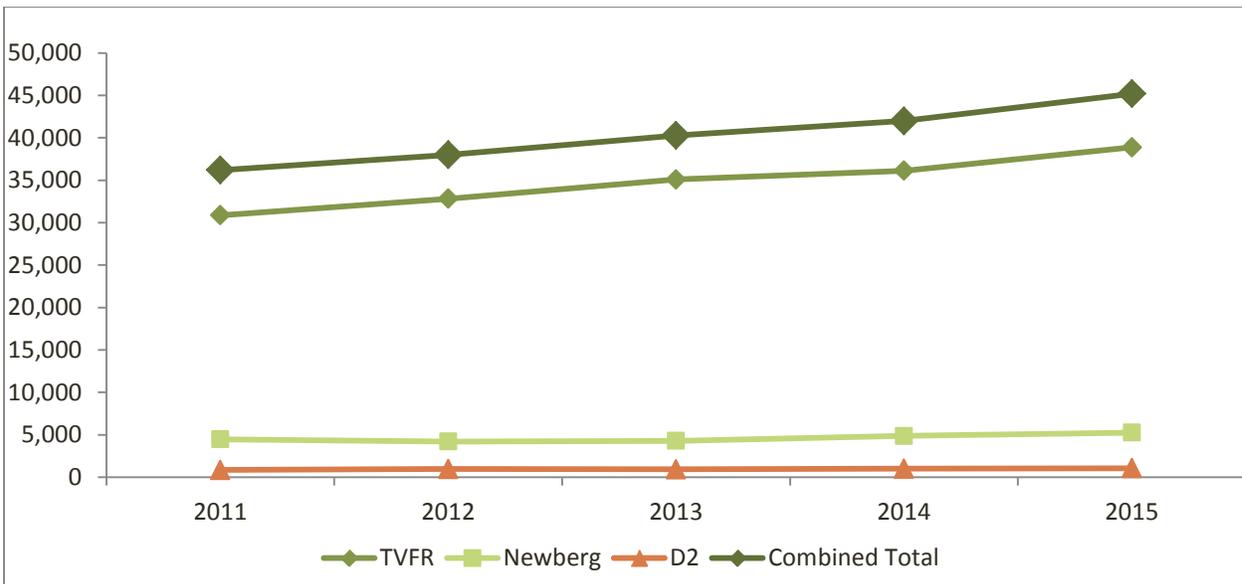
## Integrated Operations Administration, continued

### Integrated Operations Budget by Cost Center

Cost Center	Work Site/Specialty Team	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
10200	Integrated Operations Admin	\$ 433,651	\$ 798,625	\$ 1,800,725	\$ 1,950,901
10625	Hazardous Materials Team	59,496	24,961	117,520	72,277
10622	Technical Rescue Team	38,861	32,325	68,024	86,200
10626	Water Rescue Team	13,297	9,655	45,384	43,642
10621	Wildland Team	264,664	181,178		
10280	Relief Pool Personnel	6,469,734	7,076,509	9,518,880	10,234,721
	<b>Total Integrated Operations Admin</b>	<b>7,279,703</b>	<b>8,123,254</b>	<b>11,550,533</b>	<b>12,387,741</b>
10165	North Integrated Operations	2,358,189	2,494,923	2,552,653	3,378,672
10017	Station 17 (North Plains)				1,609,977
10050	Station 50 (Walnut)	2,017,005	2,088,032	2,161,281	2,138,185
10051	Station 51 (Tigard)	3,913,134	4,142,395	4,175,859	4,494,559
10053	Station 53 (Progress)	2,292,078	2,350,505	2,489,210	2,560,050
10060	Station 60 (Cornell Road)	1,946,773	2,053,155	2,034,569	2,127,165
10061	Station 61 (Butner Road)	1,974,615	2,016,774	2,231,511	2,279,436
10062	Station 62 (Aloha)	1,926,334	2,049,123	2,337,868	2,454,753
10064	Station 64 (Somerset)	1,792,549	1,750,478	2,019,503	2,366,407
10065	Station 65 (West Slope)	1,752,358	1,823,710	2,009,254	2,293,858
10066	Station 66 (Brockman Road)	1,719,109	1,719,354	1,999,576	2,268,185
10067	Station 67 (Farmington Road)	3,790,289	4,129,892	4,141,134	4,531,530
10068	Station 68 (Oak Hills)	1,824,751	1,904,632	1,947,546	2,088,865
10069	Station 69 (Cooper Mountain)	1,756,279	1,924,491	1,949,545	2,104,876
10070	Station 70 (Raleigh Hills)			418,024	416,473
10155	Former North Division Command	2,023,163	2,342,131	2,447,293	128,912
	<b>Total North Integrated Operations</b>	<b>31,086,626</b>	<b>32,789,595</b>	<b>34,914,826</b>	<b>37,241,903</b>
10180	South Integrated Operations	2,033,700	2,011,422	2,140,348	3,443,327
10019	Station 19 (Midway)				1,605,182
10020	Station 20 (Springbrook)				2,716,627
10021	Station 21 (Downtown Newberg)				2,663,540
10033	Station 33 (Sherwood)	1,829,517	1,905,102	2,068,283	2,135,211
10035	Station 35 (King City)	2,045,090	1,855,147	2,354,471	3,175,243
10034	Station 34 (Tualatin)	2,023,255	2,171,085	2,326,224	2,365,689
10052	Station 52 (Wilsonville)	1,750,869	1,738,696	2,972,254	3,161,634
10054	Station 54 (Charbonneau)			946,806	
10056	Station 56 (Elligsen Road)	2,102,953	3,069,384	2,100,634	2,193,433
10057	Station 57 (Mountain Road)	1,734,868	1,900,312	1,997,757	2,103,425
10058	Station 58 (Bolton)	2,050,927	2,911,420	2,958,428	2,125,621
10059	Station 59 (Willamette)	2,086,730	2,192,627	2,110,213	3,218,106
	<b>Total South Integrated Operations</b>	<b>17,657,910</b>	<b>19,755,194</b>	<b>21,975,418</b>	<b>30,907,038</b>
	<b>Total Integrated Operations</b>	<b>\$56,024,239</b>	<b>\$60,668,043</b>	<b>\$68,440,777</b>	<b>\$80,536,682<sup>1</sup></b>

<sup>1</sup> As noted and previously explained on page 66-67, the above budget by cost center reflects the new organization of the District as of July 1, 2016 to include the two contracted service areas and their four stations and is shown in a "pro forma" basis for years 2013-2016 for ease of comparison with the 2016-17 budget

District Incident Count<sup>1</sup>



District Incident Summary (Calendar Year)<sup>3</sup>

TVF&R<sup>3</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	Disp Call Type	Sit Found								
Fire, Explosion	3,293	880	3,282	987	3,597	1,028	3,460	999	3,776	1,294
Overpressure	0	63	0	87	0	86	0	59	0	28
EMS/Rescue Call	25,539	19,516	27,119	21,160	28,737	22,244	29,829	23,460	32,067	26,236
Hazardous Condition	526	757	630	805	662	915	783	1,113	767	1,065
Service Call	937	2,021	1,081	1,984	1,209	2,567	1,260	2,496	1,334	2,502
Good Intent Call	154	5,855	271	5,918	342	6,156	304	6,013	386	5,681
False Call	0	1,749	0	1,846	0	2,050	0	1,942	0	2,058
Natural Condition	0	5	0	4	0	7	0	23	0	10
Other Situation	435	38	443	35	539	33	497	28	551	7
<b>Total</b>	<b>30,884</b>		<b>32,826</b>		<b>35,086</b>		<b>36,133</b>		<b>38,881</b>	

<sup>1</sup> 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**

District Incident Summary (Calendar Year), continued

Washington County District #2

NFIRS Series	2011 <i>Sit Found</i>	2012 <i>Sit Found</i>	2013 <i>Sit Found</i>	2014 <i>Sit Found</i>	2015 <i>Sit Found</i>
Fire, Explosion	40	67	74	85	74
Overpressure	3	0	1	1	3
EMS/Rescue Call	457	485	468	517	564
Hazardous Condition	111	158	127	108	121
Service Call	86	99	93	125	127
Good Intent Call	95	105	110	105	128
False Call	47	45	43	54	45
Natural Condition	0	1	0	3	1
Other Situation	2	2	2	1	1
<b>Total</b>	<b>841</b>	<b>962</b>	<b>918</b>	<b>999</b>	<b>1,064</b>

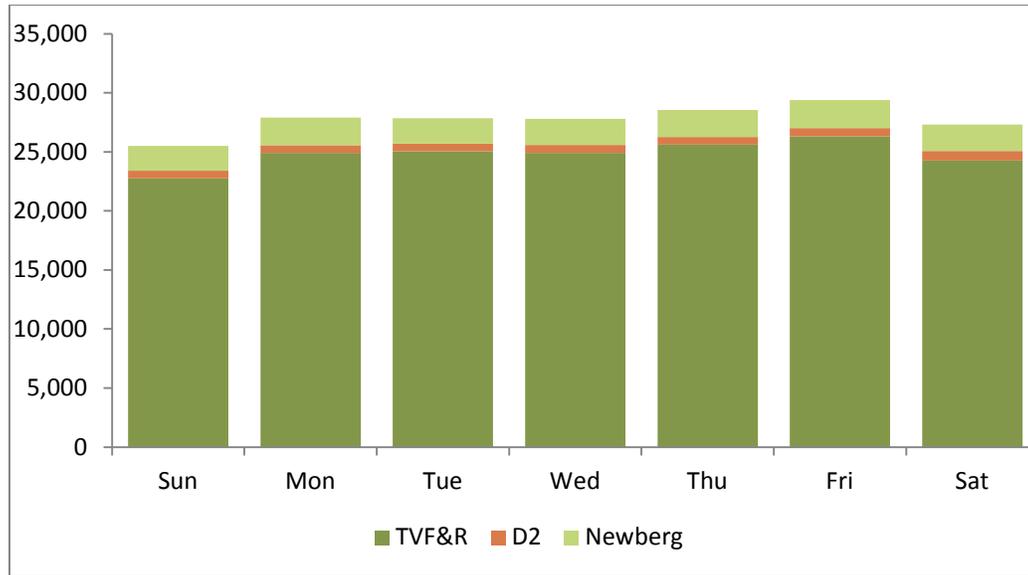
City of Newberg Fire

NFIRS Series	2011 <i>Sit Found</i>	2012 <i>Sit Found</i>	2013 <i>Sit Found</i>	2014 <i>Sit Found</i>	2015 <i>Sit Found</i>
Fire, Explosion	107	119	80	140	136
Overpressure	0	1	3	0	0
EMS/Rescue Call	3,925	3,596	3,299	3,690	4,178
Hazardous Condition	64	58	65	95	74
Service Call	28	24	516	544	464
Good Intent Call	100	101	95	135	120
False Call	210	247	229	238	267
Natural Condition	0	20	1	25	8
Other Situation	40	45	2		3
<b>Total</b>	<b>4,474</b>	<b>4,211</b>	<b>4,290</b>	<b>4,867</b>	<b>5,250</b>

Total Combined

NFIRS Series	2011 <i>Sit Found</i>	2012 <i>Sit Found</i>	2013 <i>Sit Found</i>	2014 <i>Sit Found</i>	2015 <i>Sit Found</i>
Fire, Explosion	3,440	3,468	3,751	3,685	3,986
Overpressure	3	1	4	1	3
EMS/Rescue Call	29,921	31,200	32,504	34,036	36,809
Hazardous Condition	701	846	854	986	962
Service Call	1,051	1,204	1,818	1,929	1,925
Good Intent Call	349	477	547	544	634
False Call	257	292	272	292	312
Natural Condition	0	21	1	28	9
Other Situation	477	490	543	498	555
<b>Total</b>	<b>36,199</b>	<b>37,999</b>	<b>40,294</b>	<b>41,999</b>	<b>45,195</b>

District Incident Count by Day of Week, Calendar Years 2011–2015 Districts Split<sup>1</sup>

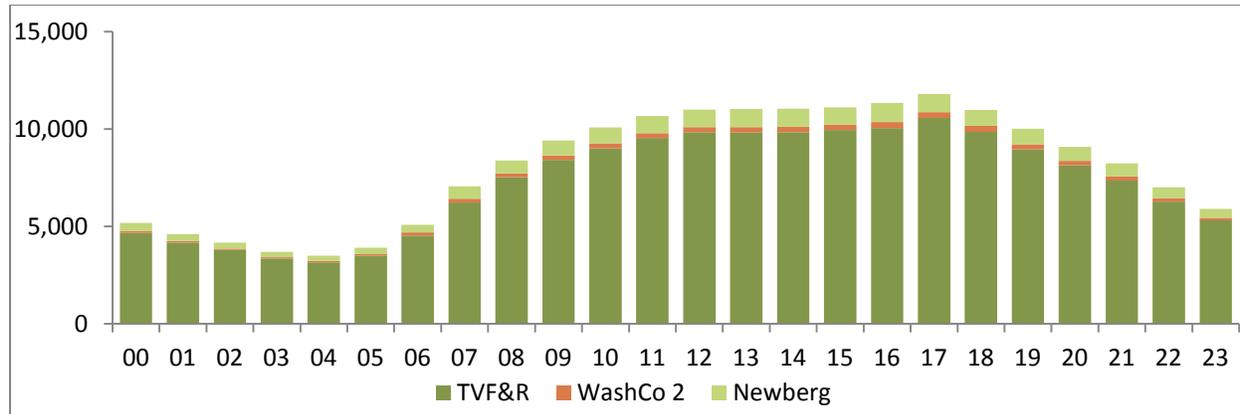


	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
TVF&R	22,767	24,911	25,042	24,920	25,604	26,302	24,264	173,810
WashCo 2	630	656	644	677	667	702	808	4,784
Newberg	2,099	2,328	2,160	2,196	2,292	2376	2227	15,678
<b>Total</b>	<b>25,318</b>	<b>27,692</b>	<b>27,680</b>	<b>27,649</b>	<b>28,371</b>	<b>29,182</b>	<b>27,109</b>	<b>193,001</b>

<sup>1</sup> 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). Data for Newberg not available by Day of the Week for 2011-2012.

## Integrated Operations Administration, continued

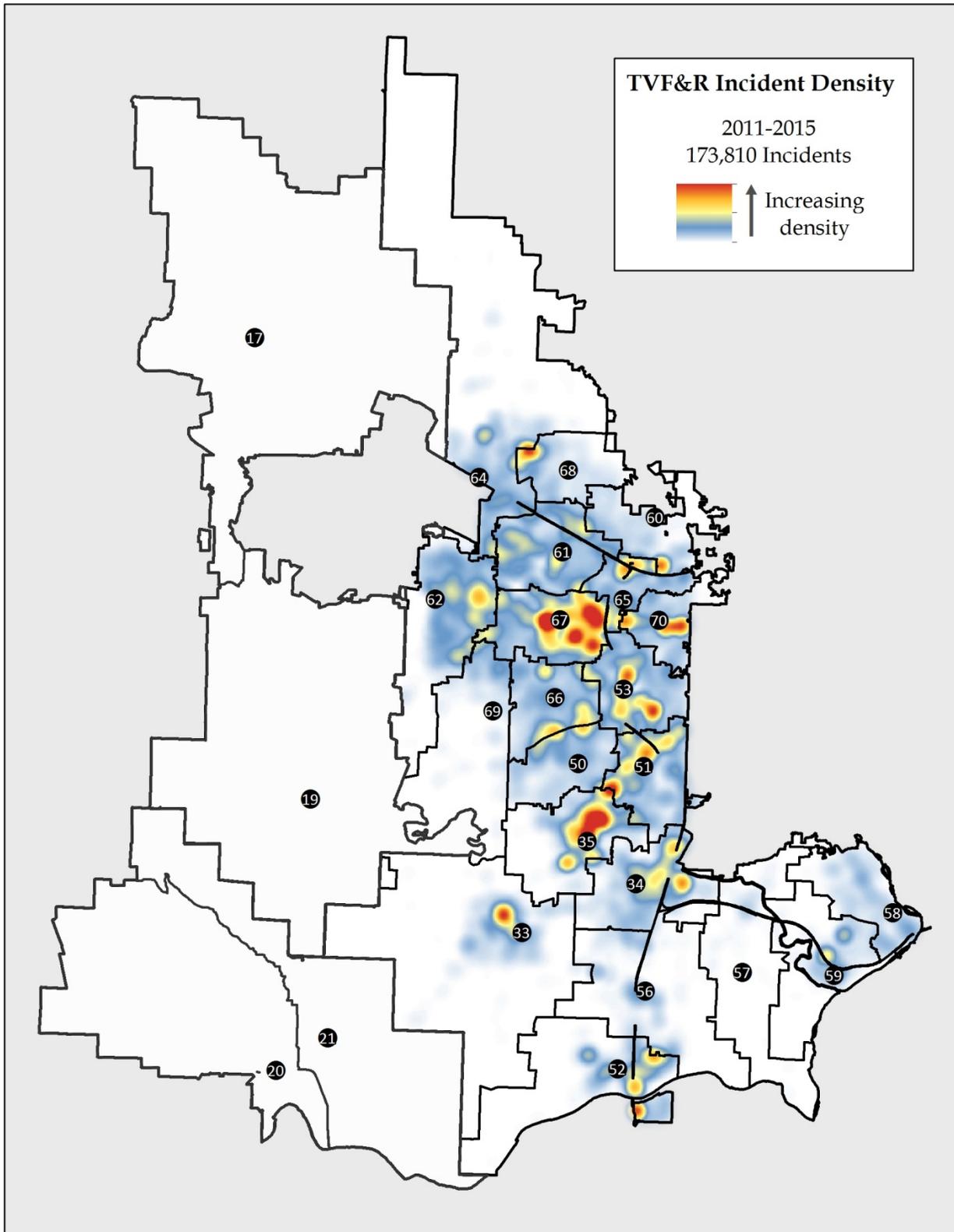
District Incident Count by Hour of Day, Calendar Years 2011–2015<sup>1</sup>



	TVF&R	WashCo 2	Newberg	Total
00	4,679	94	413	5,186
01	4,166	83	367	4,616
02	3,792	70	304	4,166
03	3,347	73	269	3,689
04	3,147	82	275	3,504
05	3,492	79	327	3,898
06	4,530	152	396	5,078
07	6,244	196	640	7,060
08	7,529	203	650	8,382
09	8,419	224	770	9,413
10	9,007	262	810	10,079
11	9,540	248	881	10,669
12	9,834	258	910	11,002
13	9,815	289	921	11,025
14	9,831	290	922	11,043
15	9,946	278	892	11,116
16	10,046	316	971	11,333
17	10,571	292	926	11,789
18	9,860	300	826	10,986
19	8,962	255	794	10,011
20	8,142	223	719	9,084
21	7,347	218	669	8,234
22	6,274	173	562	7,009
23	5,310	126	464	5,900

<sup>1</sup> 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). Data for Newberg not available by Day of the Week for 2011-2012

Incident Density between 2011 and 2015<sup>1</sup>



<sup>1</sup> Combined historical incident density is not included for WCFD#2 or Newberg because the data exist in three separate sources. Incident density models are available for these stations' first due areas in their respective sections of this document.

## Integrated Operations Administration, continued

### Status of 2015-16 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/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.  
Status or Outcome: Preliminary (not final) analysis shows total response time performance in the Rural Planning Zone showed improvement for all Code 3 incidents in 2015, while total response time in the Metro/Urban and Suburban Planning Zones increased. The alarm processing component remains steady at approximately two minutes since 2011. After a high of one minute and fifty-six seconds in 2012, turnout performance remains stable at one minute and forty-three seconds from 2014 to 2015. Travel times increased in both the Metro/Urban and Suburban Planning Zones, but did decrease in the Rural Planning Zone.

- 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: The process continues to remain strong with participation at all levels of the organization. Many large initiatives were completed in the fiscal year which included the deployment and training of a new trauma kit (which now addresses Active Threat incidents), equipment to support updated sepsis EMS protocols changes (IV pumps and thermometers), an auto-locking descent device to provide increased safety in the event of a bailout situation, issue of moisture wicking shirts and shorts for all District uniformed personnel, and the replacement of the Water Rescue Team's aging dry suits per the replacement schedule. When it was discovered that much of the District's hose was delaminated, the AMP process provided the structure for building and assigning out the plan for replacement.

Status of 2015-16 Service Measures, continued

- 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.  
 Status or Outcome: 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 fireground performance.

- 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.  
 Status or Outcome: The Safety Committee, through its representatives, continues to utilize information from the risk management data collection site to help them identify trends.

- 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: Continued safety training, education and support has been provided for the review period and is consistent with what is needed in the District.

## Integrated Operations Administration, continued

### Status of 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.  
Status or Outcome: Work continues on this effort and while progress has been made, there is more room for improvement.

### Status of 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  
Status or Outcome: On February 1, 2016, the Code 1 Zones for Cars were reduced from a ten-minute travel zone to a six-minute travel zone. When a Car is unavailable for an incident occurring in a zone (or the incident occurs outside of a zone), the closest Medic or fire unit responds.

On January 1, 2016, CAR50 was moved to CAR51. On April 1, 2016, CAR67 was moved to CAR65, and new Cars were deployed from Stations 64 and 66 which provided two more zones for greater Code 1 coverage. Review of response reliability shows that response reliability does improve when Cars are included in the system via a zone model.

Status of 2015-16 Change Strategies, continued

- 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, polices, 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: A new Active Threat Fire & Rescue Protocol was implemented in August 2015. Two-hour training sessions for all companies occurred in February 2016 to review the updated Trauma Kits to include training on advanced tourniquet placement, wound packing, pressure dressings, and chest seals.

- 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  
 Status or Outcome: On February 1, 2016, new Call Type/Alarm Assignment orders were implemented. The new assignments include the addition of a Car on all Code 3 medical incidents in their first due area, as well as some fire calls. Alarm Assignments were structured with the expectation that escalations will occur directly within the Call Type with specific units already pre-determined.

On January 1, 2016, CAR50 was moved to CAR51 and MED58 was moved to MED59. On April 1, 2016, CAR67 was moved to CAR65, new Cars were deployed from Stations 64 and 66, a new Medic was deployed from Station 67, and MED35 increased from a 40-hour unit to 24/7/365. These changes were a result of retrospective analysis of both Code 1 and Code 3 incidents to determine areas of risk and deploy the most appropriate resource from the most appropriate station (per the updated Alarm Assignments) to provide better coverage for faster response (incident intervention).

## Integrated Operations Administration, continued

### Status of 2015-16 Change Strategies, continued

- 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  
 Status or Outcome: A Battalion Chief was promoted and assigned the safety program and a minor revamp of the safety program has occurred, which did create efficiencies in the system. This change strategy is complete.

### Additional 2015-16 Accomplishments

- Managed the administrative and operational aspects of several state-wide deployments.
- With the Battalion Chief position moving to a represented position, managed Operations under a new management structure.

### Community Room Usage

Integrated Operations	2014-15 Actual	2015-16 Actual
North Division Command	1,834	2,835
Station 50 (Walnut)	379	483
Station 51 (Tigard)	262	365
Station 60 (Cornell Road)	118	241
Station 61 (Butner Road)	113	192
Station 65 (West Slope)	200	297
Station 67 (Farmington Road)	170	228
Station 68 (Oak Hills)	394	742
Former North Division Command	198	287
South Division Command	615	694
Station 33 (Sherwood)	175	256
Station 58 (Bolton)	265	211
Station 59 (Willamette)	175	227
<b>Total Integrated Operations Directorate</b>	<b>2,449</b>	<b>3,529</b>

2016-17 Activities Summary

Calendar Year	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected
<u>Code Enforcement</u>					
Inspections	2,365	4,281	4,657	4,169	4,400
Re-inspections	1,480	2,366	2,882	2,612	2,700
Night Inspections	112	232	174	337	280
Violations Found	2,534	3,885	4,918	4,290	4,500
<u>Investigations</u>					
Total Number of Incidents Investigated	200	160	157	200	254
Arson Investigations	43	22	44	56	71
<u>Public Education</u>					
Hands-Only CPR in Schools –Students Trained	1,410	4,713	6,903	7,186	7,000
Apartment Program – Number of Trainees	168	173	160	203	175
Adult Foster Care Program – Number of Trainees	80	80	63	72	80
Fire Safety House Events	31	36	36	28	35
Total Attendance – Safety House	6,904	7,215	7,539	8,100	7,000
Total Public Education Events	735	745	705	755	740
Total Attendance – Public Education Events	55,649	66,445	66,285	65,210	65,000



## Integrated Operations Administration, continued

### 2016-17 Tactics

- Direct efforts to develop key performance indicators (KPI) for individual positions, units and divisions/departments under Integrated Operations.

Goal/Strategy: Goal 2 – Strategy 2.5  
Timeframe: 24 months  
Partner(s): All Integrated Operations managers  
Budget Impact: None  
Measured By: KPI completed and disseminated.

- Direct the research and procurement of apparatus, response equipment, and station equipment needed to support the planned service and station expansions.

Goal/Strategy: Goal 2 – Strategy 2.2  
Timeframe: 24 months  
Partner(s): Finance, Fleet, Logistics, AMP  
Budget Impact: Increase required  
Measured By: Completion of research and deployment of apparatus and equipment.

- Ensure the integration and equipping of personnel transferring from Washington County Fire District #2 and Newberg Fire Department. Foster collaboration and employee engagement in these efforts.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.35, 1.6, 1.7  
Timeframe: 12 months  
Partner(s): Volunteers, Interns, Logistics, Training  
Budget Impact: Increase required  
Measured By: Uniforms, PPE and equipment deployed. Participation by transferring personnel in equipping process. Provided forums for familiarity with District practices, protocols and policies.

- Enhance fireground performance, reduce fire loss and enhance safety through the deployment of appropriate hose and nozzle complements.

Goal/Strategy: Goal 2 – Strategy 2.5  
Timeframe: 12 months  
Partner(s): EMS, Training  
Budget Impact: Increase required  
Measured By: Complete acquisition of all hose and nozzle complements, equipment deployed and training completed, with a reduction of fire ground loss of similar type in the preceding 12 months.

Integrated Operations Administration, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10200 General Fund</b>						
5001 Salaries & Wages Union	\$ 11,993	\$ 125,600	\$ 337,858	\$ 156,310	\$ 156,310	\$ 156,310
5002 Salaries & Wages Nonunion			125,037	328,839	328,839	328,839
5003 Vacation Taken Union		7,124	44,815	10,994	10,994	10,994
5004 Vacation Taken Nonunion			9,458	22,383	22,383	22,383
5005 Sick Leave Taken Union	10,264	26,839	9,201	2,922	2,922	2,922
5006 Sick Taken Nonunion			1,892	5,947	5,947	5,947
5007 Personal Leave Taken Union	3,529	3,554	4,529	1,546	1,546	1,546
5008 Personal Leave Taken Nonunion			812	3,148	3,148	3,148
5015 Vacation Sold				8,407	8,407	8,407
5016 Vacation Sold at Retirement			824			
5017 PEHP Vac Sold at Retirement		4,442	2,198	4,130	4,130	4,130
5020 Deferred Comp Match Union	1,031	7,538	19,082	8,590	8,590	8,590
5021 Deferred Comp Match Nonunion			6,756	14,277	28,554	28,554
5101 Vacation Relief			42,689			
5102 Duty Chief Relief	29,752					
5105 Sick Relief			8,110			
5106 On the Job Injury Relief			1,295			
5107 Short Term Disability Relief			859			
5110 Personal Leave Relief			5,082			
5118 Standby Overtime			375			
5120 Overtime Union	62,236	134,996	133,174	124,220	124,220	124,220
5201 PERS Taxes	17,200	52,877	121,776	142,144	142,144	142,144
5203 FICA/MEDI	5,764	18,171	46,674	51,656	51,656	51,656
5206 Worker's Comp	6,300	15,025	17,084	11,650	11,832	11,832
5207 TriMet/Wilsonville Tax	576	1,850	4,417	5,752	5,870	5,870
5208 OR Worker's Benefit Fund Tax	26	84	318	175	175	175
5210 Medical Ins Union	4,955	35,317	70,840	41,334	41,334	41,334
5211 Medical Ins Nonunion			17,830	64,407	64,407	64,407
5220 Post Retire Ins Union	200	1,050	2,400	1,200	1,200	1,200
5221 Post Retire Ins Nonunion			975	2,700	2,700	2,700
5230 Dental Ins Nonunion			3,444	4,589	4,589	4,589
5240 Life/Disability Insurance			1,248	1,471	1,471	1,471
5270 Uniform Allowance	4,003	10,354	63,715	49,760	49,760	49,760
5290 Employee Tuition Reimburse	13,587	23,578	39,450	64,518	64,518	64,518
5295 Vehicle/Cell Allowance				6,360	6,360	6,360
<b>Total Personnel Services</b>	<b>171,416</b>	<b>468,399</b>	<b>1,144,217</b>	<b>1,139,429</b>	<b>1,154,006</b>	<b>1,154,006</b>
5300 Office Supplies			100	100	100	100
5301 Special Department Supplies	525	1,246	11,845	8,445	8,445	8,445
5302 Training Supplies	466	101				
5304 Hydrant Maintenance	3,376	4,346	4,500	5,500	5,500	5,500
5305 Fire Extinguisher	1,211	578	1,400	1,500	1,500	1,500
5307 Smoke Detector Program		25				
5320 EMS Supplies		2,714	32,400	79,227	79,227	79,227

## Integrated Operations Administration, continued

5321	Fire Fighting Supplies	7,066	18,878	202,100	295,190	295,190	295,190
		<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5325	Protective Clothing	128,193	164,956	36,108	64,100	64,100	64,100
5330	Noncapital Furniture & Equip	1,943	2,481	25,750	8,050	8,050	8,050
5350	Apparatus Fuel/Lubricants	907	256	950	1,050	1,050	1,050
5361	M&R Bldg/Bldg Equip & Improv			50,000	50,000	50,000	50,000
5365	M&R Firefight Equip	24,750	7,423	19,800	11,250	11,250	11,250
5366	M&R EMS Equip				85,732	85,732	85,732
5414	Other Professional Services	49,077	40,098	100,250	76,750	76,750	76,750
5415	Printing	38	125	1,500	1,500	1,500	1,500
5417	Temporary Services		20,885	56,160			
5450	Rental of Equip			300	300	300	300
5461	External Training	16,202	22,565	26,065	31,175	31,175	31,175
5462	Travel and Per Diem	15,953	27,822	50,300	47,850	47,850	47,850
5471	Citizen Awards	50	41				
5473	Employ Safety Pro & Incent		6,046	13,000	13,000	13,000	13,000
5480	Community/Open House/Outreach		17	5,000			
5481	Community Education Materials	7,720	3,804	5,000	5,300	5,300	5,300
5484	Postage UPS & Shipping		258	1,500	1,500	1,500	1,500
5500	Dues & Subscriptions	3,401	3,705	5,014	4,575	4,575	4,575
5502	Certifications & Licensing		189		335	335	335
5570	Misc Business Exp	1,358	1,669	4,966	3,966	3,966	3,966
5571	Planning Retreat Expense			2,500	500	500	500
<b>Total Materials &amp; Services</b>		<b>262,236</b>	<b>330,227</b>	<b>656,508</b>	<b>796,895</b>	<b>796,895</b>	<b>796,895</b>
<b>Total General Fund</b>		<b>\$ 433,651</b>	<b>\$ 798,625</b>	<b>\$ 1,800,725</b>	<b>\$ 1,936,324</b>	<b>\$ 1,950,901</b>	<b>\$ 1,950,901</b>

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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 52,118	\$ 16,933	\$ 100,975	\$ 56,787
Materials & Services	7,378	8,027	16,545	15,490
<b>Total Expenditure</b>	<b>\$ 59,496</b>	<b>\$ 24,961</b>	<b>\$ 117,520</b>	<b>\$ 72,277</b>

2016-17 Significant Changes

Overtime for team members’ training classes, drills and state quarterly meetings is budgeted in account 5120.

Status of 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.  
 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 2015-16 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 on the Willamette River with the Water rescue team where a simulated oil spill was mitigated by deploying specialized absorption booms.

Status of 2015-16 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 was completed in the spring of 2015 to address future team openings.

Status of 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  
 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.

Additional 2015-16 Accomplishments

- Hosted 4 week Hazmat Technician training for 5 TVFR members and 11 members from regional partners.
- Participated in large scale crude oil exercise with the City of Portland and other responsible agencies.
- Hosted Crude oil training paid for with HMEP grant for TVFR Hazmat team members and outside agencies.
- Partnered with TVFR water rescue team and tech rescue teams for two large scale exercises.
- Initiated AMP process for purchase of specialized HM monitoring equipment to replace an outdated monitor.

## Hazardous Materials Team, continued

### 2016-17 Tactics

- Establish dedicated training officer support for HM team training.

Goal/Strategy: Goal 2 – Strategy 2.5, 2.6  
Timeframe: 12 months  
Partner(s): Training  
Budget Impact: Increase required  
Measured By: Individual and team performance improvement.  
Development of training that focuses on core functions  
of the team.

- Enhance internal recruiting efforts to encourage tenured employees to join the HM team, and decrease frequency of new HM academies.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3  
Timeframe: 12 months  
Partner(s): Human Resources, Operations  
Budget Impact: None  
Measured By: Fewer turnovers on HM team each year. Use of team  
budget for focused training and not new technician class.



Hazardous Materials Team, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10625 General Fund</b>						
5120 Overtime Union	\$ 40,238	\$ 12,861	\$ 77,000	\$ 43,340	\$ 43,340	\$ 43,340
5201 PERS Taxes	8,107	2,558	15,370	8,761	8,761	8,761
5203 FICA/MEDI	3,049	879	5,891	3,358	3,358	3,358
5206 Worker's Comp	420	537	2,156	966	966	966
5207 TriMet/Wilsonville Tax	286	92	558	362	362	362
5208 OR Worker's Benefit Fund Tax	19	6				
<b>Total Personnel Services</b>	<b>52,118</b>	<b>16,933</b>	<b>100,975</b>	<b>56,787</b>	<b>56,787</b>	<b>56,787</b>
5300 Office Supplies	47	56				
5301 Special Department Supplies	344	684	1,500	1,500	1,500	1,500
5302 Training Supplies	320		750	750	750	750
5311 Haz Mat Response Materials		125	3,000	3,000	3,000	3,000
5321 Fire Fighting Supplies	987	4,904	2,355	750	750	750
5325 Protective Clothing				1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	1,058	617	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip	4,276	1,114	6,000	5,000	5,000	5,000
5415 Printing		236	300	300	300	300
5484 Postage UPS & Shipping	27					
5570 Misc Business Exp	321	292	300	350	350	350
<b>Total Materials &amp; Services</b>	<b>7,378</b>	<b>8,027</b>	<b>16,545</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>
<b>Total General Fund</b>	<b>\$ 59,496</b>	<b>\$ 24,961</b>	<b>\$ 117,520</b>	<b>\$ 72,277</b>	<b>\$ 72,277</b>	<b>\$ 72,277</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 16,034	\$ 8,768	\$ 18,178	\$ 36,501
Materials & Services	22,827	23,557	49,846	49,699
<b>Total Expenditure</b>	<b>\$ 38,861</b>	<b>\$ 32,325</b>	<b>\$ 68,024</b>	<b>\$ 86,200</b>

2016-17 Significant Changes

Account 5120 provides for overtime and or relief coverage for two people to be able to attend a ten-day USAR training course and another \$5,000 Trench Rescue Course for two team members. Account 5321 includes \$22,400 of rope replacement for harnesses purchased in 2002. Accounts 5461 and 5462 provide funding for two team members to attend a trench rescue training course.

Status of 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.  
 Status or Outcome: Ongoing. The Technical Rescue Team continues to maintain training and response readiness requirements in all five major disciplines.

## Technical Rescue Team, continued

### Status of 2015-16 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 hour's 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 on all task force alarms and above within TVFR'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. Continued participation and interaction with local business is essential for planning and preparing for emergency incidents. Several consults about confined space rescue procedures are fielded throughout the year. Station 51 personnel have a goal of one personal site visit per month of a local business.

- 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: Due to redundancy this service measure is not applicable.

Status of 2015-16 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 2015-16.  
 Status or Outcome: The technical rescue team has continued to train our water rescue team in rope operations, specifically high-line operations. We performed a joint offsite highline drill with the water rescue team in 2015.

Status of 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): Training, Integrated Operations, OSFM, Clackamas Fire District #1, Portland Fire and Rescue, Gresham Fire Department, Fire Defense Board Chiefs  
 Status or Outcome: Ongoing.

Additional 2015-16 Accomplishments

- Took active role in implementing an extrication response package
- Moved back to into Station 51 after remodel
- Develop program to increase proficiency of vehicle extrication from Engine Company operations to Truck operations
- An Alternate Response Vehicle was added to Station 51 to assist with response reliability

## Technical Rescue Team, continued

### 2016-17 Tactics

- Develop and deliver district-wide vehicle extrication training.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.7  
Timeframe: 12 months  
Partner(s): Training, Truck Company Operations Group  
Budget Impact: Increase required  
Measured By: Increased individual, company, and system performance.

- Increase proficiency and validate current TVF&R Technical Rescue Team practices in USAR and trench rescue techniques through external training.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.5; Goal 3 – Strategy 3.10  
Timeframe: 12 months  
Partner(s): Operations, Training  
Budget Impact: Increase required  
Measured By: Individual and team performance improvement.



Technical Rescue Team, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10622 General Fund</b>						
5120 Overtime Union	\$ 12,372	\$ 6,666	\$ 13,860	\$ 27,940	\$ 27,940	\$ 27,940
5201 PERS Taxes	2,389	1,421	2,767	5,577	5,577	5,577
5203 FICA/MEDI	937	496	1,061	2,138	2,138	2,138
5206 Worker's Comp	211	135	389	615	615	615
5207 TriMet/Wilsonville Tax	88	47	101	231	231	231
5208 OR Worker's Benefit Fund Tax	6	3				
5270 Uniform Allowance	32					
<b>Total Personnel Services</b>	<b>16,034</b>	<b>8,768</b>	<b>18,178</b>	<b>36,501</b>	<b>36,501</b>	<b>36,501</b>
5301 Special Department Supplies	786	164	500	500	500	500
5302 Training Supplies	312	1,608	2,800	4,110	4,110	4,110
5321 Fire Fighting Supplies	13,393	13,653	19,506	31,439	31,439	31,439
5325 Protective Clothing	4,996	6,441	7,500	6,000	6,000	6,000
5330 Noncapital Furniture & Equip	1,268	132				
5350 Apparatus Fuel/Lubricants	507	594	600	600	600	600
5365 M&R Firefight Equip	1,524	948	1,750	1,750	1,750	1,750
5414 Other Professional Services			8,000			
5461 External Training			4,390	2,100	2,100	2,100
5462 Travel and Per Diem			4,800	3,200	3,200	3,200
5484 Postage UPS & Shipping		17				
5570 Misc Business Exp	41					
<b>Total Materials &amp; Services</b>	<b>22,827</b>	<b>23,557</b>	<b>49,846</b>	<b>49,699</b>	<b>49,699</b>	<b>49,699</b>
<b>Total General Fund</b>	<b>\$ 38,861</b>	<b>\$ 32,325</b>	<b>\$ 68,024</b>	<b>\$ 86,200</b>	<b>\$ 86,200</b>	<b>\$ 86,200</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 4,857	\$ 4,403	\$ 6,124	\$ 24,842
Materials & Services	8,439	5,252	39,260	18,800
<b>Total Expenditure</b>	<b>\$ 13,297</b>	<b>\$ 9,655</b>	<b>\$ 45,384</b>	<b>\$ 43,642</b>

2016-17 Significant Changes

The proposed budget overtime or relief staffing for team and associate team member compliance and rope rescue training includes \$8,286 specifically for swift-water rescue. Account 5325 provides for replacement of worn out PPE or survival suits.

Status of 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.  
 Status or Outcome: Continued 24/7/365 water related rescue emergency services, and weekly training for boat, water and rope disciplines.

- 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: Water Rescue 59 has maintained minimum specialty team staffing providing continual response reliability.

## Water Rescue Team, continued

### Status of 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.  
Status or Outcome: Continued lesson plans with recent enhancements to include GPS coordinates and mapping for increased accountability.

- 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 partnerships with Clackamas, Washington and Yamhill Counties in aspects relating to water rescue.

- 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: Completion of joint Rope training session with Tech team. Continued work with incident management teams during times of local flooding.

### Status of 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  
Status or Outcome: Completed risk reduction via information presented regarding pool safety at apartment managers community academy.

Status of 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.  
 Status or Outcome: Research has been completed with final draft of specification awaiting posting for bid process to ensue.

Additional 2015-16 Accomplishments

- Completion of new Boat 59 build specifications.
- Development of in house swift-water rescue instructors.
- Continued response reliability for Water Rescue 59 and partner agencies
- Research, AMP process and implementation of wholesale swap out of water rescue PPE.
- Continued development of water rescue awareness plan for Fire District Operations personnel.



2016-17 Tactics

- Three Water Rescue Team members will participate in a five-day rescue boat operations course to ensure that TVF&R boat operations are consistent with national current national practices.

Goal/Strategy: Goals 3 – Strategy 3.10  
 Timeframe: 12 months  
 Partner(s): To be determined  
 Budget Impact: Increase required  
 Measured By: Course completion

- Commit the necessary resources needed to ensure a smooth functional consolidation between Newberg and TVF&R’s Water Rescue Teams. This may include such items as meetings, introductions to existing water rescue partners, orientation periods, and providing in house instructors as needed as well as joint training sessions. In addition, provide support for potential amended staffing models.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3; Goal 3 – Strategy 3.4  
 Timeframe: 12 months  
 Partner(s): Newberg Fire Department, Clackamas County Water Rescue Consortium, Integrated Operations Managers  
 Budget Impact: None  
 Measured By: Necessary measures needed for integration of NFD’s team personnel identified and initiated.

## Water Rescue Team, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10626 General Fund</b>						
5202 Deferred Comp Match Union	\$ (2)					
5120 Overtime Union	3,651	\$ 3,291	\$ 4,669	\$ 19,015	\$ 19,015	\$ 19,015
5201 PERS Taxes	800	721	932	3,796	3,796	3,796
5203 FICA/MEDI	261	248	358	1,455	1,455	1,455
5206 Worker's Comp	120	118	131	419	419	419
5207 TriMet/Wilsonville Tax	25	23	34	157	157	157
5208 OR Worker's Benefit Fund Tax	2	1				
<b>Total Personnel Services</b>	<b>4,857</b>	<b>4,403</b>	<b>6,124</b>	<b>24,842</b>	<b>24,842</b>	<b>24,842</b>
5301 Special Department Supplies	523		424			
5302 Training Supplies		77	300	300	300	300
5321 Fire Fighting Supplies	3,554	2,360	4,186	1,000	1,000	1,000
5325 Protective Clothing		280	27,030	3,490	3,490	3,490
5330 Noncapital Furniture & Equip		107				
5350 Apparatus Fuel/Lubricants	2,573	1,774	4,160	4,160	4,160	4,160
5365 M&R Firefight Equip	1,789	586	3,000	1,500	1,500	1,500
5461 External Training				2,850	2,850	2,850
5462 Travel and Per Diem				5,200	5,200	5,200
5570 Misc Business Exp		68	160	300	300	300
<b>Total Materials &amp; Services</b>	<b>8,439</b>	<b>5,252</b>	<b>39,260</b>	<b>18,800</b>	<b>18,800</b>	<b>18,800</b>
<b>Total General Fund</b>	<b>\$ 13,297</b>	<b>\$ 9,655</b>	<b>\$ 45,384</b>	<b>\$ 43,642</b>	<b>\$ 43,642</b>	<b>\$ 43,642</b>

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 beginning 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 259,421	\$ 153,324		
Materials & Services	5,244	27,854		
<b>Total Expenditure</b>	<b>\$ 264,664</b>	<b>\$ 181,178</b>		



Wildland Program, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10621 General Fund</b>						
5102 Duty Chief Relief	\$ 56,386					
5120 Overtime Union	140,367	\$ 118,707				
5121 Overtime Nonunion	4,641					
5201 PERS Taxes	41,278	24,869				
5203 FICA/MEDI	14,355	8,222				
5206 Worker's Comp	339	300				
5207 TriMet/Wilsonville Tax	1,391	842				
5208 OR Worker's Benefit Fund Tax	76	45				
5270 Uniform Allowance	587	338				
<b>Total Personnel Services</b>	<b>259,421</b>	<b>153,324</b>				
5300 Office Supplies	39	11				
5301 Special Department Supplies	167	387				
5302 Training Supplies						
5320 EMS Supplies		354				
5321 Fire Fighting Supplies	1,730	2,492				
5325 Protective Clothing	837	24,108				
5330 Noncapital Furniture & Equip	2,250					
5350 Apparatus Fuel/Lubricants	25	223				
5365 M&R Firefight Equip		194				
5570 Misc Business Exp	195	86				
<b>Total Materials &amp; Services</b>	<b>5,244</b>	<b>27,854</b>				
<b>Total General Fund</b>	<b>\$ 264,664</b>	<b>\$ 181,178</b>				

## 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 61 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 6,465,225	\$ 7,064,770	\$ 9,502,030	\$ 10,220,456
Materials & Services	4,509	11,740	16,850	14,265
<b>Total Expenditure</b>	<b>\$ 6,469,734</b>	<b>\$ 7,076,509</b>	<b>\$ 9,518,880</b>	<b>\$ 10,234,721</b>

### 2016-17 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 and the addition of a Relief Battalion Chief.



Relief Pool Personnel, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10280 General Fund</b>						
5001 Salaries & Wages Union	\$ 3,066,606	\$ 3,259,714	\$ 4,447,072	\$ 4,658,132	\$4,658,132	\$ 4,658,132
5003 Vacation Taken Union	465,784	438,309	589,869	631,229	631,229	631,229
5005 Sick Leave Taken Union	75,261	95,020	121,103	118,118	118,118	118,118
5007 Personal Leave Taken Union	44,758	44,236	59,587	65,452	65,452	65,452
5016 Vacation Sold at Retirement			10,835	5,672	5,672	5,672
5017 PEHP Vac Sold at Retirement	6,028	1,478	28,901	17,197	17,197	17,197
5020 Deferred Comp Match Union	135,046	174,011	251,151	251,484	251,484	251,484
5101 Vacation Relief	423,863	437,476	561,877	717,821	717,821	717,821
5105 Sick Relief	50,947	49,172	106,729	110,030	110,030	110,030
5106 On the Job Injury Relief	8,449	16,006	17,028	22,223	22,223	22,223
5107 Short Term Disability Relief	580		11,286	7,486	7,486	7,486
5110 Personal Leave Relief	40,338	27,506	66,884	70,438	70,438	70,438
5115 Vacant Slot Relief	26,112	65,030				
5118 Standby Overtime	3,837	3,158	4,928	4,961	4,961	4,961
5120 Overtime Union	43,876	73,695	113,790	135,186	135,186	135,186
5201 PERS Taxes	832,870	876,136	1,275,656	1,360,363	1,360,363	1,360,363
5203 FICA/MEDI	317,183	334,247	488,918	521,382	521,382	521,382
5206 Worker's Comp	105,422	266,910	178,952	149,942	149,942	149,942
5207 TriMet/Wilsonville Tax	30,068	32,034	46,255	56,142	56,142	56,142
5208 OR Worker's Benefit Fund Tax	1,782	1,880	5,609	1,911	1,911	1,911
5210 Medical Ins Union	749,350	824,930	1,062,600	1,260,687	1,260,687	1,260,687
5220 Post Retire Ins Union	25,573	28,467	36,000	36,600	36,600	36,600
5270 Uniform Allowance	11,494	15,355	17,000	18,000	18,000	18,000
<b>Total Personnel Services</b>	<b>6,465,225</b>	<b>7,064,770</b>	<b>9,502,030</b>	<b>10,220,456</b>	<b>10,220,456</b>	<b>10,220,456</b>
5321 Fire Fighting Supplies	402	728	1,500	1,600	1,600	1,600
5325 Protective Clothing	3,942	11,002	15,000	12,000	12,000	12,000
5365 M&R Firefight Equip	49					
5415 Printing			50			
5462 Travel and Per Diem	116	10	300	300	300	300
5500 Dues & Subscriptions				365	365	365
<b>Total Materials &amp; Services</b>	<b>4,509</b>	<b>11,740</b>	<b>16,850</b>	<b>14,265</b>	<b>14,265</b>	<b>14,265</b>
<b>Total General Fund</b>	<b>\$ 6,469,734</b>	<b>\$ 7,076,509</b>	<b>\$ 9,518,880</b>	<b>\$ 10,234,721</b>	<b>\$10,234,721</b>	<b>\$10,234,721</b>

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 17, 50, 51, 53, 60, 61, 62, 64, 65, 66, 67, 68, 69, and 70.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 29,951,209	\$ 31,478,237	\$ 33,219,544	\$ 35,586,355
Materials & Services	1,135,417	1,311,359	1,695,282	1,655,548
<b>Total Expenditure</b>	<b>\$ 31,086,626</b>	<b>\$ 32,789,595</b>	<b>\$ 34,914,826</b>	<b>\$ 37,241,903</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00	0.00
Assistant Fire Marshal	0.00	0.00	0.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	5.00	8.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.50	3.00	3.00	4.00
Station 17	0.00	0.00	0.00	9.00
Station 50	13.00	13.00	13.00	12.00
Station 51	24.00	24.00	24.00	25.00
Station 53	14.00	14.00	14.00	14.00
Station 60	12.00	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	13.00
Station 65	12.00	12.00	12.00	13.00
Station 66	12.00	12.00	12.00	13.00
Station 67	25.00	25.00	25.00	26.00
Station 68	12.00	12.00	12.00	12.00
Station 69	12.00	12.00	12.00	12.00
Station 70	0.00	0.00	2.00	2.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>189.50</b>	<b>190.00</b>	<b>192.00</b>	<b>209.00</b>

Note: The above personnel by position and station is presented on a pro forma basis for comparability with the 2016-17 budget. For a detailed personnel movement with the July 1, 2017 reorganization, please refer to page 66-67 for more detail.

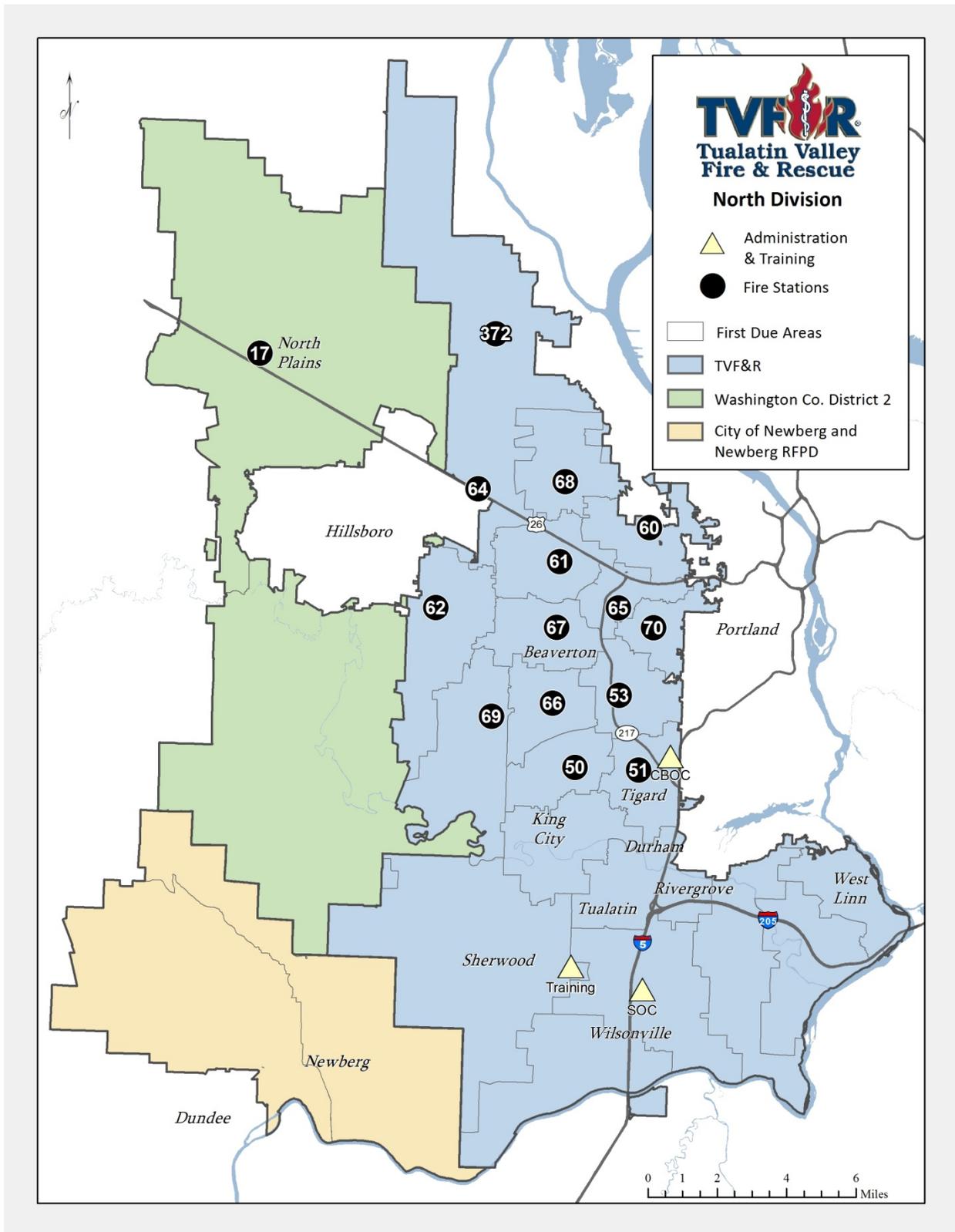
## North Integrated Operations Division, continued

### 2016-17 Significant Changes

For the combined Division with all stations assigned and personnel from the former North and Central Integrated Operating departments as reorganized on July 1, 2016, personnel costs increased an overall \$2,366,811 reflecting the addition of the District 2 North Plains station 17 and additional cars and unit staffing adding to District stations as a result of increased local option levy funding in 2016-17.

Within Materials and Services, the addition of Station 17 for District 2 was offset by decreases in other accounts, largely in Building Maintenance and Repairs account 5361 and non-recurring expenses in accounts 5480 and 5481 related to prior year opening of new Station 70.

Location of Stations in Area of Operations



North Integrated Operations Division, continued

Station FTE and Units

Station	2015-16 Budget			2016-17 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 17 (North Plains)				9.00		Engine
Station 50 (Walnut)	13.00		Engine, Car	12.00		Engine
Station 51 (Tigard)	24.00		Truck, Heavy Rescue	25.00		Truck, Heavy Rescue, Car
Station 53 (Progress)	14.00		Engine, Medic	14.00		Engine, Medic
Station 60 (Cornell Road)	12.00		Engine	12.00		Engine
Station 61 (Butner Road)	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	13.00		Engine, Car
Station 65 (West Slope)	12.00		Engine	13.00		Engine, Car
Station 66 (Brockman Road)	12.00		Engine	13.00		Engine, Car
Station 67 (Farmington Road)	25.00		Truck, Engine, Car	26.00		Truck, Engine, Medic
Station 68 (Bethany)	12.00		Engine	12.00		Truck
Station 69 (Cooper Mountain)	12.00		Engine	12.00		Engine
Station 70 (Raleigh Hills)	2.00		Medic	2.00		Medic

○ FTE per Unit

51-Hour Unit: FTE per Unit x 3 = Total FTE

40-Hour Unit: FTE per Unit x 1 = Total FTE

## Status of 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.

Status or Outcome: All new CRR programs have been put on hold, however existing station-based programs are continuing. New CRR priorities will be developed which supports the new Strategic Plan once finalized.

- Nike hands only CPR continues
- Beaverton School District hands only CPR continues
- Rural addressing from Stations 64, 68, and 60 continues
- Train the trainer CPR and AED for Beaverton Police Department has begun

- 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.

Status or Outcome: Ongoing

- Leveraged technology to communicate organizational changes/priorities
  - Asana
  - WebEx
  - Digital internal newsletter "The Pulse"
  - Chief's Corner
- Monthly North Operating Center meetings
- Integrated DC/BC meetings monthly and quarterly
- Station visits
- Annual NOC Captain's meeting

## North Integrated Operations Division, continued

### Status of 2015-16 Service Measures, continued

- 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.

Status or Outcome: Ongoing

- Attendance at local events/meetings with city, county, and political entities (Washington County Public Affairs forum, Beaverton Urban Renewal Advisory Committee, Westside Economic Alliance)
- Attend NAC/CPO meetings
- Monthly meetings with Beaverton Chamber of Commerce board
- Quarterly Beaverton School District public safety partnership breakfasts
- Weekly meetings with Beaverton Building and Planning Departments

- 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.

Status or Outcome: Ongoing

- Fire and life safety articles published monthly, newspapers and city newsletters
- Regular communications with local reporters
- Maintain relationships with partner agency public information officers

Status of 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.

- Status or Outcome: On-going
- Apartment program attendance continues to grow
    - Reaches more than 200 attendees from throughout the District, region, and State
  - Partnerships continue with neighboring fire departments and businesses
    - Hillsboro Fire Department
    - Kennedy Restoration

- 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.

- Status or Outcome: On-going
- Events continue to maintain and/or increase throughout the District, including at the North Operating Center
  - Total event numbers were at 357, reaching over 37,000 people. This event number is slightly down from 347 events in fiscal year 2013-14. However, attendance was up from last year.
  - Highlights include:
    - Station #70 open house
    - Bethany Safety Fair
    - Celebration Beaverton Cultural Fair
    - Knock and Talk/Smoke Alarm Install
    - SKID at Aloha High School
    - Scouts Day
    - School events, civic events, station tours, and numerous Holiday events.

- 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

## North Integrated Operations Division, continued

Measured By: Overall participation of local middle schools.  
 Status or Outcome: On-going

- Hands only CPR was delivered to all Middle Schools in the North Operation Center by the District with assistance from the Beaverton Health Careers students
- Total number of students taught was over 3,500 and even one school in Beaverton – Valley Catholic, required students to go on and teach at least 5 friends and families, which taught an additional 1,700 friends and families.

- 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.  
 Status or Outcome: Ongoing

North	
2009	739
2010	644
2011	539
2012	513
2013	600
2014	610
2015	557

### Additional 2015-16 Accomplishments

- Successfully opened Station 70
- Successfully opened Station 68
- Completed process for temporary Station 64 and found location in close proximity to current station
- Placed new apparatus into the system; Medic 67, Car 66, Car 65, Car 64
- Successfully implemented E92 academy training model with modifications to Station 62

### 2016-17 Tactics

- Build collaborative, respectful and sustaining internal relationships at all levels

Goal/Strategy: Goal 1 – Strategy 1.2 – Tactic 1.2.3  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, Human Resources, Finance, Informational Technology, Capital Bond, Media Services, EMS, Fire Chief's Office  
 Budget Impact: None  
 Measured By: Camaraderie and engagement among staff

2016-17 Tactics, continued

- Reduce turnout time performance on all Code 3 incidents by educating line personnel on the one minute and 30 second expectation and reviewing monthly and quarterly reports via EGIS.

Goal/Strategy: Goal 2 – Strategy 2.1  
 Timeframe: 12 months  
 Partner(s): Fire Chief’s Office, Integrated Operations (Captain Group)  
 Budget Impact: None  
 Measured By: Turnout time performance data.

- Create opportunities for communication of information to all NOC personnel through quarterly and monthly Operations meetings, Quarterly Captains meetings, and electronic pathways such as Asana and WebEx.

Goal/Strategy: Goal1 – Strategy 1.4  
 Timeframe: 12 months  
 Partner(s): Integrated Operations  
 Budget Impact: None  
 Measured By: Meeting completion and personnel feedback.

- Enhance and expand communication, networking and relationship building with partner municipalities, neighboring fire and law enforcement response agencies, local industry and community networks.

Goal/Strategy: Goal 3 – Strategy 3.10  
 Timeframe: 12 months  
 Partner(s): All listed entities  
 Budget Impact: None  
 Measured By: Improved relationships, connectivity, engagement and performance with identified agencies. Regular attendance by operating center and station personnel at city and county meetings, targeted regional events, and joint exercises and trainings .

- Provide support to division partners and collaborate/participate in the expansion efforts of the District as well as station remodels, replacements, and relocations. Assist with the analysis, decision making, and placement of resources within the framework of our existing and new stations.

Goal/Strategy: Goal 2 – Strategy 2.2; Goal 3 – Strategy 3.2  
 Timeframe: 24 months  
 Partner(s): Capital Projects, Logistics, Operations, Fire Chief’s Office  
 Budget Impact: Increase required  
 Measured By: Successful placement or replacement of structures and response data analysis

North Integrated Operations Division, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>General Fund</b>						
5001 Salaries & Wages Union	\$12,889,398	\$13,456,918	\$14,848,052	\$15,810,045	\$15,810,045	\$15,810,045
5002 Salaries & Wages Nonunion	1,475,682	1,003,186	1,005,477	617,861	617,861	617,861
5003 Vacation Taken Union	1,821,110	1,898,743	1,883,178	2,071,386	2,071,386	2,071,386
5004 Vacation Taken Nonunion	164,893	73,444	77,351	42,710	42,710	42,710
5005 Sick Leave Taken Union	248,672	244,077	395,711	393,390	393,390	393,390
5006 Sick Taken Nonunion	21,477	11,140	15,474	11,348	11,348	11,348
5007 Personal Leave Taken Union	187,899	218,850	194,981	217,524	217,524	217,524
5008 Personal Leave Taken Nonunion	5,898	7,595	6,635	6,009	6,009	6,009
5009 Comp Taken Union	5,374	4,664				
5010 Comp Taken Nonunion	1,132	1,946				
5015 Vacation Sold	28,558	5,555	85,223	16,041	16,041	16,041
5016 Vacation Sold at Retirement	55,370	2,522	32,539	98,875	98,875	98,875
5017 PEHP Vac Sold at Retirement	67,018	74,103	86,766	81,906	81,906	81,906
5018 Comp Time Sold Union		4,100				
5020 Deferred Comp Match Union	558,247	713,536	826,300	851,554	851,554	851,554
5021 Deferred Comp Match Nonunion	65,052	77,453	87,925	53,457	53,457	53,457
5090 Temporary Services-Backfill	14,897	1,459				
5101 Vacation Relief	1,599,364	2,074,134	1,792,432	2,326,167	2,326,167	2,326,167
5102 Duty Chief Relief	197,662					
5105 Sick Relief	292,566	354,571	326,909	351,153	351,153	351,153
5106 On the Job Injury Relief	51,868	81,999	62,917	76,784	76,784	76,784
5107 Short Term Disability Relief	1,154	17,923	36,521	25,126	25,126	25,126
5110 Personal Leave Relief	189,316	226,272	204,694	224,664	224,664	224,664
5115 Vacant Slot Relief	150,304	202,830				
5118 Standby Overtime	12,353	12,513	14,809	15,700	15,700	15,700
5120 Overtime Union	263,560	388,221	430,911	516,551	516,551	516,551
5121 Overtime Nonunion	3,578	3,429	6,552	7,480	7,480	7,480
5201 PERS Taxes	3,905,870	3,995,078	4,457,207	4,740,080	4,740,080	4,740,080
5203 FICA/MEDI	1,450,803	1,488,697	1,704,170	1,814,047	1,814,047	1,814,047
5206 Worker's Comp	491,942	991,712	628,661	521,940	521,940	521,940
5207 TriMet/Wilsonville Tax	138,969	144,431	162,414	196,323	187,720	187,720
5208 OR Worker's Benefit Fund Tax	8,167	8,332	16,885	8,939	8,939	8,939
5210 Medical Ins Union	3,136,821	3,303,415	3,418,030	4,154,067	4,154,067	4,154,067
5211 Medical Ins Nonunion	221,848	170,733	177,396	127,464	127,464	127,464
5220 Post Retire Ins Union	102,900	112,200	115,800	120,600	120,600	120,600
5221 Post Retire Ins Nonunion	12,975	9,675	10,800	7,200	7,200	7,200
5230 Dental Ins Nonunion	28,166	18,960	17,183	10,989	10,989	10,989
5240 Life/Disability Insurance	14,026	9,579	14,161	8,908	8,908	8,908
5270 Uniform Allowance	50,149	49,173	60,360	61,110	61,110	61,110
5295 Vehicle/Cell Allowance	16,170	15,070	15,120	7,560	7,560	7,560
<b>Total Personnel Services</b>	<b>29,951,209</b>	<b>31,478,237</b>	<b>33,219,544</b>	<b>35,594,958</b>	<b>35,586,355</b>	<b>35,586,355</b>
5300 Office Supplies	5,029	5,902	9,850	9,840	9,840	9,840
5301 Special Department Supplies	54,885	60,878	71,950	83,580	83,580	83,580
5302 Training Supplies	5,879	2,253	2,750	3,800	3,800	3,800

North Integrated Operations Division, continued

5303 Physical Fitness			1,200	1,200	1,200	
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5305 Fire Extinguisher	846	525	1,376	1,680	1,680	1,680
5307 Smoke Detector Program	3,135	2,634	3,775	4,600	4,600	4,600
5320 EMS Supplies	120,795	136,800	161,200	197,544	197,544	197,544
5321 Fire Fighting Supplies	34,793	41,667	44,814	46,600	46,600	46,600
5325 Protective Clothing	39,190	62,145	44,500	52,600	52,600	52,600
5330 Noncapital Furniture & Equip	32,286	25,688	32,914	56,525	56,525	56,525
5350 Apparatus Fuel/Lubricants	195,150	162,653	215,840	224,683	224,683	224,683
5361 M&R Bldg/Bldg Equip & Improv	196,560	327,408	530,140	388,062	388,062	388,062
5365 M&R Firefight Equip	1,394	2,023	1,625	3,325	3,325	3,325
5400 Insurance Premium		192	575	200	200	200
5414 Other Professional Services	6,259	11,349	18,175	22,800	22,800	22,800
5415 Printing	2,606	1,255	2,450	2,200	2,200	2,200
5416 Custodial & Bldg Services	40,712	42,561	48,428	42,660	42,660	42,660
5417 Temporary Services		5,282				
5432 Natural Gas	54,355	51,264	68,539	67,037	67,037	67,037
5433 Electricity	152,955	161,110	199,241	188,700	188,700	188,700
5434 Water/Sewer	90,937	107,078	109,160	132,281	132,281	132,281
5436 Garbage	20,733	21,208	24,757	27,161	27,161	27,161
5445 Rent/Lease of Building		3,232	3,000	12,960	12,960	12,960
5450 Rental of Equip	165	545	250	250	250	250
5461 External Training	695	150				
5462 Travel and Per Diem	2,090	1,949	1,600	1,300	1,300	1,300
5471 Citizen Awards	326	87	150	450	450	450
5480 Community/Open House/Outreach	6,451	10,492	15,905	6,100	6,100	6,100
5481 Community Education Materials	17,949	13,475	31,503	18,994	18,994	18,994
5484 Postage UPS & Shipping	229	1,324	700	1,000	1,000	1,000
5500 Dues & Subscriptions	6,291	8,199	10,344	8,049	8,049	8,049
5502 Certifications & Licensing	620	610	1,650	1,100	1,100	1,100
5570 Misc Business Exp	6,413	9,143	9,200	13,409	13,409	13,409
5571 Planning Retreat Expense			1,550	500	500	500
5575 Laundry/Repair Expense	4,289	4,639	4,121	6,158	6,158	6,158
<b>Total Materials &amp; Services</b>	<b>1,135,417</b>	<b>1,311,359</b>	<b>1,695,282</b>	<b>1,655,548</b>	<b>1,655,548</b>	<b>1,655,548</b>
<b>Total General Fund</b>	<b>\$31,086,626</b>	<b>\$32,789,595</b>	<b>\$34,914,826</b>	<b>\$37,250,507</b>	<b>\$37,241,903</b>	<b>\$37,241,903</b>



## North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 165

### Division Description

The North Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District. The North Operating Center is located within the Command and Business Operations Center (CBOC) in Tigard.

The budget summary amounts for the first three years come from former Central Integrated Operations Department 160 when there were three Operating Centers and this year's budget reflects that there are only two Operating Centers, North and South. The new North Operating Center department 165 reflects the operations of the assigned personnel as transferred from the former Central and North Operating Centers.

### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 2,321,677	\$ 2,464,574	\$ 2,508,675	\$ 3,322,753
Materials & Services	36,512	30,349	43,978	55,519
<b>Total Expenditure</b>	<b>\$ 2,358,189</b>	<b>\$ 2,494,923</b>	<b>\$ 2,552,653</b>	<b>\$ 3,378,672</b>

### Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00	0.00
Assistant Fire Marshal	0.00	0.00	0.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	5.00	8.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.50	3.00	3.00	4.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>14.50</b>	<b>15.00</b>	<b>15.00</b>	<b>19.00</b>

### 2016-17 Significant Changes

Within Personnel Services, the Fire Marshal is now budgeted for in the Integrated Operations Administration department budget and the Assistant Fire Marshal was in the former North Operating Center budget. Other personnel were transferred as part of the reorganization.

Materials and Services reflects the uniforms, office supplies and apparatus fuel for the assigned staff.

## North Operating Center, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10165 General Fund</b>						
5001 Salaries & Wages Union	\$ 382,138	\$ 675,099	\$ 731,203	\$ 1,067,027	\$ 1,067,027	\$ 1,067,027
5002 Salaries & Wages Nonunion	781,719	589,426	590,022	617,861	617,861	617,861
5003 Vacation Taken Union	59,397	98,444	54,955	73,402	73,402	73,402
5004 Vacation Taken Nonunion	101,841	43,762	45,390	42,710	42,710	42,710
5005 Sick Leave Taken Union	5,068	23,127	15,705	19,503	19,503	19,503
5006 Sick Taken Nonunion	15,206	7,130	9,080	11,348	11,348	11,348
5007 Personal Leave Taken Union	8,981	17,668	7,855	10,328	10,328	10,328
5008 Personal Leave Taken Nonunion	2,825	4,916	3,893	6,009	6,009	6,009
5009 Comp Taken Union	1,613	2,148				
5010 Comp Taken Nonunion	1,132	1,606				
5015 Vacation Sold	8,562	5,555	48,239	16,041	16,041	16,041
5016 Vacation Sold at Retirement	14,465	2,522		80,940	80,940	80,940
5017 PEHP Vac Sold at Retirement	5,346			27,568	27,568	27,568
5020 Deferred Comp Match Union	14,168	31,394	35,329	57,346	57,346	57,346
5021 Deferred Comp Match Nonunion	37,644	46,394	52,258	53,457	53,457	53,457
5090 Temporary Services-Backfill	4,772					
5101 Vacation Relief		70,398	52,715	59,260	59,260	59,260
5102 Duty Chief Relief	115,282					
5105 Sick Relief		4,660	3,254	3,658	3,658	3,658
5106 On the Job Injury Relief		3,916	5,858	6,585	6,585	6,585
5107 Short Term Disability Relief			1,302	1,464	1,464	1,464
5110 Personal Leave Relief		3,323	1,953	2,195	2,195	2,195
5118 Standby Overtime		34				
5120 Overtime Union	31,052	48,152	37,419	89,602	89,602	89,602
5121 Overtime Nonunion	476	86	2,436	7,480	7,480	7,480
5201 PERS Taxes	307,373	313,978	327,229	436,282	436,282	436,282
5203 FICA/MEDI	106,175	110,821	124,337	164,525	164,525	164,525
5206 Worker's Comp	25,266	53,054	46,886	47,552	47,552	47,552
5207 TriMet/Wilsonville Tax	10,782	11,444	12,401	18,637	18,637	18,637
5208 OR Worker's Benefit Fund Tax	486	501	747	665	665	665
5210 Medical Ins Union	93,135	145,907	141,680	227,337	227,337	227,337
5211 Medical Ins Nonunion	131,534	105,555	107,888	127,464	127,464	127,464
5220 Post Retire Ins Union	3,150	5,050	4,800	6,600	6,600	6,600
5221 Post Retire Ins Nonunion	7,350	5,175	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	16,364	11,667	10,170	10,989	10,989	10,989
5240 Life/Disability Insurance	7,876	5,487	8,241	8,908	8,908	8,908
5270 Uniform Allowance	6,281	2,259	5,210	5,250	5,250	5,250
5295 Vehicle/Cell Allowance	14,220	13,920	13,920	7,560	7,560	7,560
<b>Total Personnel Services</b>	<b>2,321,677</b>	<b>2,464,574</b>	<b>2,508,675</b>	<b>3,322,753</b>	<b>3,322,753</b>	<b>3,322,753</b>
5300 Office Supplies	93	176	500	1,500	1,500	1,500
5301 Special Department Supplies	258	180	350	500	500	500
5302 Training Supplies	2,381	981	1,100	1,000	1,000	1,000
5307 Smoke Detector Program	163	300	100	400	400	400
5320 EMS Supplies	20	386	1,100	400	400	400

North Operating Center, continued

	55	283	350	500	500	500
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5321 Fire Fighting Supplies						
5325 Protective Clothing	1,094	485	2,000	3,600	3,600	3,600
5330 Noncapital Furniture & Equip	1,257	243	4,900	1,150	1,150	1,150
5350 Apparatus Fuel/Lubricants	10,279	7,464	11,350	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv		7				
5367 M&R Office Equip	6,709	6,738				
5400 Insurance Premium		192	400	200	200	200
5414 Other Professional Services				500	500	500
5415 Printing	1,027	527	1,200	1,000	1,000	1,000
5450 Rental of Equip				250	250	250
5461 External Training	195	150				
5462 Travel and Per Diem	367	28	500	800	800	800
5471 Citizen Awards	158	77	150	450	450	450
5480 Community/Open House/Outreach	3,074	4,265	5,125	4,000	4,000	4,000
5481 Community Education Materials	5,523	3,370	7,118	8,570	8,570	8,570
5484 Postage UPS & Shipping	12	25		500	500	500
5500 Dues & Subscriptions	3,225	3,964	4,915	5,774	5,774	5,774
5502 Certifications & Licensing	220	188	1,150	1,100	1,100	1,100
5570 Misc Business Exp	404	319	1,000	3,000	3,000	3,000
5571 Planning Retreat Expense			550	500	500	500
5575 Laundry/Repair Expense			120	225	225	225
<b>Total Materials &amp; Services</b>	<b>36,512</b>	<b>30,349</b>	<b>43,978</b>	<b>55,919</b>	<b>55,919</b>	<b>55,919</b>
<b>Total General Fund</b>	<b>\$ 2,358,189</b>	<b>\$ 2,494,923</b>	<b>\$ 2,552,653</b>	<b>\$ 3,378,672</b>	<b>\$ 3,378,672</b>	<b>\$ 3,378,672</b>



## Station 17 – North Plains

Fund 10 • Directorate 04 • Division 60 • Department 017

### Station Description

**Station 17**, located in downtown North Plains on NW Commercial Street, was originally constructed around 1951 and rebuilt in 1998. This 12,000 square foot station houses a total of **nine full-time personnel** (three personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 17**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

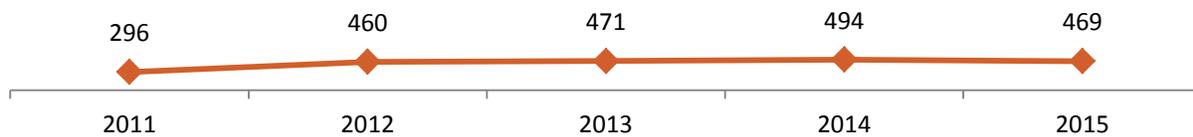
The 40,541 acres (63.3 square miles) of Station 17's first due area includes North Plains as well as a large portion of unincorporated Washington County north of Hillsboro. A Volunteer Company is located at Station 17, responding out of **Engine 317**.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services				\$ 1,544,132
Materials & Services				65,845
<b>Total Expenditure</b>				<b>\$ 1,609,977</b>

### Station 17 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by the District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to District stations by TVF&R crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

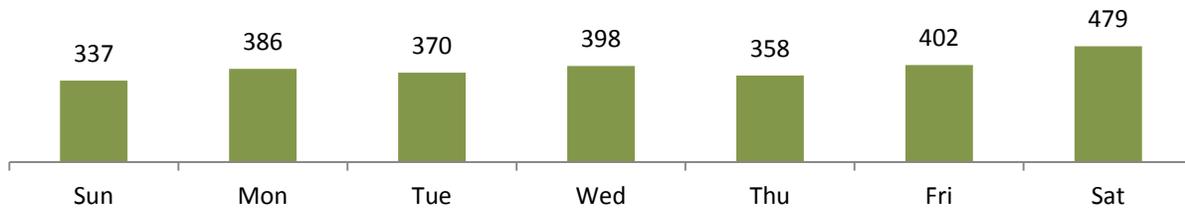
Station 17 – North Plains, continued

Station 17 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion		9		25		29		30		25
Overpressure		1		0		1		0		2
EMS/Rescue Call		196		266		277		294		258
Hazardous Condition		21		53		44		35		41
Service Call		22		50		35		51		68
Good Intent Call		26		43		54		52		45
False Call		21		23		29		29		30
Natural Condition		0		0		0		2		0
Other Situation		0		0		2		1		0
<b>Total</b>		<b>296</b>		<b>460</b>		<b>471</b>		<b>494</b>		<b>469</b>

Station 17 First-Due Area

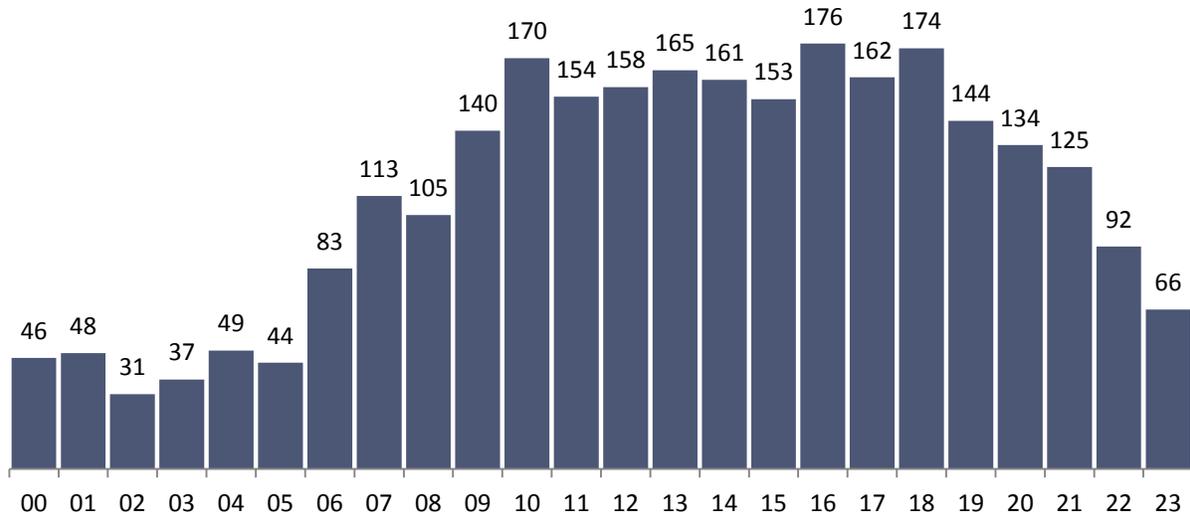
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



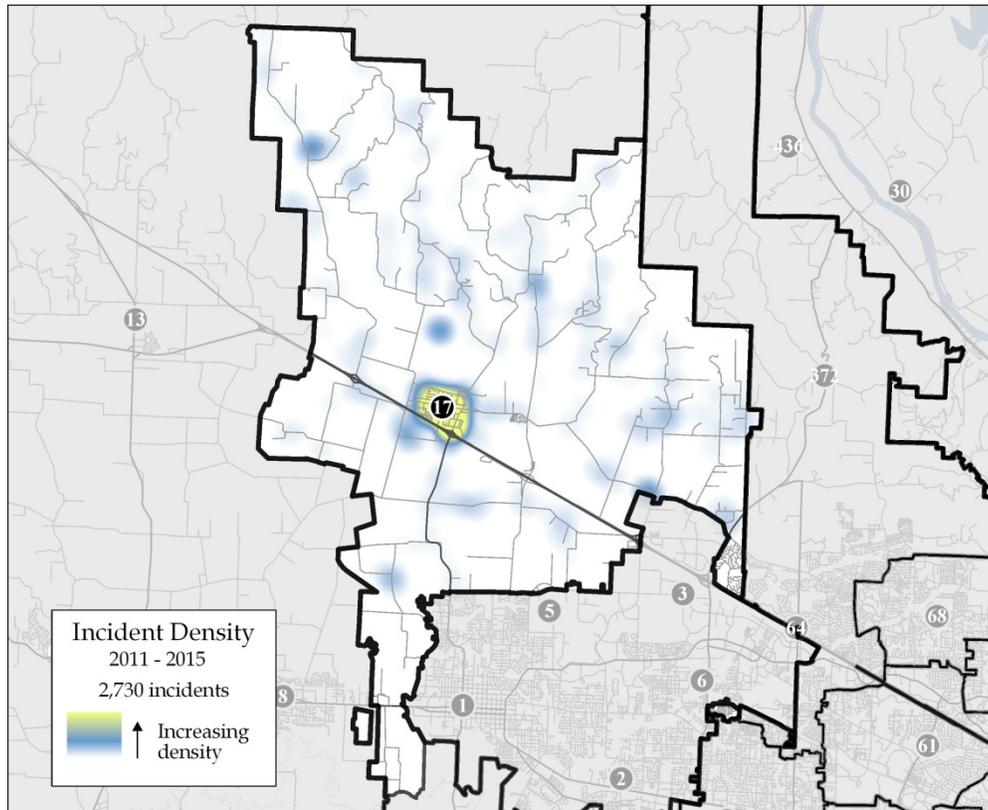
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by the District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to District stations by TVF&R crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

Station 17 First-Due Area

Incident Count by Hour of Day, Calendar Years 2011 -2015<sup>1</sup>



Incident Density 2011-15



<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by the District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to District stations by TVF&R crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

**Station 17 – North Plains, continued**

		<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
<b>10017</b>	<b>General Fund</b>						
5001	Salaries & Wages Union				\$ 710,652	\$ 710,652	\$ 710,652
5003	Vacation Taken Union				96,304	96,304	96,304
5005	Sick Leave Taken Union				18,022	18,022	18,022
5007	Personal Leave Taken Union				9,988	9,988	9,988
5016	Vacation Sold at Retirement				867	867	867
5017	PEHP Vac Sold at Retirement				2,626	2,626	2,626
5020	Deferred Comp Match Union				38,369	38,369	38,369
5101	Vacation Relief				109,514	109,514	109,514
5105	Sick Relief				16,788	16,788	16,788
5106	On the Job Injury Relief				3,392	3,392	3,392
5107	Short Term Disability Relief				1,144	1,144	1,144
5110	Personal Leave Relief				10,748	10,748	10,748
5118	Standby Overtime				759	759	759
5120	Overtime Union				20,627	20,627	20,627
5201	PERS Taxes				207,546	207,546	207,546
5203	FICA/MEDI				79,547	79,547	79,547
5206	Worker's Comp				22,878	22,878	22,878
5207	TriMet/Wilsonville Tax				8,603		
5208	OR Worker's Benefit Fund Tax				393	393	393
5210	Medical Ins Union				186,003	186,003	186,003
5220	Post Retire Ins Union				5,400	5,400	5,400
5270	Uniform Allowance				2,565	2,565	2,565
	<b>Total Personnel Services</b>				<b>1,552,735</b>	<b>1,544,132</b>	<b>1,544,132</b>
5300	Office Supplies				360	360	360
5301	Special Department Supplies				3,195	3,195	3,195
5302	Training Supplies				200	200	200
5305	Fire Extinguisher				120	120	120
5307	Smoke Detector Program				300	300	300
5320	EMS Supplies				8,500	8,500	8,500
5321	Fire Fighting Supplies				2,025	2,025	2,025
5325	Protective Clothing				2,250	2,250	2,250
5330	Noncapital Furniture & Equip				1,000	1,000	1,000
5350	Apparatus Fuel/Lubricants				9,000	9,000	9,000
5361	M&R Bldg/Bldg Equip & Improv				12,895	12,895	12,895
5365	M&R Firefight Equip				200	200	200
5367	M&R Office Equip				1,650	1,650	1,650
5414	Other Professional Services				500	500	500
5415	Printing				50	50	50
5416	Custodial & Bldg Services				1,315	1,315	1,315
5432	Natural Gas				3,600	3,600	3,600
5433	Electricity				9,600	9,600	9,600
5434	Water/Sewer				6,000	6,000	6,000
5436	Garbage				1,200	1,200	1,200
5480	Community/Open House/Outreach				150	150	150

Station 17 – North Plains, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5481 Community Education Materials				750	750	750
5500 Dues & Subscriptions				325	325	325
5570 Misc Business Exp				360	360	360
5575 Laundry/Repair Expense				300	300	300
<b>Total Materials &amp; Services</b>				<b>65,845</b>	<b>65,845</b>	<b>65,845</b>
<b>Total General Fund</b>				<b>\$1,618,581</b>	<b>\$1,609,977</b>	<b>\$1,609,977</b>



## 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 **12 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.

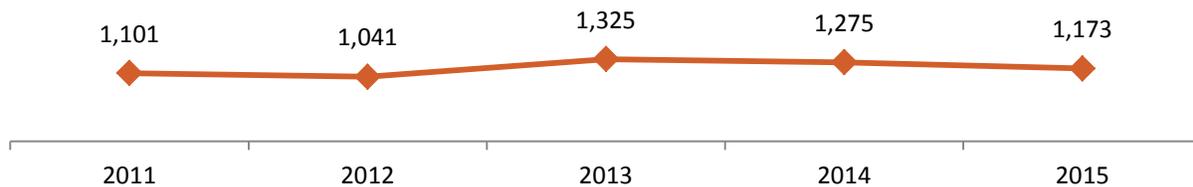
The 3,260 acres (5.1 square miles) of Station 50's first due area includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood 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, Squad 350, and Van 350**.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,934,937	\$ 1,993,187	\$ 2,047,675	\$ 2,032,486
Materials & Services	82,068	94,845	113,606	105,699
<b>Total Expenditure</b>	<b>\$ 2,017,005</b>	<b>\$ 2,088,032</b>	<b>\$ 2,161,281</b>	<b>\$ 2,138,185</b>

### Station 50 First-Due Area Incident Count <sup>1</sup>



<sup>1</sup> 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).

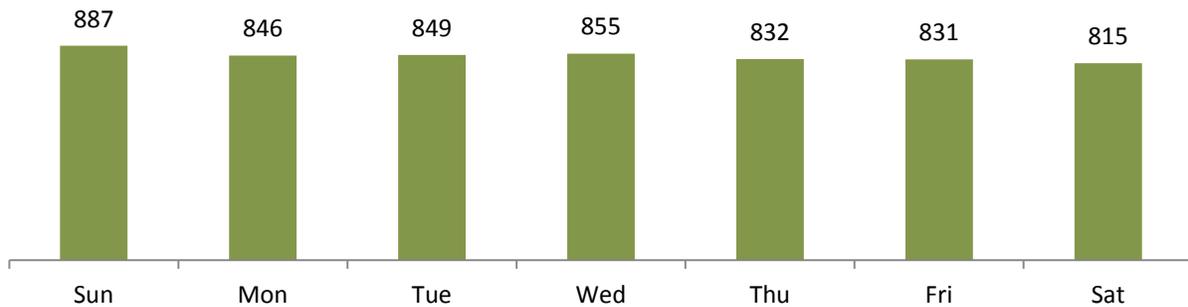
Station 50 - Walnut, continued

Station 50 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	111	55	86	39	119	29	92	31	117	48
Overpressure	0	1	0	1	0	2	0	3	0	1
EMS/Rescue Call	888	714	848	718	1,091	853	1,085	870	930	780
Hazardous Condition	15	17	20	22	16	15	15	30	26	35
Service Call	61	86	64	49	74	122	66	97	74	82
Good Intent Call	11	161	3	144	6	218	6	175	9	138
False Call	0	65	0	67	0	86	0	67	0	88
Natural Condition	0	2	0	0	0	0	0	1	0	1
Other Situation	15	0	20	1	19	0	11	1	17	0
<b>Total</b>	<b>1,101</b>		<b>1,041</b>		<b>1,325</b>		<b>1,275</b>		<b>1,173</b>	

Station 50 First-Due Area

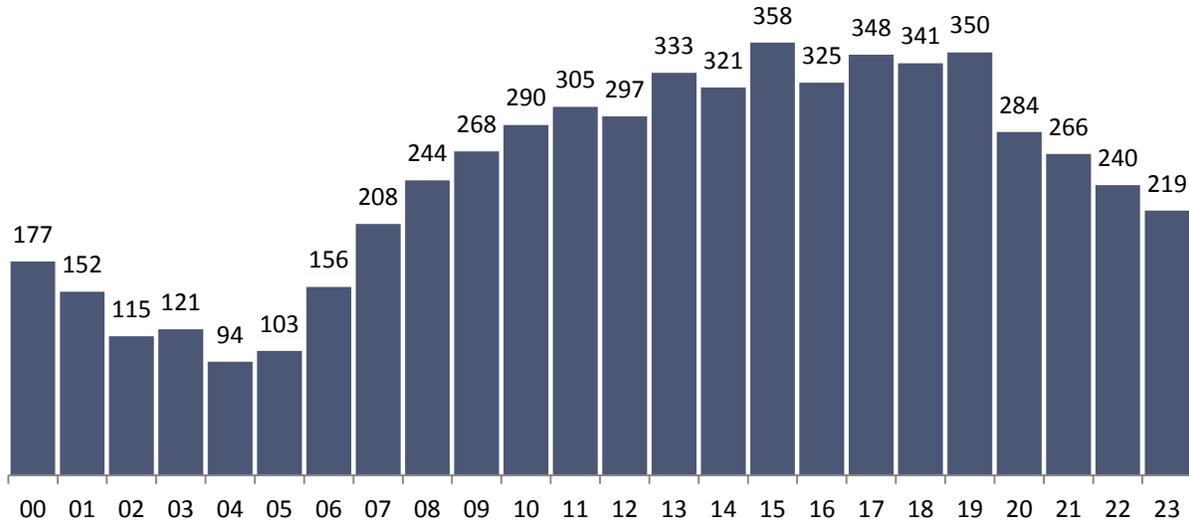
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



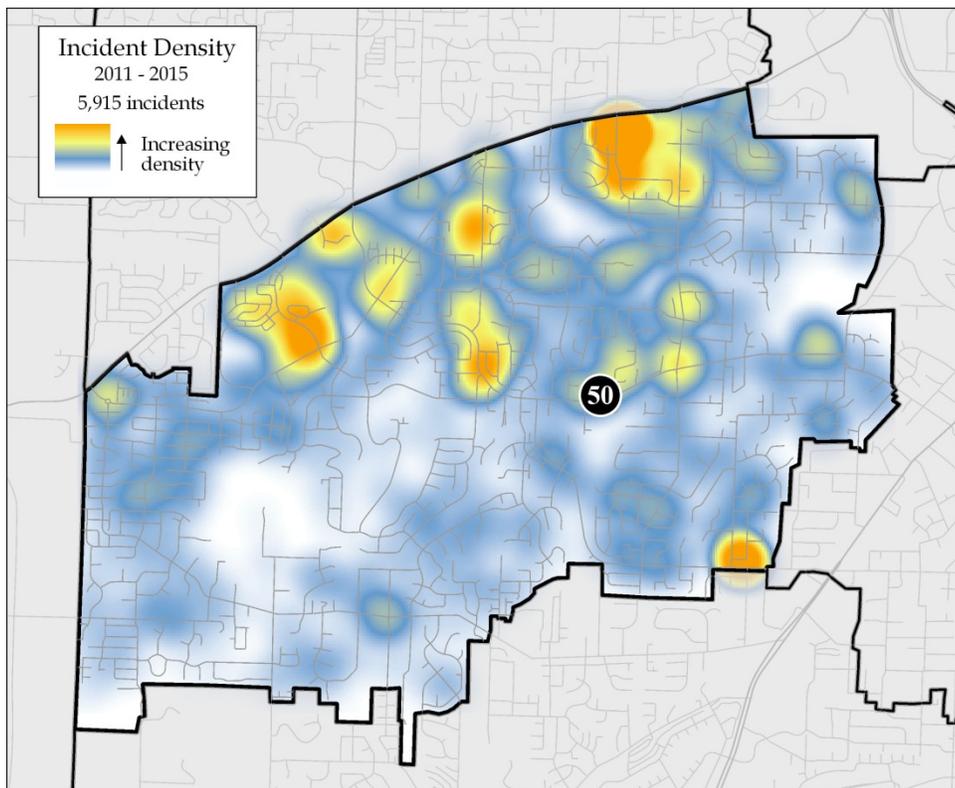
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10050 General Fund</b>						
5001 Salaries & Wages Union	\$ 951,854	\$ 903,774	\$ 957,752	\$ 927,779	\$ 927,779	\$ 927,779
5003 Vacation Taken Union	134,569	139,684	127,040	125,727	125,727	125,727
5005 Sick Leave Taken Union	28,062	21,785	26,083	23,528	23,528	23,528
5007 Personal Leave Taken Union	9,420	7,224	12,835	13,039	13,039	13,039
5016 Vacation Sold at Retirement			2,335	1,132	1,132	1,132
5017 PEHP Vac Sold at Retirement	354		6,226	3,427	3,427	3,427
5020 Deferred Comp Match Union	43,235	52,883	54,092	50,090	50,090	50,090
5101 Vacation Relief	91,794	122,359	121,011	142,973	142,973	142,973
5105 Sick Relief	21,173	24,982	22,988	21,917	21,917	21,917
5106 On the Job Injury Relief	6,437	9,613	3,670	4,428	4,428	4,428
5107 Short Term Disability Relief		1,287	2,433	1,493	1,493	1,493
5110 Personal Leave Relief	6,040	11,699	14,406	14,031	14,031	14,031
5115 Vacant Slot Relief	10,010	14,763				
5118 Standby Overtime	839	944	1,063	991	991	991
5120 Overtime Union	10,149	18,244	24,509	26,928	26,928	26,928
5201 PERS Taxes	249,697	255,417	274,740	270,955	270,955	270,955
5203 FICA/MEDI	96,013	96,366	105,300	103,850	103,850	103,850
5206 Worker's Comp	31,078	65,935	38,542	29,866	29,866	29,866
5207 TriMet/Wilsonville Tax	9,027	9,152	9,963	11,185	11,185	11,185
5208 OR Worker's Benefit Fund Tax	532	539	952	523	523	523
5210 Medical Ins Union	223,623	225,293	230,230	248,004	248,004	248,004
5220 Post Retire Ins Union	7,750	7,550	7,800	7,200	7,200	7,200
5270 Uniform Allowance	3,283	3,694	3,705	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,934,937</b>	<b>1,993,187</b>	<b>2,047,675</b>	<b>2,032,486</b>	<b>2,032,486</b>	<b>2,032,486</b>
5300 Office Supplies	268	534	455	480	480	480
5301 Special Department Supplies	4,852	5,335	4,160	4,260	4,260	4,260
5302 Training Supplies	27		100	200	200	200
5305 Fire Extinguisher	28		100	120	120	120
5307 Smoke Detector Program	144	75	275	300	300	300
5320 EMS Supplies	9,279	12,510	11,250	10,872	10,872	10,872
5321 Fire Fighting Supplies	1,797	2,079	2,925	2,700	2,700	2,700
5325 Protective Clothing	3,039	4,901	2,925	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	325	130		185	185	185
5350 Apparatus Fuel/Lubricants	16,393	20,042	24,000	22,100	22,100	22,100
5361 M&R Bldg/Bldg Equip & Improv	15,209	15,316	30,695	25,455	25,455	25,455
5365 M&R Firefight Equip	49	196	125	200	200	200
5367 M&R Office Equip	1,381	1,318	1,550	1,650	1,650	1,650
5414 Other Professional Services	173	208	200	250	250	250
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	1,052	1,367	1,053	738	738	738
5432 Natural Gas	2,705	2,858	3,136	3,261	3,261	3,261
5433 Electricity	13,579	13,999	16,332	14,500	14,500	14,500
5434 Water/Sewer	8,851	10,154	9,754	11,315	11,315	11,315

Station 50 - Walnut, continued

	1,630	1,610	1,725	1,794	1,794	1,794
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage						
5480 Community/Open House/Outreach	8		300	150	150	150
5481 Community Education Materials	927	1,582	1,551	1,124	1,124	1,124
5500 Dues & Subscriptions	67	70	150	150	150	150
5570 Misc Business Exp		235	520	480	480	480
5575 Laundry/Repair Expense	285	327	275	365	365	365
<b>Total Materials &amp; Services</b>	<b>82,068</b>	<b>94,845</b>	<b>113,606</b>	<b>105,699</b>	<b>105,699</b>	<b>105,699</b>
<b>Total General Fund</b>	<b>\$ 2,017,005</b>	<b>\$ 2,088,032</b>	<b>\$ 2,161,281</b>	<b>\$ 2,138,185</b>	<b>\$ 2,138,185</b>	<b>\$ 2,138,185</b>



Station Description

**Station 51**, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993 and seismically strengthened and remodeled in 2015. The 10,552 square foot station houses a total of **25 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 District. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing ALS treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 51**.

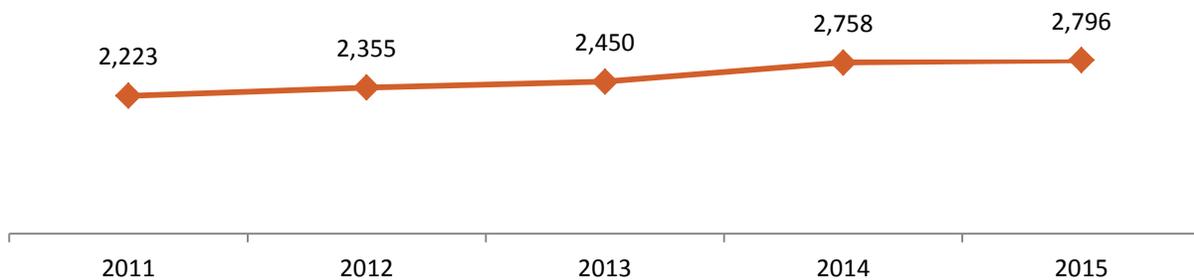
The 3,617 acres (5.7 square miles) of Station 51’s first due area includes Tigard and a small northern portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District’s **Technical Rescue Team** is also housed at Station 51.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 3,806,362	\$ 4,027,756	\$ 4,053,186	\$ 4,378,641
Materials & Services	106,772	114,639	122,673	115,918
<b>Total Expenditure</b>	<b>\$ 3,913,134</b>	<b>\$ 4,142,395</b>	<b>\$ 4,175,859</b>	<b>\$ 4,494,559</b>

Station 51 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

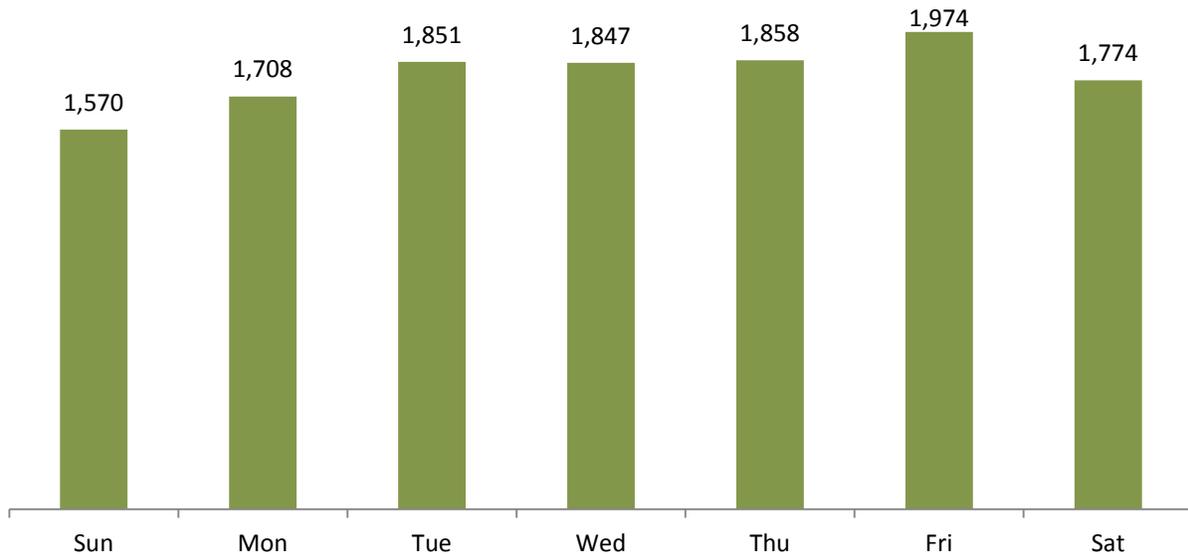
## Station 51 - Tigard, continued

### Station 51 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	250	88	246	84	268	74	268	70	275	89
Overpressure	0	3	0	8	0	9	0	5	0	1
EMS/Rescue Call	1,834	1,299	1,968	1,436	2,032	1,427	2,295	1,519	2,336	1,734
Hazardous Condition	41	73	48	60	49	71	87	100	62	83
Service Call	59	86	53	88	57	128	66	133	67	161
Good Intent Call	15	555	13	552	14	599	14	778	13	592
False Call	0	116	0	119	0	141	0	148	0	135
Natural Condition	0	2	0	0	0	0	0	2	0	1
Other Situation	24	1	27	8	30	1	28	3	43	0
<b>Total</b>	<b>2,223</b>		<b>2,355</b>		<b>2,450</b>		<b>2,758</b>		<b>2,796</b>	

### Station 51 First-Due Area

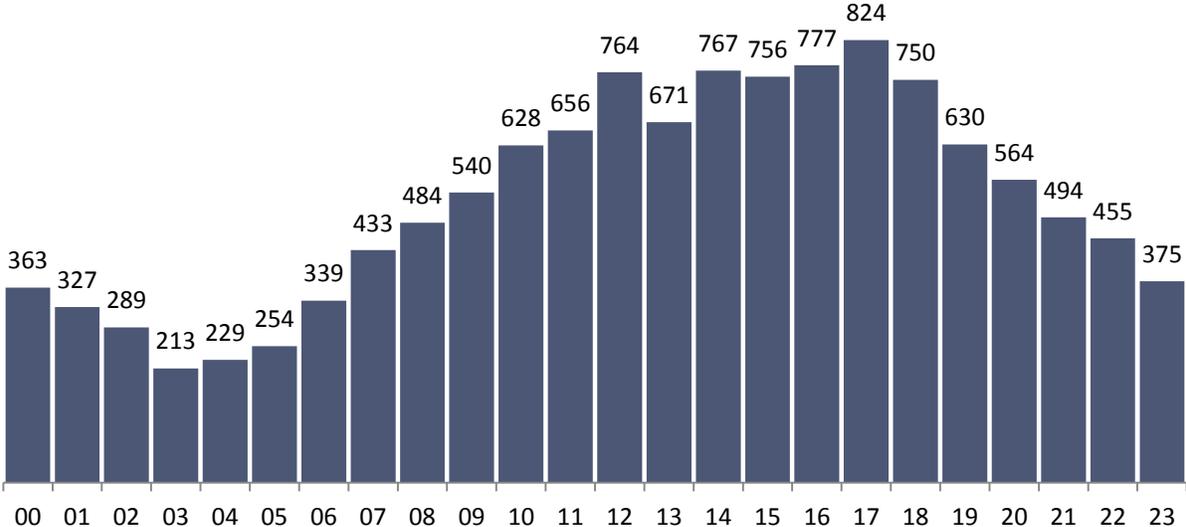
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



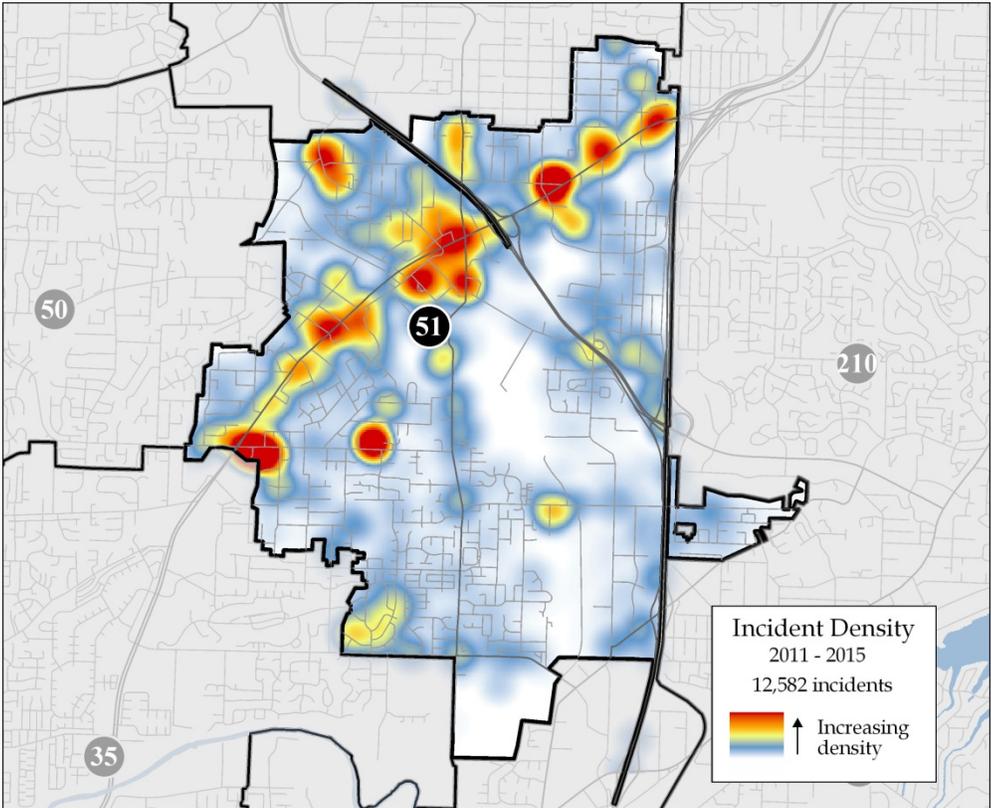
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10051 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,841,392	\$ 1,811,617	\$ 1,912,190	\$ 2,009,189	\$ 2,009,189	\$ 2,009,189
5003 Vacation Taken Union	275,885	275,899	253,639	272,283	272,283	272,283
5005 Sick Leave Taken Union	17,974	20,561	52,075	50,951	50,951	50,951
5007 Personal Leave Taken Union	32,652	31,499	25,623	28,233	28,233	28,233
5016 Vacation Sold at Retirement			4,659	2,443	2,443	2,443
5017 PEHP Vac Sold at Retirement	2,034	2,101	12,429	7,405	7,405	7,405
5020 Deferred Comp Match Union	82,670	105,734	107,994	108,253	108,253	108,253
5101 Vacation Relief	211,122	294,866	241,601	308,991	308,991	308,991
5105 Sick Relief	36,014	54,024	45,894	47,364	47,364	47,364
5106 On the Job Injury Relief	14,681	15,284	7,325	9,567	9,567	9,567
5107 Short Term Disability Relief		3,785	4,854	3,223	3,223	3,223
5110 Personal Leave Relief	24,959	34,016	28,761	30,323	30,323	30,323
5115 Vacant Slot Relief	12,814	30,848				
5118 Standby Overtime	662	1,273	2,122	2,137	2,137	2,137
5120 Overtime Union	37,240	40,909	48,931	58,193	58,193	58,193
5201 PERS Taxes	512,621	516,986	548,523	586,539	586,539	586,539
5203 FICA/MEDI	186,241	193,812	210,233	224,801	224,801	224,801
5206 Worker's Comp	62,805	126,824	76,949	64,651	64,651	64,651
5207 TriMet/Wilsonville Tax	17,571	18,481	19,891	24,208	24,208	24,208
5208 OR Worker's Benefit Fund Tax	1,013	1,052	3,213	1,087	1,087	1,087
5210 Medical Ins Union	418,055	425,425	425,040	516,675	516,675	516,675
5220 Post Retire Ins Union	14,500	14,600	14,400	15,000	15,000	15,000
5270 Uniform Allowance	3,458	8,159	6,840	7,125	7,125	7,125
<b>Total Personnel Services</b>	<b>3,806,362</b>	<b>4,027,756</b>	<b>4,053,186</b>	<b>4,378,641</b>	<b>4,378,641</b>	<b>4,378,641</b>
5300 Office Supplies	317	386	840	1,000	1,000	1,000
5301 Special Department Supplies	4,789	5,994	7,680	8,875	8,875	8,875
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher	160	64	160	120	120	120
5307 Smoke Detector Program	144	75	275	300	300	300
5320 EMS Supplies	11,012	4,329	13,500	15,070	15,070	15,070
5321 Fire Fighting Supplies	7,133	4,328	6,400	6,625	6,625	6,625
5325 Protective Clothing	8,792	8,695	5,400	6,250	6,250	6,250
5330 Noncapital Furniture & Equip	5,211	9,063	5,225	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	23,721	8,963	23,320	23,220	23,220	23,220
5361 M&R Bldg/Bldg Equip & Improv	9,644	38,597	22,890	16,820	16,820	16,820
5365 M&R Firefight Equip	530	92	125	500	500	500
5367 M&R Office Equip	1,404	1,207	1,550	1,650	1,650	1,650
5414 Other Professional Services	4,616	5,898	300	300	300	300
5415 Printing	183		50	50	50	50
5416 Custodial & Bldg Services	481	300	805	323	323	323
5432 Natural Gas	4,043	4,205	5,824	5,200	5,200	5,200
5433 Electricity	11,420	7,646	13,936	12,000	12,000	12,000
5434 Water/Sewer	9,365	9,678	9,724	11,675	11,675	11,675

Station 51 - Tigard, continued

	1,882	631	2,009	2,090	2,090	2,090
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage						
5445 Rent/Lease of Building		3,232				
5480 Community/Open House/Outreach	36	41	300	150	150	150
5481 Community Education Materials	549	66	700	350	350	350
5500 Dues & Subscriptions	66	70	150	150	150	150
5570 Misc Business Exp	782	602	960	1,000	1,000	1,000
5575 Laundry/Repair Expense	490	479	450	500	500	500
<b>Total Materials &amp; Services</b>	<b>106,772</b>	<b>114,639</b>	<b>122,673</b>	<b>115,918</b>	<b>115,918</b>	<b>115,918</b>
<b>Total General Fund</b>	<b>\$ 3,913,134</b>	<b>\$ 4,142,395</b>	<b>\$ 4,175,859</b>	<b>\$ 4,494,559</b>	<b>\$ 4,494,559</b>	<b>\$ 4,494,559</b>



## 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**.

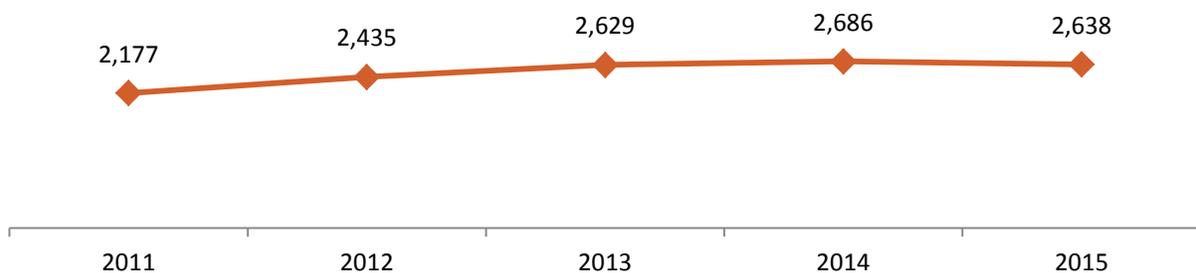
The 3,635 acres (5.7 square miles) of Station 53's first due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 2,195,942	\$ 2,242,900	\$ 2,365,955	\$ 2,443,996
Materials & Services	96,136	107,605	123,255	116,054
<b>Total Expenditure</b>	<b>\$ 2,292,078</b>	<b>\$ 2,350,505</b>	<b>\$ 2,489,210</b>	<b>\$ 2,560,050</b>

### Station 53 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

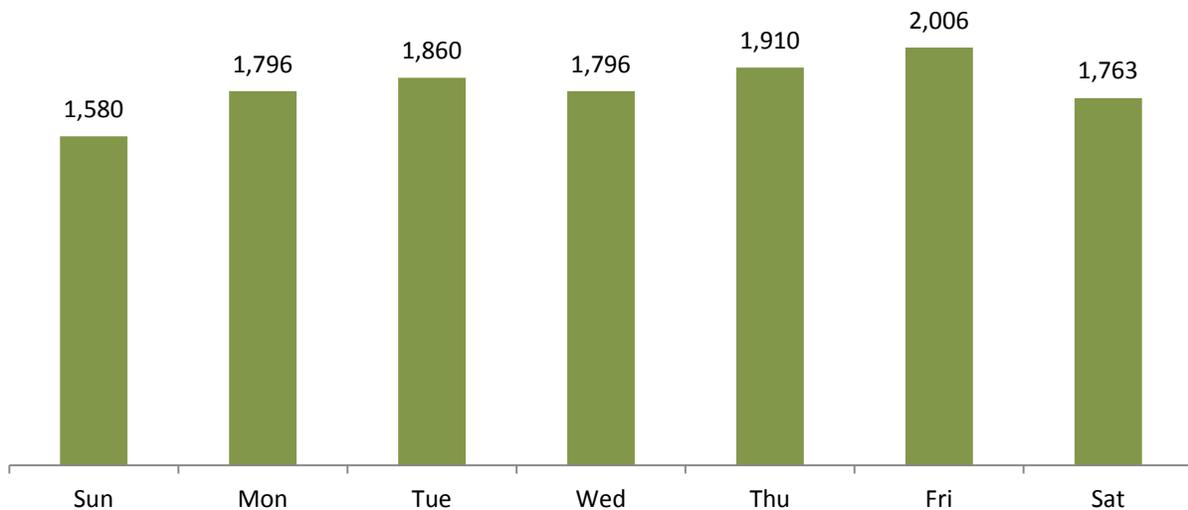
## Station 53 - Progress, continued

### Station 53 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	256	46	217	45	212	48	230	57	263	61
Overpressure	0	5	0	6	0	7	0	8	0	0
EMS/Rescue Call	1,792	1,414	2,058	1,639	2,244	1,751	2,285	1,798	2,219	1,811
Hazardous Condition	33	63	75	78	60	85	63	92	53	91
Service Call	54	114	54	145	76	231	63	206	70	177
Good Intent Call	12	359	5	394	5	378	5	383	9	335
False Call	0	172	0	125	0	129	0	141	0	162
Natural Condition	0	1	0	0	0	0	0	1	0	1
Other Situation	30	3	26	3	32	0	40	0	24	0
<b>Total</b>	<b>2,177</b>		<b>2,435</b>		<b>2,629</b>		<b>2,686</b>		<b>2,638</b>	

### Station 53 First-Due Area

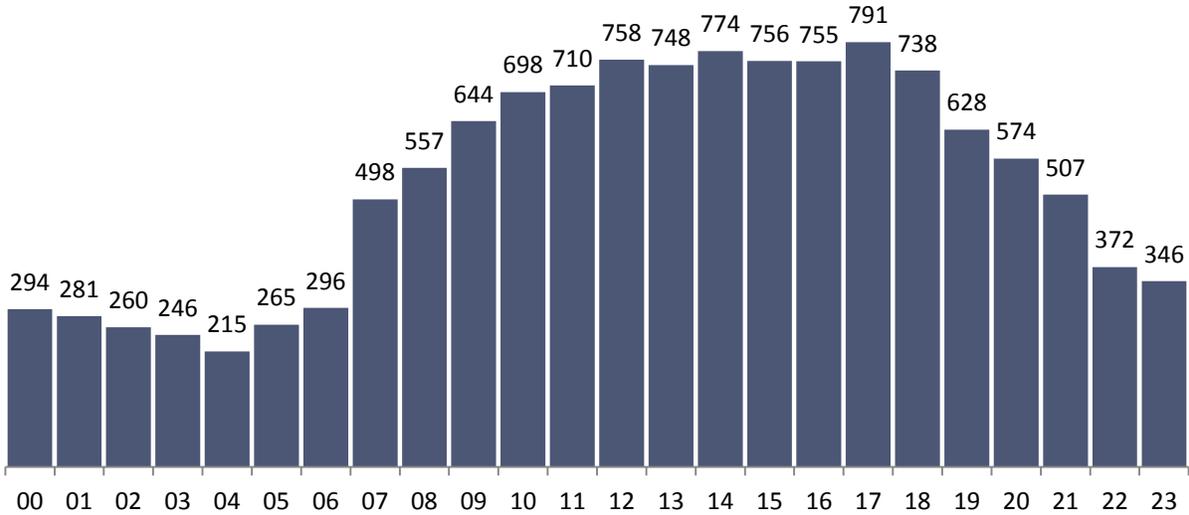
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



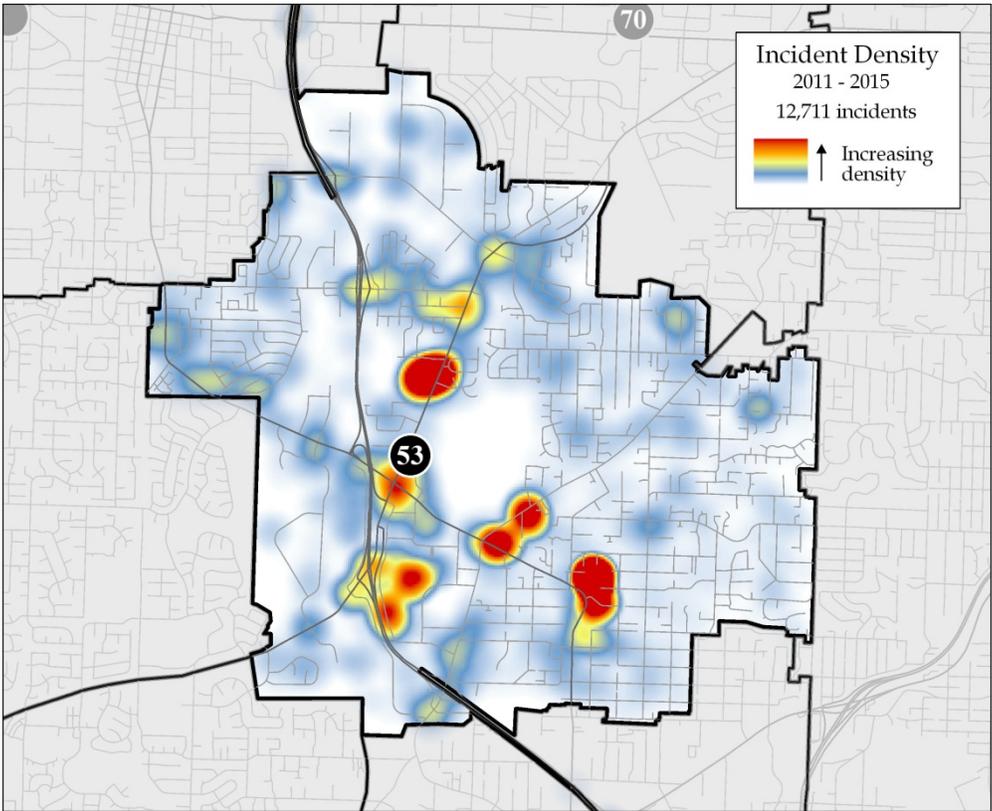
<sup>1</sup> NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10053 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,027,327	\$ 998,274	\$ 1,116,287	\$ 1,120,479	\$ 1,120,479	\$ 1,120,479
5003 Vacation Taken Union	146,293	131,332	148,069	151,840	151,840	151,840
5005 Sick Leave Taken Union	9,619	14,477	30,401	28,415	28,415	28,415
5007 Personal Leave Taken Union	15,531	18,836	14,959	15,746	15,746	15,746
5016 Vacation Sold at Retirement			2,722	1,366	1,366	1,366
5017 PEHP Vac Sold at Retirement	2,176	4,482	7,256	4,139	4,139	4,139
5020 Deferred Comp Match Union	46,918	54,282	63,046	60,495	60,495	60,495
5101 Vacation Relief	142,164	170,505	141,042	172,669	172,669	172,669
5105 Sick Relief	33,055	25,507	26,794	26,468	26,468	26,468
5106 On the Job Injury Relief	2,417	10,384	4,277	5,348	5,348	5,348
5107 Short Term Disability Relief	1,154	2,351	2,836	1,802	1,802	1,802
5110 Personal Leave Relief	23,973	15,735	16,791	16,945	16,945	16,945
5115 Vacant Slot Relief	20,808	23,648				
5118 Standby Overtime	1,046	1,172	1,239	1,196	1,196	1,196
5120 Overtime Union	22,248	36,190	28,566	32,521	32,521	32,521
5201 PERS Taxes	300,628	282,912	320,217	327,233	327,233	327,233
5203 FICA/MEDI	106,274	108,597	122,731	125,420	125,420	125,420
5206 Worker's Comp	36,172	73,974	44,923	36,069	36,069	36,069
5207 TriMet/Wilsonville Tax	10,252	10,410	11,612	13,507	13,507	13,507
5208 OR Worker's Benefit Fund Tax	578	605	1,857	610	610	610
5210 Medical Ins Union	235,016	246,257	247,940	289,338	289,338	289,338
5220 Post Retire Ins Union	8,150	9,500	8,400	8,400	8,400	8,400
5270 Uniform Allowance	4,141	3,468	3,990	3,990	3,990	3,990
<b>Total Personnel Services</b>	<b>2,195,942</b>	<b>2,242,900</b>	<b>2,365,955</b>	<b>2,443,996</b>	<b>2,443,996</b>	<b>2,443,996</b>
5300 Office Supplies	287	714	490	560	560	560
5301 Special Department Supplies	4,880	5,692	4,480	4,970	4,970	4,970
5302 Training Supplies	10	62	100	200	200	200
5305 Fire Extinguisher	17		120	120	120	120
5307 Smoke Detector Program	144	200	275	300	300	300
5320 EMS Supplies	15,785	18,356	17,500	20,160	20,160	20,160
5321 Fire Fighting Supplies	2,707	1,743	3,150	3,150	3,150	3,150
5325 Protective Clothing	1,365	7,412	3,150	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	3,118	1,497	580	2,390	2,390	2,390
5350 Apparatus Fuel/Lubricants	15,855	16,494	16,500	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	20,461	23,156	42,655	28,692	28,692	28,692
5365 M&R Firefight Equip	98	98	125	200	200	200
5367 M&R Office Equip	1,384	1,329	1,550	1,650	1,650	1,650
5414 Other Professional Services	95	119	200	300	300	300
5415 Printing		19	50	50	50	50
5416 Custodial & Bldg Services	1,064	1,401	1,065	728	728	728
5432 Natural Gas	2,237	2,058	3,120	2,400	2,400	2,400
5433 Electricity	17,385	17,653	18,408	18,960	18,960	18,960
5434 Water/Sewer	5,890	5,425	6,032	7,500	7,500	7,500

Station 53 - Progress, continued

	1,452	1,552	1,390	1,614	1,614	1,614
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage						
5480 Community/Open House/Outreach	280		300	150	150	150
5481 Community Education Materials	666	950	750	750	750	750
5500 Dues & Subscriptions	44	70	150	150	150	150
5570 Misc Business Exp	477	1,156	560	560	560	560
5575 Laundry/Repair Expense	437	448	555	500	500	500
<b>Total Materials &amp; Services</b>	<b>96,136</b>	<b>107,605</b>	<b>123,255</b>	<b>116,054</b>	<b>116,054</b>	<b>116,054</b>
<b>Total General Fund</b>	<b>\$ 2,292,078</b>	<b>\$ 2,350,505</b>	<b>\$ 2,489,210</b>	<b>\$ 2,560,050</b>	<b>\$ 2,560,050</b>	<b>\$ 2,560,050</b>



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.

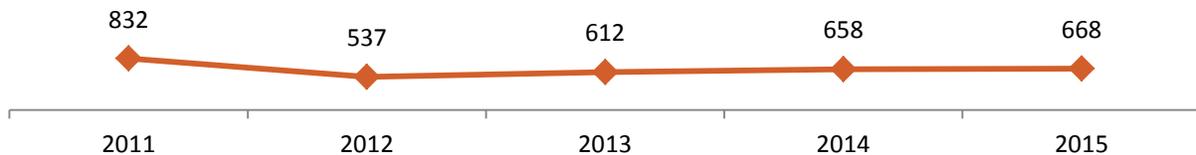
The 4,021 acres (6.3 square miles) of Station 60’s first due area includes mostly unincorporated portions of Washington and Multnomah counties. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,894,804	\$ 1,999,189	\$ 1,930,047	\$ 2,045,454
Materials & Services	51,969	53,967	104,522	81,711
<b>Total Expenditure</b>	<b>\$ 1,946,773</b>	<b>\$ 2,053,155</b>	<b>\$ 2,034,569</b>	<b>\$ 2,127,165</b>

Station 60 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

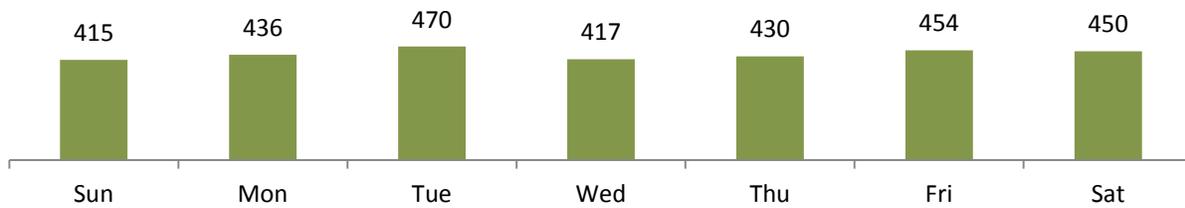
Station 60 - Cornell Road, continued

Station 60 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	125	26	63	10	67	12	85	16	68	20
Overpressure	0	0	0	3	0	0	0	1	0	0
EMS/Rescue Call	657	475	425	346	493	379	515	426	544	467
Hazardous Condition	16	20	13	16	14	20	21	18	14	20
Service Call	23	46	27	35	24	51	27	50	30	43
Good Intent Call	2	184	3	103	2	107	2	98	3	80
False Call	0	79	0	24	0	42	0	47	0	36
Natural Condition	0	0	0	0	0	0	0	1	0	1
Other Situation	9	2	6	0	12	1	8	1	9	1
<b>Total</b>	<b>832</b>		<b>537</b>		<b>612</b>		<b>658</b>		<b>668</b>	

Station 60 First-Due Area

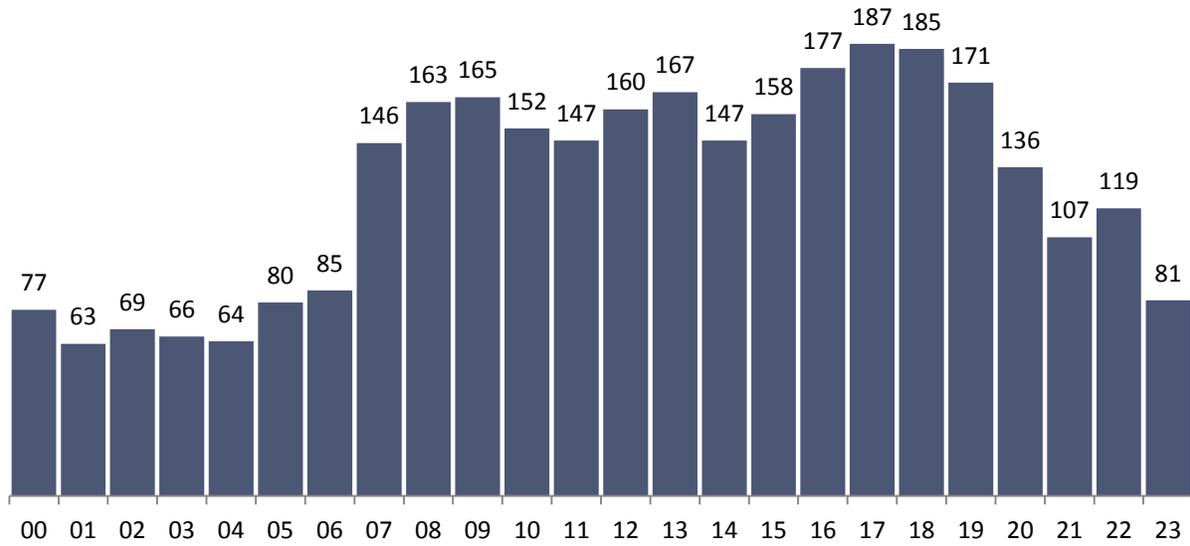
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



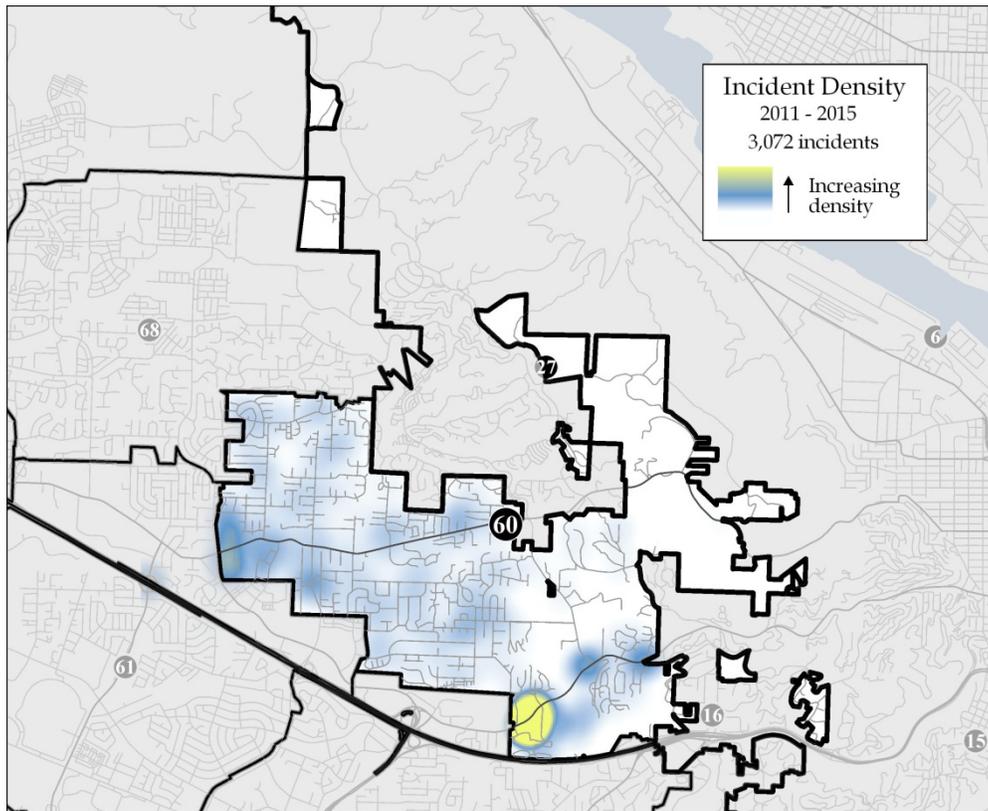
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011 -2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10060 General Fund</b>						
5001 Salaries & Wages Union	\$ 851,295	\$ 857,857	\$ 905,176	\$ 934,564	\$ 934,564	\$ 934,564
5003 Vacation Taken Union	142,508	120,955	120,067	126,646	126,646	126,646
5005 Sick Leave Taken Union	33,003	8,344	24,651	23,700	23,700	23,700
5007 Personal Leave Taken Union	8,698	11,153	12,131	13,134	13,134	13,134
5016 Vacation Sold at Retirement			2,207	1,140	1,140	1,140
5017 PEHP Vac Sold at Retirement	32,596	53,782	5,885	3,452	3,452	3,452
5020 Deferred Comp Match Union	41,206	49,280	51,122	50,457	50,457	50,457
5101 Vacation Relief	122,520	155,128	114,369	144,019	144,019	144,019
5105 Sick Relief	19,824	32,884	21,727	22,077	22,077	22,077
5106 On the Job Injury Relief	1,989	1,062	3,468	4,460	4,460	4,460
5107 Short Term Disability Relief		1,303	2,299	1,503	1,503	1,503
5110 Personal Leave Relief	15,003	16,945	13,616	14,134	14,134	14,134
5115 Vacant Slot Relief	8,684	19,905				
5118 Standby Overtime	1,116	1,246	1,004	998	998	998
5120 Overtime Union	7,771	17,173	23,164	27,125	27,125	27,125
5201 PERS Taxes	259,843	271,062	259,659	272,937	272,937	272,937
5203 FICA/MEDI	91,037	92,038	99,520	104,610	104,610	104,610
5206 Worker's Comp	32,560	61,451	36,427	30,085	30,085	30,085
5207 TriMet/Wilsonville Tax	8,561	8,856	9,417	11,266	11,266	11,266
5208 OR Worker's Benefit Fund Tax	504	530	998	523	523	523
5210 Medical Ins Union	207,760	208,178	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	7,150	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,174	3,058	3,420	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,894,804</b>	<b>1,999,189</b>	<b>1,930,047</b>	<b>2,045,454</b>	<b>2,045,454</b>	<b>2,045,454</b>
5300 Office Supplies	216	253	420	480	480	480
5301 Special Department Supplies	3,114	4,471	3,840	4,260	4,260	4,260
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher	104		120	120	120	120
5307 Smoke Detector Program	144	63	275	300	300	300
5320 EMS Supplies	4,362	4,976	5,500	7,077	7,077	7,077
5321 Fire Fighting Supplies	1,182	1,404	2,957	2,700	2,700	2,700
5325 Protective Clothing	147	2,724	2,700	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	1,846	328	390	2,890	2,890	2,890
5350 Apparatus Fuel/Lubricants	8,932	6,086	11,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	11,589	11,774	53,696	24,635	24,635	24,635
5365 M&R Firefight Equip	98		125	200	200	200
5367 M&R Office Equip	1,292	1,221	1,500	1,650	1,650	1,650
5414 Other Professional Services	24	136	125	200	200	200
5415 Printing	133		50	50	50	50
5416 Custodial & Bldg Services	595	620	644	519	519	519
5432 Natural Gas	2,848	2,709	4,680	3,400	3,400	3,400
5433 Electricity	7,216	8,171	8,500	8,500	8,500	8,500
5434 Water/Sewer	5,852	6,517	5,000	8,000	8,000	8,000

Station 60 - Cornell Road, continued

	1,494	1,608	1,545	2,200	2,200	2,200
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage						
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	427	354	200	300	300	300
5500 Dues & Subscriptions	42	70	150	150	150	150
5570 Misc Business Exp	92	255	480	480	480	480
5575 Laundry/Repair Expense	219	227	225	250	250	250
<b>Total Materials &amp; Services</b>	<b>51,969</b>	<b>53,967</b>	<b>104,522</b>	<b>81,711</b>	<b>81,711</b>	<b>81,711</b>
<b>Total General Fund</b>	<b>\$ 1,946,773</b>	<b>\$ 2,053,155</b>	<b>\$ 2,034,569</b>	<b>\$ 2,127,165</b>	<b>\$ 2,127,165</b>	<b>\$ 2,127,165</b>



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**.

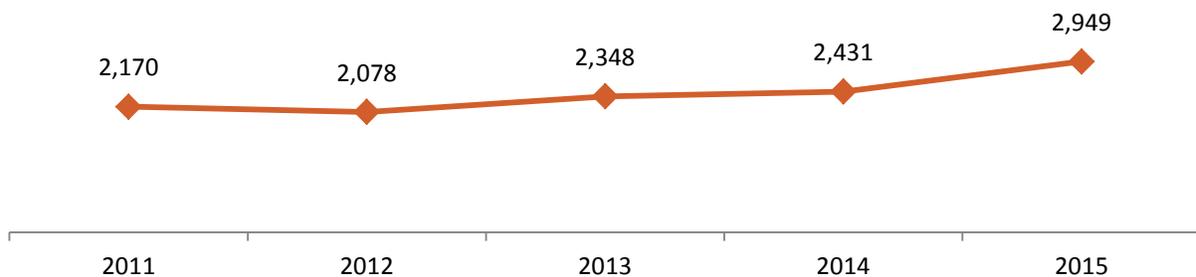
The 4,171 acres (6.5 square miles) of Station 61’s first due area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,910,100	\$ 1,934,688	\$ 2,060,109	\$ 2,190,050
Materials & Services	64,514	82,086	171,402	89,386
<b>Total Expenditure</b>	<b>\$ 1,974,615</b>	<b>\$ 2,016,774</b>	<b>\$ 2,231,511</b>	<b>\$ 2,279,436</b>

Station 61 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

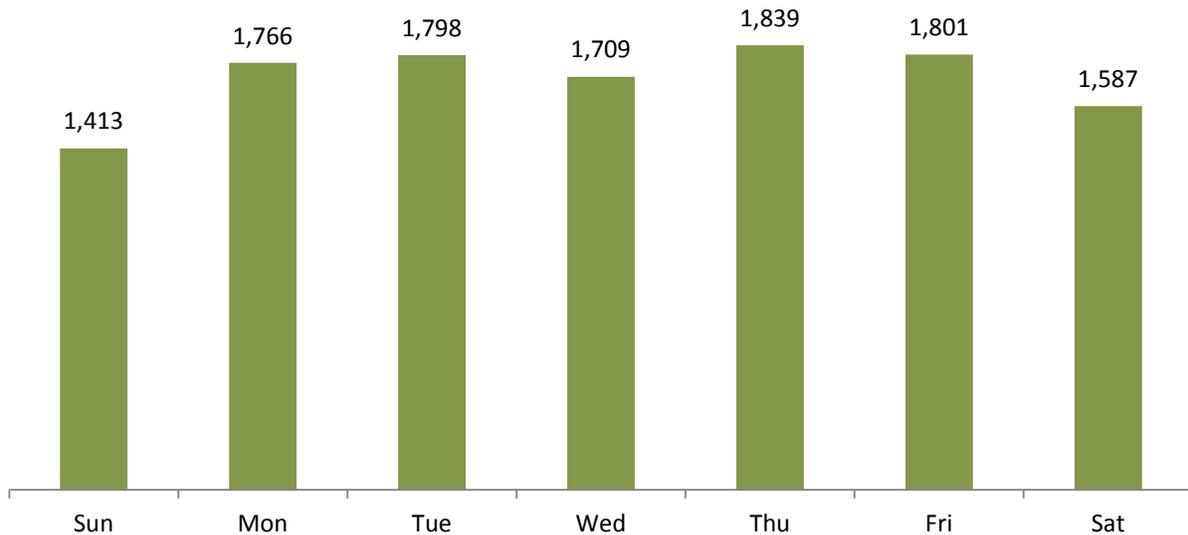
## Station 61 - Butner Road, continued

### Station 61 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	233	46	226	78	316	116	305	84	303	104
Overpressure	0	7	0	4	0	8	0	3	0	2
EMS/Rescue Call	1,791	1,340	1,725	1,273	1,844	1,362	1,918	1,422	2,451	1,985
Hazardous Condition	53	77	29	54	49	88	77	121	61	103
Service Call	53	103	68	100	79	128	88	145	87	139
Good Intent Call	8	469	6	444	19	500	9	495	20	474
False Call	0	128	0	123	0	146	0	157	0	142
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	32	0	24	2	41	0	34	4	27	0
<b>Total</b>	<b>2,170</b>		<b>2,078</b>		<b>2,348</b>		<b>2,431</b>		<b>2,949</b>	

### Station 61 First-Due Area

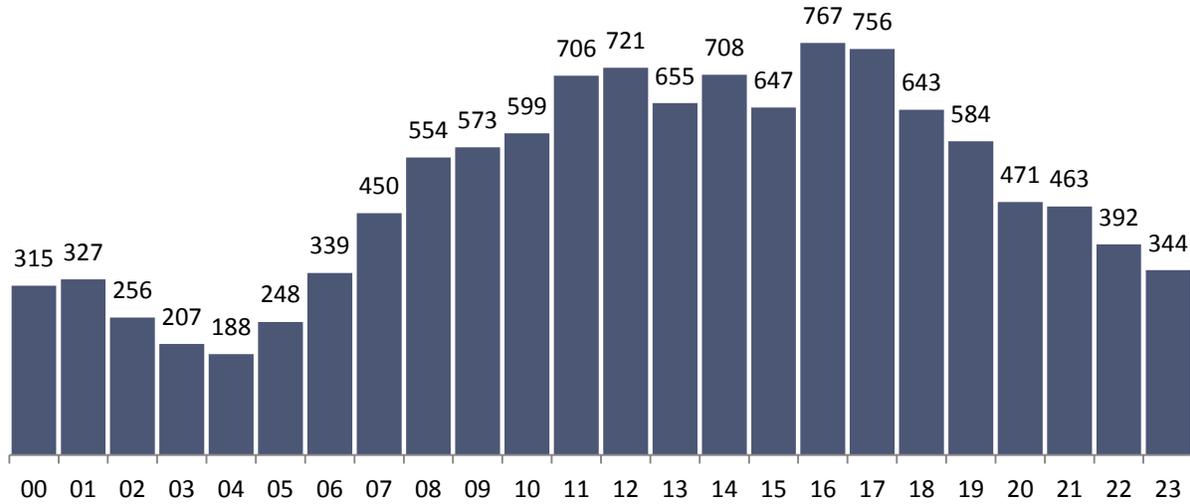
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



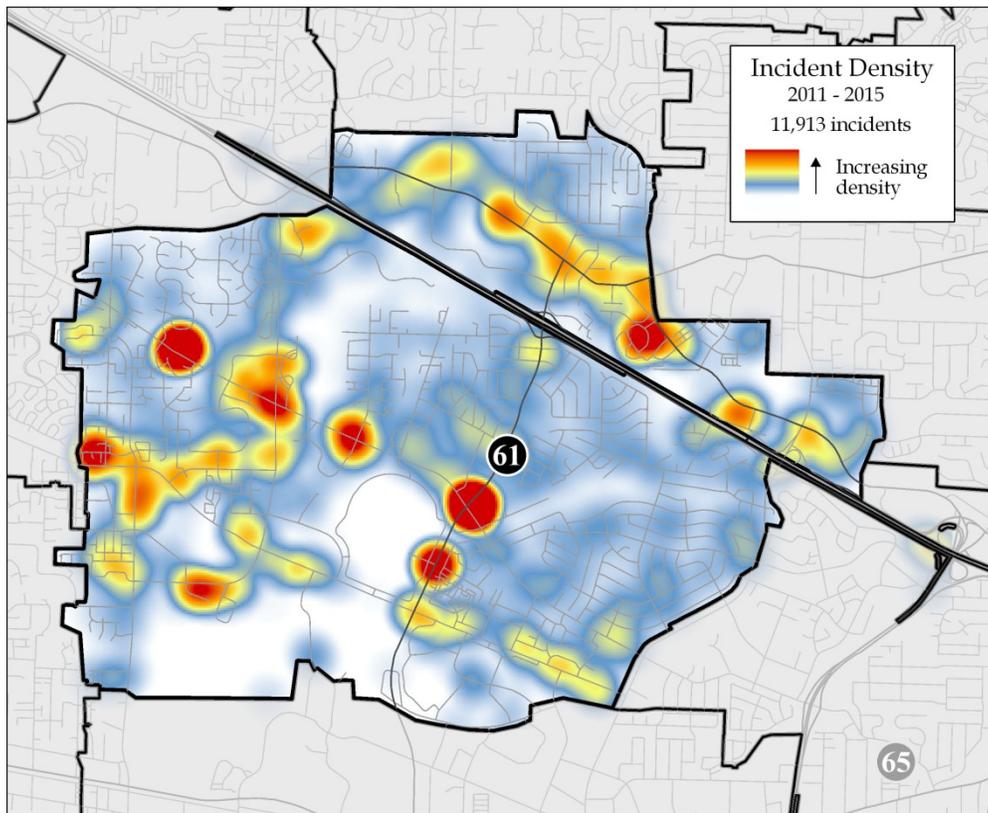
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10061 General Fund</b>						
5001 Salaries & Wages Union	\$ 870,626	\$ 847,302	\$ 964,324	\$ 999,709	\$ 999,709	\$ 999,709
5003 Vacation Taken Union	149,609	138,687	127,912	135,488	135,488	135,488
5005 Sick Leave Taken Union	20,727	27,903	26,262	25,354	25,354	25,354
5007 Personal Leave Taken Union	16,308	18,524	12,923	14,051	14,051	14,051
5016 Vacation Sold at Retirement			2,351	1,214	1,214	1,214
5017 PEHP Vac Sold at Retirement			6,269	3,678	3,678	3,678
5020 Deferred Comp Match Union	41,426	47,802	54,463	53,754	53,754	53,754
5101 Vacation Relief	118,203	128,107	121,842	153,429	153,429	153,429
5105 Sick Relief	31,180	27,877	23,146	23,519	23,519	23,519
5106 On the Job Injury Relief	1,094	5,899	3,695	4,751	4,751	4,751
5107 Short Term Disability Relief		931	2,450	1,602	1,602	1,602
5110 Personal Leave Relief	15,391	21,726	14,505	15,057	15,057	15,057
5115 Vacant Slot Relief	13,323	15,132				
5118 Standby Overtime	1,294	1,082	1,070	1,063	1,063	1,063
5120 Overtime Union	13,631	15,958	24,677	28,897	28,897	28,897
5201 PERS Taxes	250,237	247,714	276,626	291,731	291,731	291,731
5203 FICA/MEDI	93,098	90,700	106,023	111,812	111,812	111,812
5206 Worker's Comp	31,287	65,847	38,807	32,156	32,156	32,156
5207 TriMet/Wilsonville Tax	8,852	8,920	10,032	12,043	12,043	12,043
5208 OR Worker's Benefit Fund Tax	514	500	997	566	566	566
5210 Medical Ins Union	222,704	213,292	230,230	268,671	268,671	268,671
5220 Post Retire Ins Union	7,650	7,300	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,946	3,485	3,705	3,705	3,705	3,705
<b>Total Personnel Services</b>	<b>1,910,100</b>	<b>1,934,688</b>	<b>2,060,109</b>	<b>2,190,050</b>	<b>2,190,050</b>	<b>2,190,050</b>
5300 Office Supplies	378	177	455	520	520	520
5301 Special Department Supplies	4,882	3,548	4,160	4,615	4,615	4,615
5302 Training Supplies		135	100	200	200	200
5305 Fire Extinguisher				120	120	120
5307 Smoke Detector Program	240	327	275	300	300	300
5320 EMS Supplies	7,730	6,124	10,250	15,565	15,565	15,565
5321 Fire Fighting Supplies	3,811	5,083	3,825	2,925	2,925	2,925
5325 Protective Clothing	914	5,742	2,925	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	953	1,647	1,415	100	100	100
5350 Apparatus Fuel/Lubricants	11,454	8,338	10,200	10,200	10,200	10,200
5361 M&R Bldg/Bldg Equip & Improv	7,087	24,537	107,737	20,977	20,977	20,977
5365 M&R Firefight Equip	98	49	125	200	200	200
5367 M&R Office Equip	1,328	1,232	1,550	1,650	1,650	1,650
5414 Other Professional Services	30	158	250	400	400	400
5415 Printing		19	50	50	50	50
5416 Custodial & Bldg Services	702	702	703	464	464	464
5432 Natural Gas	3,449	3,159	3,600	4,200	4,200	4,200
5433 Electricity	8,764	9,496	10,002	10,002	10,002	10,002
5434 Water/Sewer	8,804	7,493	8,400	8,400	8,400	8,400
5436 Garbage	2,187	2,252	2,400	2,400	2,400	2,400

Station 61 - Butner Road, continued

			300	150	150	150
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach						
5481 Community Education Materials	526	821	1,500	1,500	1,500	1,500
5500 Dues & Subscriptions	20	48	150	150	150	150
5570 Misc Business Exp	626	428	520	520	520	520
5575 Laundry/Repair Expense	532	572	510	528	528	528
<b>Total Materials &amp; Services</b>	<b>64,514</b>	<b>82,086</b>	<b>171,402</b>	<b>89,386</b>	<b>89,386</b>	<b>89,386</b>
<b>Total General Fund</b>	<b>\$ 1,974,615</b>	<b>\$ 2,016,774</b>	<b>\$ 2,231,511</b>	<b>\$ 2,279,436</b>	<b>\$ 2,279,436</b>	<b>\$ 2,279,436</b>



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**.

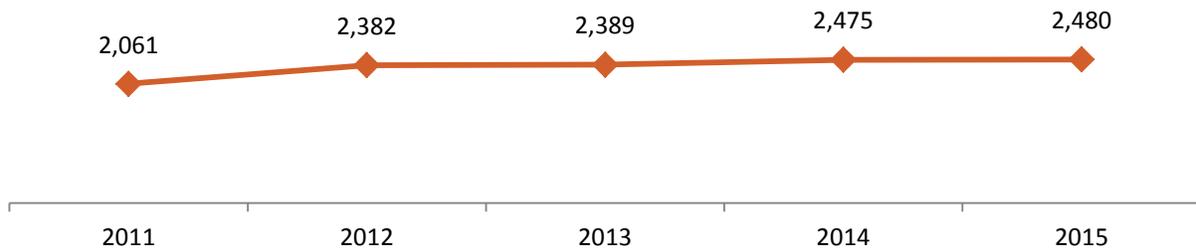
The 6,755 acres (10.6 square miles) of Station 62’s first due area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro. For the six-month training academy, cadre and recruits are located at Station 62, drilling and responding 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.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,824,999	\$ 1,945,753	\$ 2,221,467	\$ 2,347,613
Materials & Services	101,335	103,370	116,401	107,140
<b>Total Expenditure</b>	<b>\$ 1,926,334</b>	<b>\$ 2,049,123</b>	<b>\$ 2,337,868</b>	<b>\$ 2,454,753</b>

Station 62 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

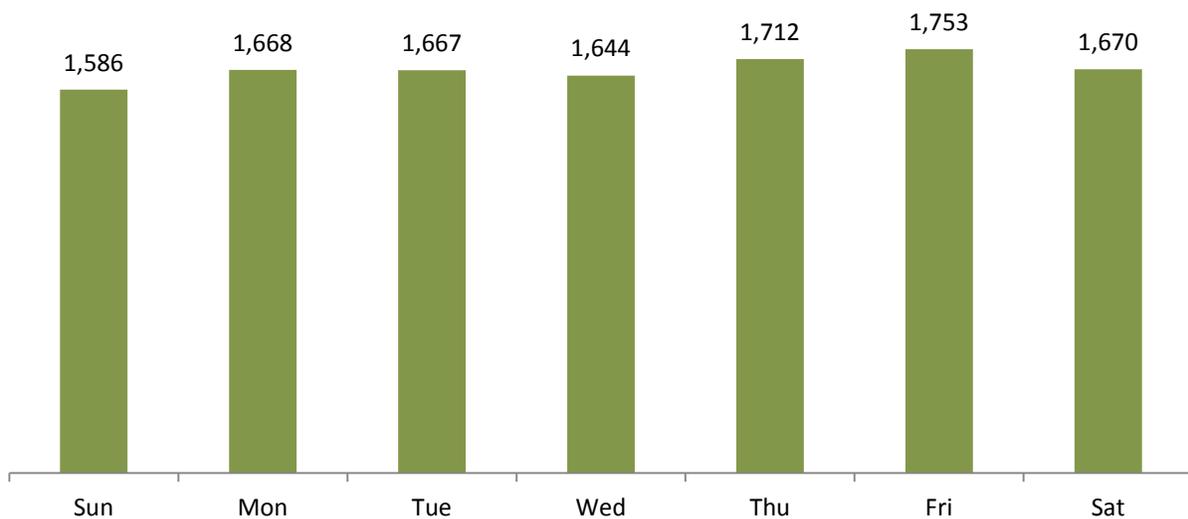
## Station 62 - Aloha, continued

### Station 62 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	Disp Call Type	Sit Found								
Fire, Explosion	173	62	145	61	166	69	162	55	172	85
Overpressure	0	8	0	5	0	3	0	2	0	1
EMS/Rescue Call	1,748	1,375	2,056	1,607	2,034	1,646	2,107	1,667	2,112	1,739
Hazardous Condition	38	53	50	54	44	46	47	57	41	56
Service Call	72	118	96	123	109	168	115	177	113	138
Good Intent Call	13	347	12	450	19	357	20	415	17	367
False Call	0	97	0	79	0	90	0	99	0	94
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	17	1	23	3	17	9	24	3	25	0
<b>Total</b>	<b>2,061</b>		<b>2,382</b>		<b>2,389</b>		<b>2,475</b>		<b>2,480</b>	

### Station 62 First-Due Area

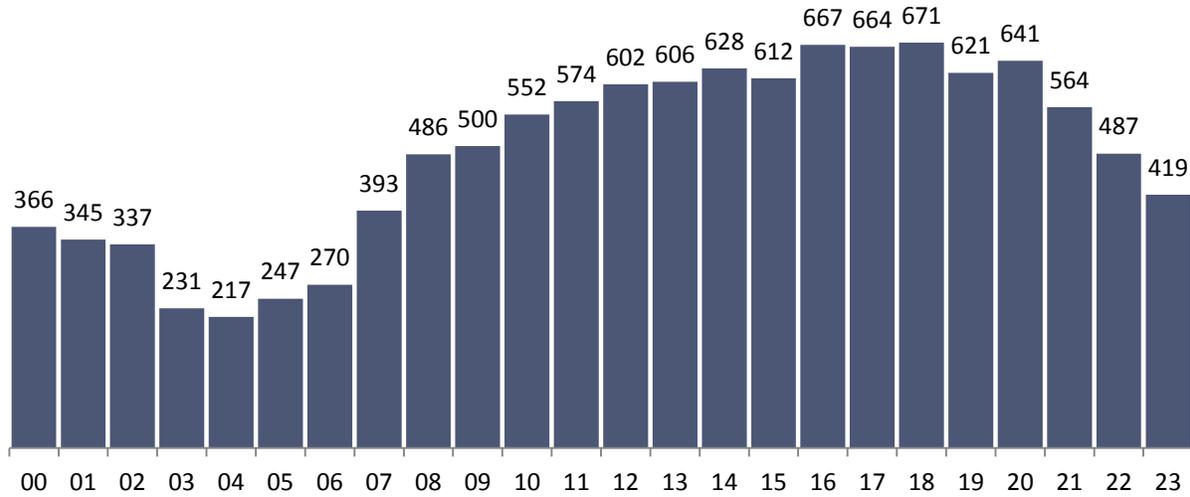
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



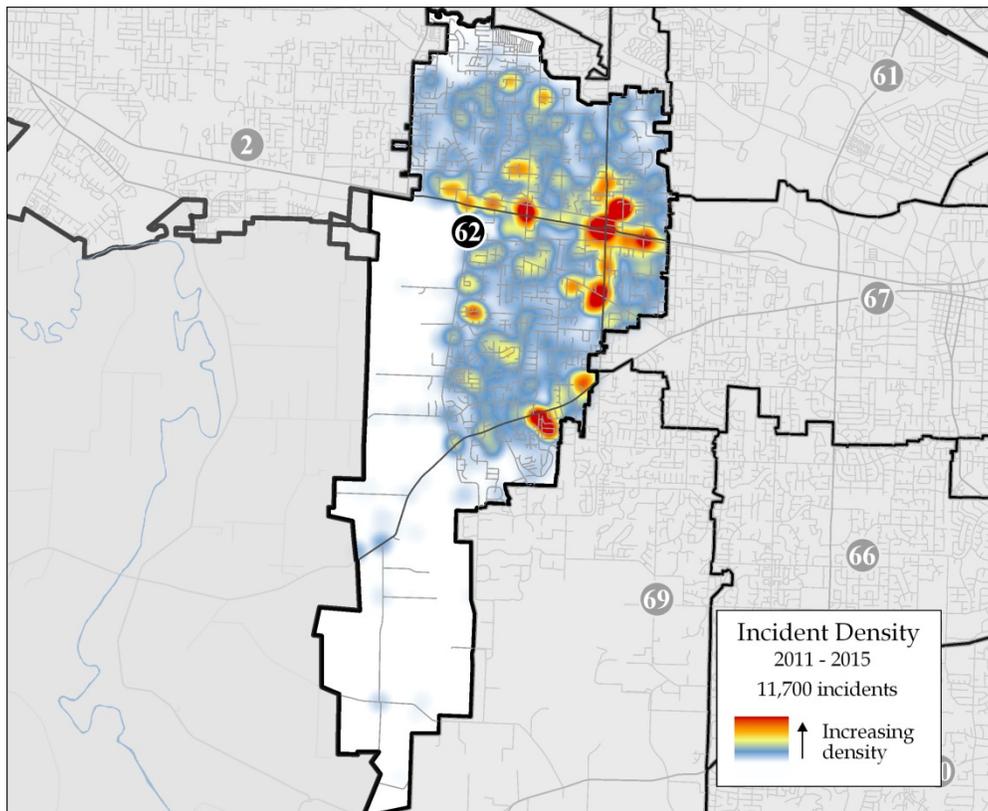
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10062 General Fund</b>						
5001 Salaries & Wages Union	\$ 887,690	\$ 917,208	\$ 1,040,054	\$ 1,071,636	\$ 1,071,636	\$ 1,071,636
5003 Vacation Taken Union	102,022	99,357	137,957	145,249	145,249	145,249
5005 Sick Leave Taken Union	23,574	16,609	28,324	27,181	27,181	27,181
5007 Personal Leave Taken Union	10,552	10,674	13,937	15,063	15,063	15,063
5016 Vacation Sold at Retirement			2,536	1,297	1,297	1,297
5017 PEHP Vac Sold at Retirement	590	1,998	6,761	3,928	3,928	3,928
5020 Deferred Comp Match Union	34,019	42,544	58,740	57,417	57,417	57,417
5101 Vacation Relief	117,771	120,734	131,410	163,885	163,885	163,885
5105 Sick Relief	12,813	26,840	24,964	25,122	25,122	25,122
5106 On the Job Injury Relief	2,778	4,403	3,985	5,075	5,075	5,075
5107 Short Term Disability Relief		1,234	2,642	1,711	1,711	1,711
5110 Personal Leave Relief	11,829	16,286	15,644	16,083	16,083	16,083
5115 Vacant Slot Relief	12,912	18,808				
5118 Standby Overtime	1,720	1,229	1,154	1,135	1,135	1,135
5120 Overtime Union	13,373	21,211	26,615	30,866	30,866	30,866
5201 PERS Taxes	215,058	223,781	298,349	312,506	312,506	312,506
5203 FICA/MEDI	90,250	94,062	114,349	119,775	119,775	119,775
5206 Worker's Comp	36,290	69,726	41,855	34,446	34,446	34,446
5207 TriMet/Wilsonville Tax	8,361	8,989	10,819	12,900	12,900	12,900
5208 OR Worker's Benefit Fund Tax	560	580	1,042	610	610	610
5210 Medical Ins Union	232,470	238,423	247,940	289,338	289,338	289,338
5220 Post Retire Ins Union	6,800	8,350	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,566	2,707	3,990	3,990	3,990	3,990
<b>Total Personnel Services</b>	<b>1,824,999</b>	<b>1,945,753</b>	<b>2,221,467</b>	<b>2,347,613</b>	<b>2,347,613</b>	<b>2,347,613</b>
5300 Office Supplies	370	178	790	560	560	560
5301 Special Department Supplies	4,771	5,432	5,480	5,970	5,970	5,970
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher	196	116	250	120	120	120
5307 Smoke Detector Program	304	75	275	300	300	300
5320 EMS Supplies	10,768	17,370	14,500	17,123	17,123	17,123
5321 Fire Fighting Supplies	2,477	3,042	3,150	3,150	3,150	3,150
5325 Protective Clothing	4,091	5,940	3,150	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	3,560	499	1,340	1,360	1,360	1,360
5350 Apparatus Fuel/Lubricants	15,919	12,295	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	15,249	12,680	18,309	10,805	10,805	10,805
5365 M&R Firefight Equip	159	49	125	200	200	200
5367 M&R Office Equip	1,310	1,226	1,900	2,000	2,000	2,000
5414 Other Professional Services	216	756	300	500	500	500

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5415 Printing	38		50	50	50	50
5416 Custodial & Bldg Services	1,422	1,422	1,423	729	729	729
5432 Natural Gas	10,588	8,717	12,980	12,000	12,000	12,000
5433 Electricity	15,438	17,480	24,877	18,500	18,500	18,500
5434 Water/Sewer	10,525	11,372	10,000	11,600	11,600	11,600
5436 Garbage	1,662	1,800	1,592	1,943	1,943	1,943
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	676	623	800	750	750	750
5500 Dues & Subscriptions	44	48	150	150	150	150
5570 Misc Business Exp	662	1,371	560	560	560	560
5575 Laundry/Repair Expense	889	878		920	920	920
<b>Total Materials &amp; Services</b>	<b>101,335</b>	<b>103,370</b>	<b>116,401</b>	<b>107,140</b>	<b>107,140</b>	<b>107,140</b>
<b>Total General Fund</b>	<b>\$ 1,926,334</b>	<b>\$ 2,049,123</b>	<b>\$ 2,337,868</b>	<b>\$ 2,454,753</b>	<b>\$ 2,454,753</b>	<b>\$ 2,454,753</b>



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 **13 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. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 64**.

The 20,792 acres (32.5 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 border.

This station is undergoing a major seismic improvement through a two-year state grant which began in fiscal year 2015-16.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,712,882	\$ 1,644,281	\$ 1,918,474	\$ 2,183,767
Materials & Services	79,667	106,197	101,029	182,640
<b>Total Expenditure</b>	<b>\$ 1,792,549</b>	<b>\$ 1,750,478</b>	<b>\$ 2,019,503</b>	<b>\$ 2,366,407</b>

Station 64 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

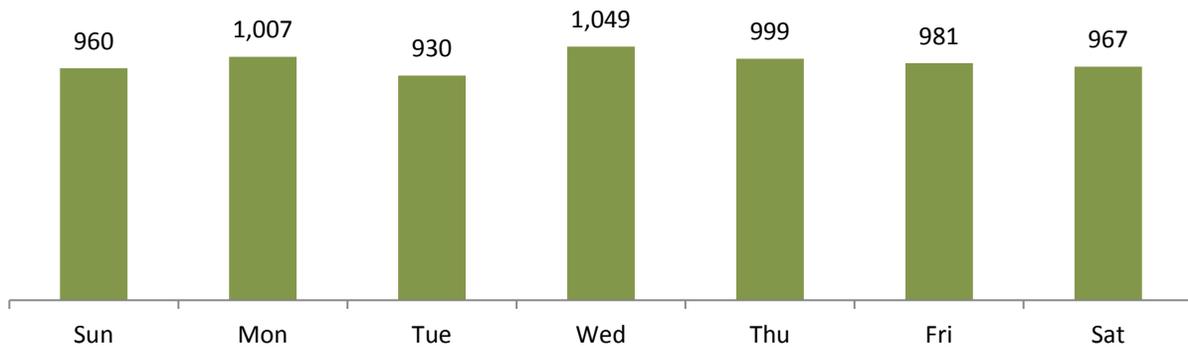
## Station 64 - Somerset, continued

### Station 64 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	132	41	112	43	144	42	128	50	170	77
Overpressure	0	2	0	1	0	5	0	6	0	1
EMS/Rescue Call	1,000	798	946	776	1,036	853	1,067	878	1,500	1,231
Hazardous Condition	23	33	19	31	28	32	35	49	46	53
Service Call	43	91	40	91	51	92	56	79	79	96
Good Intent Call	6	202	5	152	5	175	15	191	21	289
False Call	0	52	0	50	0	79	0	63	0	92
Natural Condition	0	0	0	1	0	1	0	2	0	0
Other Situation	18	3	26	3	15	0	17	0	23	0
<b>Total</b>	<b>1,222</b>		<b>1,148</b>		<b>1,279</b>		<b>1,318</b>		<b>1,839</b>	

### Station 64 First-Due Area

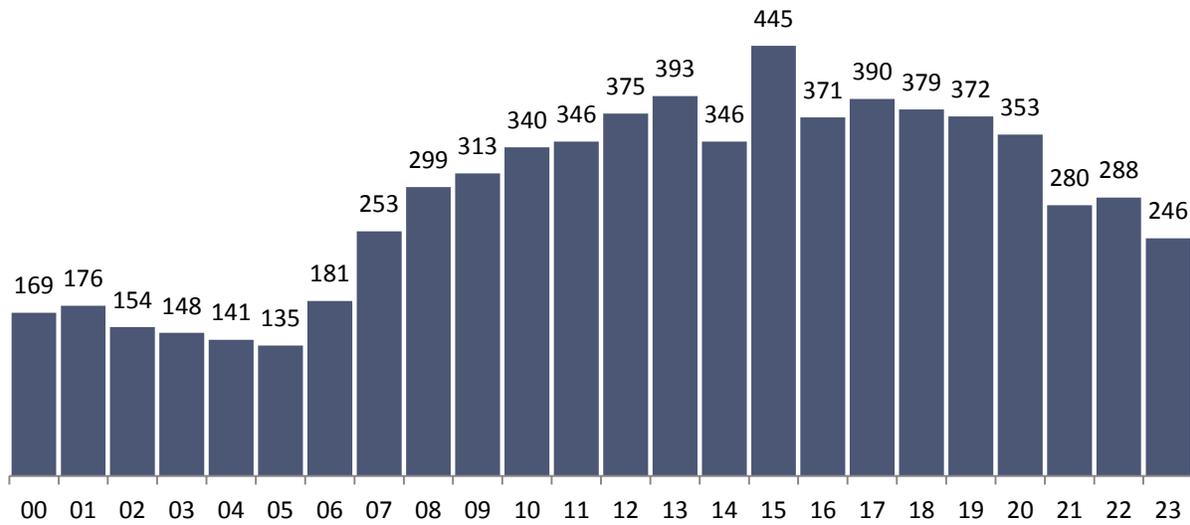
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



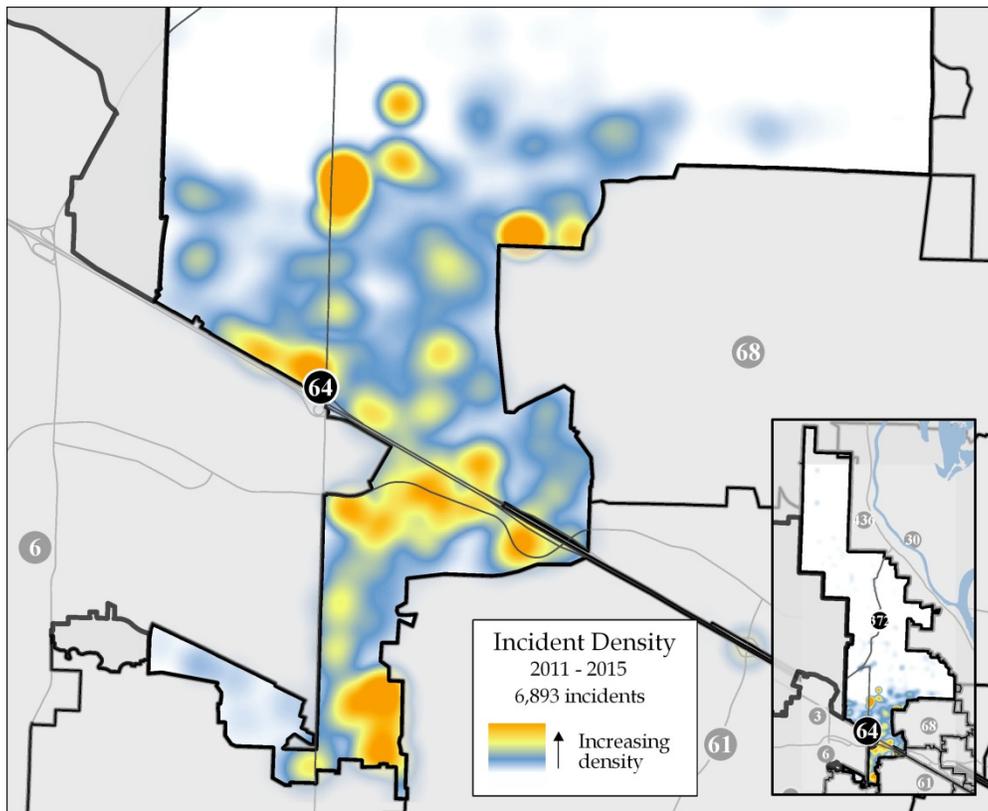
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Count



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10064 General Fund</b>						
5001 Salaries & Wages Union	\$ 838,963	\$ 771,150	\$ 898,605	\$ 995,632	\$ 995,632	\$ 995,632
5003 Vacation Taken Union	93,454	94,183	119,195	134,921	134,921	134,921
5005 Sick Leave Taken Union	11,395	11,722	24,472	25,248	25,248	25,248
5007 Personal Leave Taken Union	14,273	12,332	12,043	13,992	13,992	13,992
5016 Vacation Sold at Retirement	2,347		2,191	1,214	1,214	1,214
5017 PEHP Vac Sold at Retirement	7,908	7,896	5,842	3,678	3,678	3,678
5020 Deferred Comp Match Union	34,806	35,105	50,751	53,754	53,754	53,754
5101 Vacation Relief	104,632	102,976	113,539	153,429	153,429	153,429
5105 Sick Relief	19,841	20,572	21,569	23,519	23,519	23,519
5106 On the Job Injury Relief	3,017	931	3,443	4,751	4,751	4,751
5107 Short Term Disability Relief		2,260	2,283	1,602	1,602	1,602
5110 Personal Leave Relief	13,888	11,800	13,517	15,057	15,057	15,057
5115 Vacant Slot Relief	11,613	8,313				
5118 Standby Overtime	527	877	997	1,063	1,063	1,063
5120 Overtime Union	6,887	12,704	22,996	28,897	28,897	28,897
5201 PERS Taxes	214,271	202,475	257,774	290,771	290,771	290,771
5203 FICA/MEDI	83,582	77,317	98,798	111,444	111,444	111,444
5206 Worker's Comp	32,984	55,236	36,163	32,050	32,050	32,050
5207 TriMet/Wilsonville Tax	7,879	7,283	9,349	12,003	12,003	12,003
5208 OR Worker's Benefit Fund Tax	510	482	952	566	566	566
5210 Medical Ins Union	201,151	200,224	212,520	268,671	268,671	268,671
5220 Post Retire Ins Union	6,100	5,700	7,200	7,800	7,800	7,800
5270 Uniform Allowance	2,854	2,742	4,275	3,705	3,705	3,705
<b>Total Personnel Services</b>	<b>1,712,882</b>	<b>1,644,281</b>	<b>1,918,474</b>	<b>2,183,767</b>	<b>2,183,767</b>	<b>2,183,767</b>
5300 Office Supplies	223	166	525	520	520	520
5301 Special Department Supplies	3,056	2,704	4,800	10,615	10,615	10,615
5302 Training Supplies			100	200	200	200
5303 Physical Fitness				1,200	1,200	1,200
5305 Fire Extinguisher	48	52	106	120	120	120
5307 Smoke Detector Program	318	225	275	300	300	300
5320 EMS Supplies	9,107	11,749	13,500	15,070	15,070	15,070
5321 Fire Fighting Supplies	1,939	4,036	3,375	2,925	2,925	2,925
5325 Protective Clothing	2,846	1,851	3,375	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	858	109	1,470	20,750	20,750	20,750
5350 Apparatus Fuel/Lubricants	25,484	19,454	24,163	24,163	24,163	24,163
5361 M&R Bldg/Bldg Equip & Improv	18,582	48,147	20,668	67,720	67,720	67,720
5365 M&R Firefight Equip		488	125	200	200	200
5367 M&R Office Equip	1,247	1,206	1,550	1,650	1,650	1,650
5414 Other Professional Services	380	530	9,500	9,900	9,900	9,900
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	638	486	721	1,203	1,203	1,203
5432 Natural Gas	2,585	2,377	2,769	2,676	2,676	2,676
5433 Electricity	6,327	6,308	7,668	6,600	6,600	6,600
5434 Water/Sewer	3,542	3,749	3,438	4,068	4,068	4,068

Station 64 - Somerset, continued

	1,141	1,236	1,084	1,300	1,300	1,300
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5436 Garbage						
5445 Rent/Lease of Building				6,480	6,480	6,480
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	600	334	600	650	650	650
5500 Dues & Subscriptions	91	117	150	150	150	150
5570 Misc Business Exp	479	691	600	520	520	520
5575 Laundry/Repair Expense	175	186	117	210	210	210
<b>Total Materials &amp; Services</b>	<b>79,667</b>	<b>106,197</b>	<b>101,029</b>	<b>182,640</b>	<b>182,640</b>	<b>182,640</b>
<b>Total General Fund</b>	<b>\$ 1,792,549</b>	<b>\$ 1,750,478</b>	<b>\$ 2,019,503</b>	<b>\$ 2,366,407</b>	<b>\$ 2,366,407</b>	<b>\$ 2,366,407</b>



## Station 65 - West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

### Station Description

**Station 65**, located on SW 103<sup>rd</sup> Avenue between Canyon Road (Highway 8) and Walker Road, was originally constructed in 1968 and completely rebuilt and relocated in 2012. The 10,111 square foot station houses a total of **13 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. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 65**.

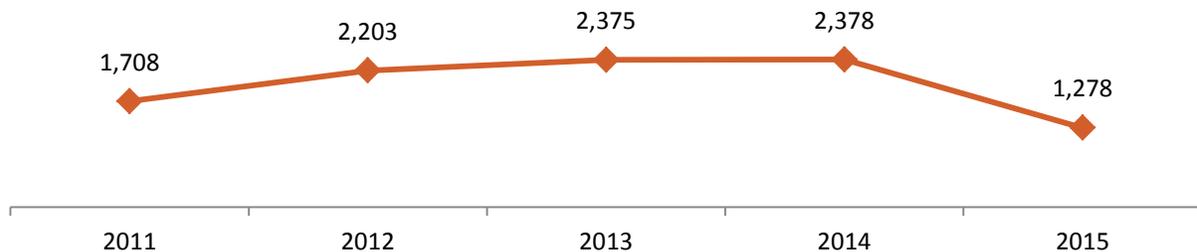
The 2,228 acres (3.5 square miles) of Station 65's first due area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. Station 65 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.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,683,769	\$ 1,742,073	\$ 1,917,619	\$ 2,184,622
Materials & Services	68,588	81,638	91,635	109,236
<b>Total Expenditure</b>	<b>\$ 1,752,358</b>	<b>\$ 1,823,710</b>	<b>\$ 2,009,254</b>	<b>\$ 2,293,858</b>

### Station 65 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

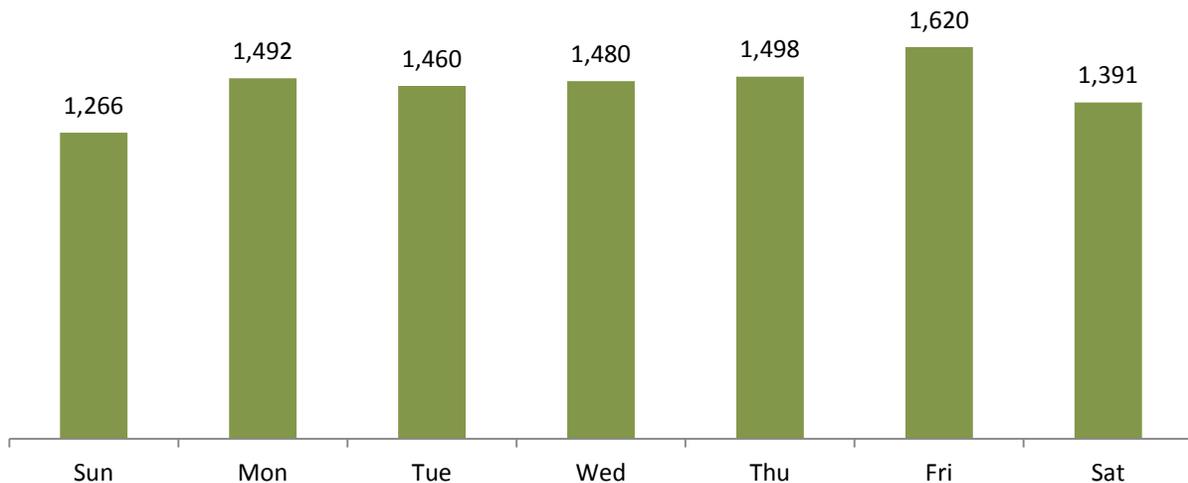
## Station 65 - West Slope, continued

### Station 65 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	181	33	265	78	248	60	246	48	132	56
Overpressure	0	5	0	2	0	7	0	2	0	0
EMS/Rescue Call	1,441	1,069	1,811	1,297	1,992	1,476	1,985	1,538	1,061	828
Hazardous Condition	28	44	46	77	43	76	49	98	38	57
Service Call	38	136	44	157	45	165	55	122	21	73
Good Intent Call	9	335	10	462	7	461	13	437	8	210
False Call	0	84	0	129	0	127	0	129	0	54
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	11	2	27	1	40	3	30	3	18	0
<b>Total</b>	<b>1,708</b>		<b>2,203</b>		<b>2,375</b>		<b>2,378</b>		<b>1,278</b>	

### Station 65 First-Due Area

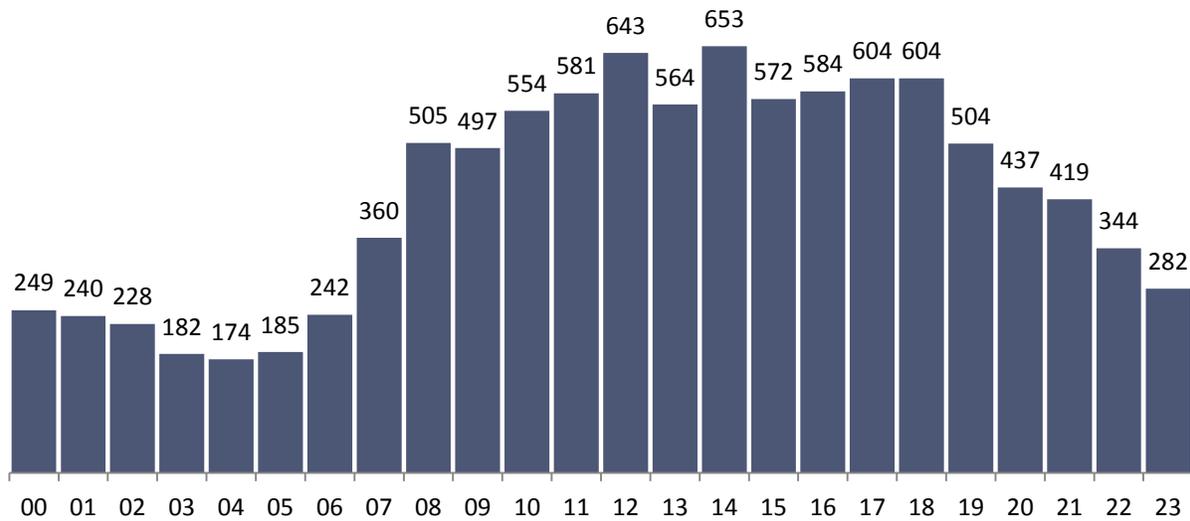
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



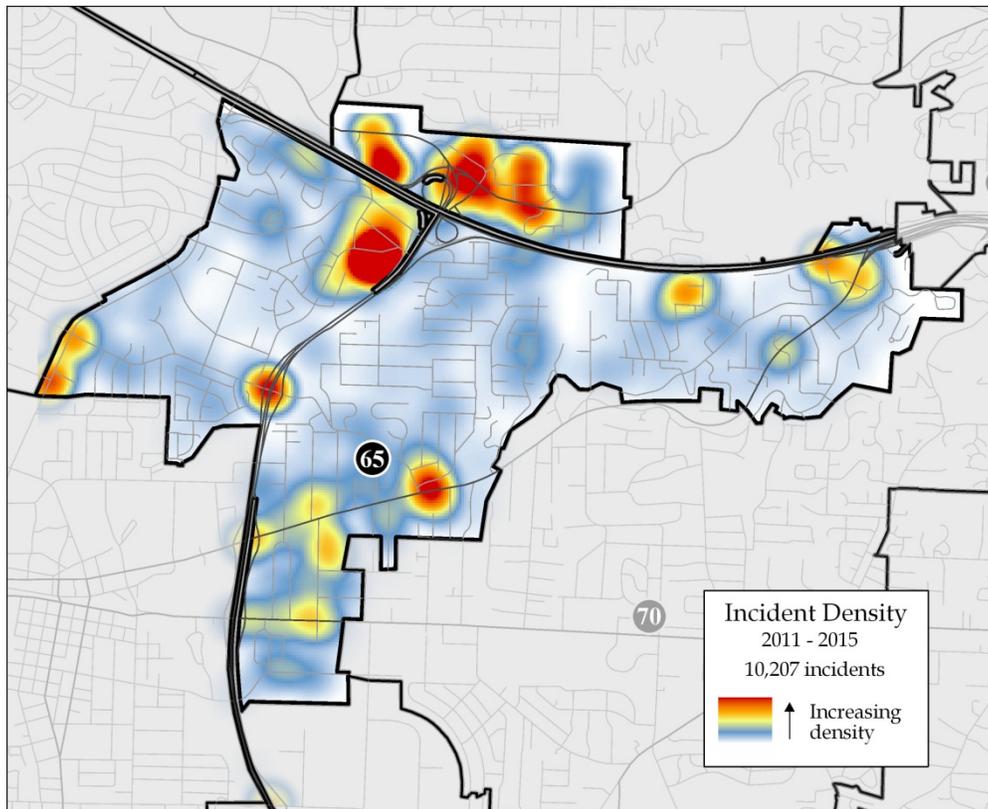
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10065 General Fund</b>						
5001 Salaries & Wages Union	\$ 825,773	\$ 791,462	\$ 898,605	\$ 995,632	\$ 995,632	\$ 995,632
5003 Vacation Taken Union	96,582	106,963	119,195	134,921	134,921	134,921
5005 Sick Leave Taken Union	8,513	23,064	24,472	25,248	25,248	25,248
5007 Personal Leave Taken Union	9,521	5,899	12,043	13,992	13,992	13,992
5016 Vacation Sold at Retirement			2,191	1,214	1,214	1,214
5017 PEHP Vac Sold at Retirement			5,842	3,678	3,678	3,678
5020 Deferred Comp Match Union	32,185	36,554	50,751	53,754	53,754	53,754
5101 Vacation Relief	112,330	139,423	113,539	153,429	153,429	153,429
5105 Sick Relief	14,530	16,511	21,569	23,519	23,519	23,519
5106 On the Job Injury Relief	2,049	774	3,443	4,751	4,751	4,751
5107 Short Term Disability Relief		1,075	2,283	1,602	1,602	1,602
5110 Personal Leave Relief	9,426	18,999	13,517	15,057	15,057	15,057
5115 Vacant Slot Relief	15,609	4,406				
5118 Standby Overtime	714	649	997	1,063	1,063	1,063
5120 Overtime Union	8,708	12,856	22,996	28,897	28,897	28,897
5201 PERS Taxes	212,810	220,512	257,774	290,771	290,771	290,771
5203 FICA/MEDI	82,689	83,677	98,798	111,444	111,444	111,444
5206 Worker's Comp	30,950	58,200	36,163	32,050	32,050	32,050
5207 TriMet/Wilsonville Tax	7,876	8,019	9,349	12,003	12,003	12,003
5208 OR Worker's Benefit Fund Tax	526	505	952	566	566	566
5210 Medical Ins Union	204,830	203,919	212,520	268,671	268,671	268,671
5220 Post Retire Ins Union	6,000	5,950	7,200	7,800	7,800	7,800
5270 Uniform Allowance	2,148	2,656	3,420	4,560	4,560	4,560
<b>Total Personnel Services</b>	<b>1,683,769</b>	<b>1,742,073</b>	<b>1,917,619</b>	<b>2,184,622</b>	<b>2,184,622</b>	<b>2,184,622</b>
5300 Office Supplies	443	206	420	640	640	640
5301 Special Department Supplies	3,599	2,588	3,840	5,680	5,680	5,680
5302 Training Supplies	296	37	100	200	200	200
5305 Fire Extinguisher			160	120	120	120
5307 Smoke Detector Program	489	194	275	300	300	300
5320 EMS Supplies	9,271	11,411	10,500	15,000	15,000	15,000
5321 Fire Fighting Supplies	2,056	2,172	2,700	3,600	3,600	3,600
5325 Protective Clothing	3,916	6,704	2,700	4,000	4,000	4,000
5330 Noncapital Furniture & Equip		638		750	750	750
5350 Apparatus Fuel/Lubricants	8,391	7,652	12,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	11,966	16,367	15,790	18,935	18,935	18,935
5365 M&R Firefight Equip	49		125	200	200	200
5367 M&R Office Equip	1,378	1,267	1,550	1,650	1,650	1,650
5414 Other Professional Services		131	125	300	300	300
5415 Printing	54	38	50	50	50	50
5416 Custodial & Bldg Services	639	639	480	480	480	480
5432 Natural Gas	1,536	1,505	3,000	2,000	2,000	2,000
5433 Electricity	15,519	15,938	17,350	16,500	16,500	16,500
5434 Water/Sewer	6,353	10,768	16,200	14,000	14,000	14,000
5436 Garbage	1,725	1,868	2,120	2,226	2,226	2,226

Station 65 - West Slope, continued

			300	150	150	150
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach						
5481 Community Education Materials	172	366	900	700	700	700
5500 Dues & Subscriptions	66	70	150	150	150	150
5570 Misc Business Exp	380	723	480	1,205	1,205	1,205
5575 Laundry/Repair Expense	290	354	320	400	400	400
<b>Total Materials &amp; Services</b>	<b>68,588</b>	<b>81,638</b>	<b>91,635</b>	<b>109,236</b>	<b>109,236</b>	<b>109,236</b>
<b>Total General Fund</b>	<b>\$ 1,752,358</b>	<b>\$ 1,823,710</b>	<b>\$ 2,009,254</b>	<b>\$ 2,293,858</b>	<b>\$ 2,293,858</b>	<b>\$ 2,293,858</b>



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 **13 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. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 66**.

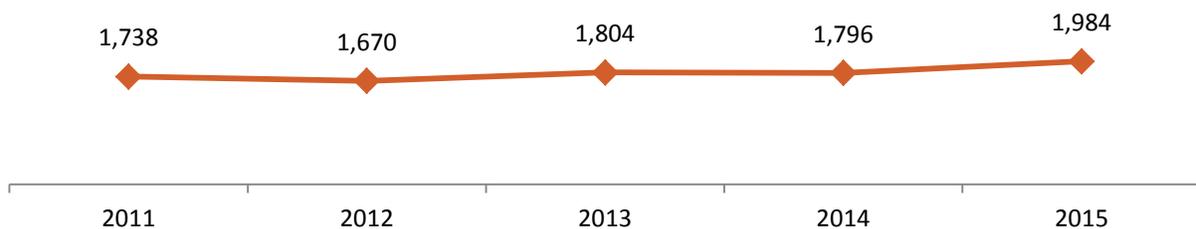
The 3,346 acres (5.2 square miles) of Station 66’s First-Due Area includes south and southwest Beaverton (Murrayhill). Station 66 personnel also supervise Firefighter Interns, District Volunteers selected to commit to one year of practical day-to-day operations and training to develop their skills and prepare them for successful fire service careers.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,656,235	\$ 1,636,635	\$ 1,917,619	\$ 2,184,622
Materials & Services	62,874	82,718	81,957	83,563
<b>Total Expenditure</b>	<b>\$ 1,719,109</b>	<b>\$ 1,719,354</b>	<b>\$ 1,999,576</b>	<b>\$ 2,268,185</b>

Station 66 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

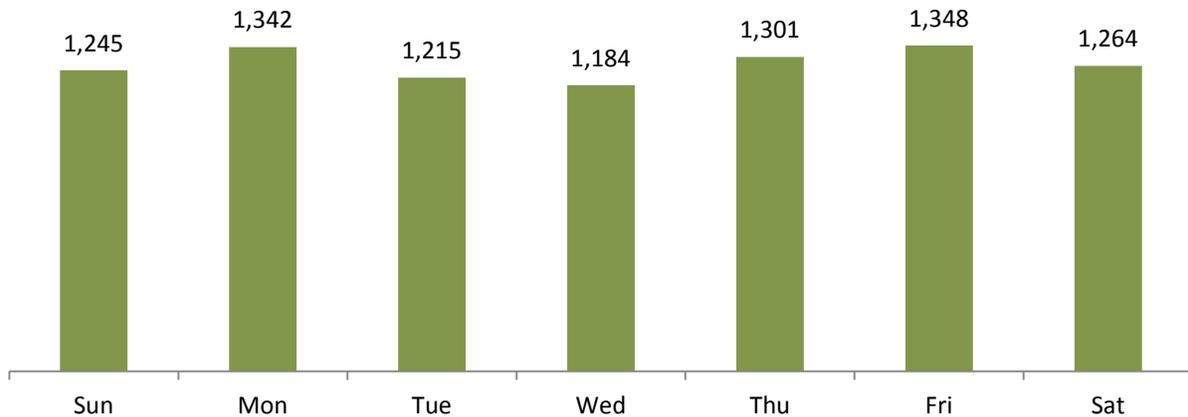
## Station 66 - Brockman Road, continued

### Station 66 First-Due Area incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	149	44	121	41	126	36	118	32	190	66
Overpressure	0	2	0	8	0	4	0	4	0	3
EMS/Rescue Call	1,477	1,198	1,446	1,238	1,569	1,316	1,560	1,314	1,670	1,462
Hazardous Condition	21	31	22	36	24	36	26	48	20	54
Service Call	68	91	57	92	59	110	66	115	65	128
Good Intent Call	5	264	8	174	3	210	3	176	10	163
False Call	0	106	0	80	0	89	0	100	0	107
Natural Condition	0	0	0	0	0	3	0	4	0	0
Other Situation	18	2	16	1	23	0	23	3	29	1
<b>Total</b>	<b>1,738</b>		<b>1,670</b>		<b>1,804</b>		<b>1,796</b>		<b>1,984</b>	

### Station 66 First-Due Area

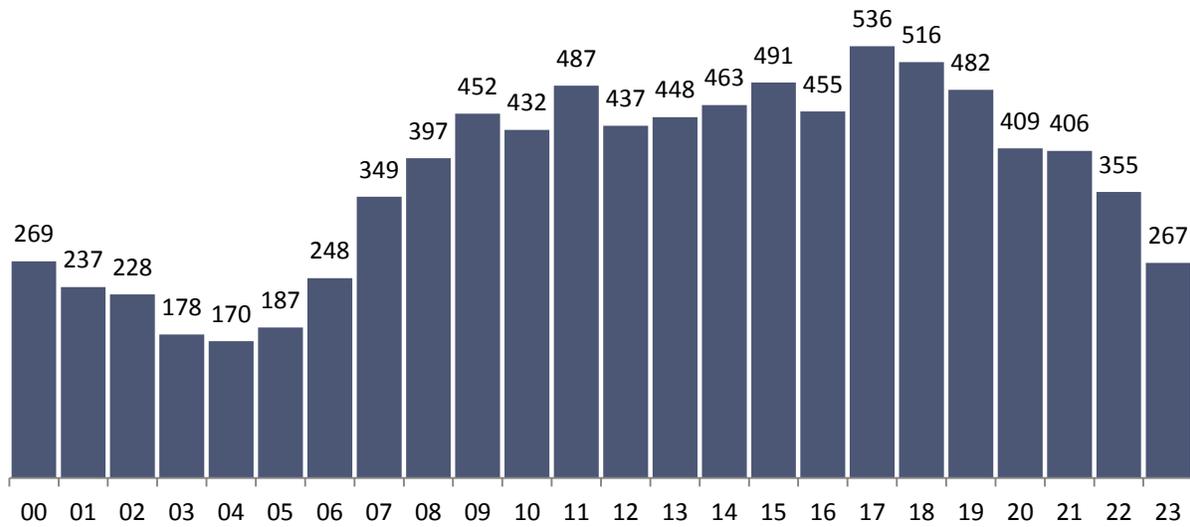
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



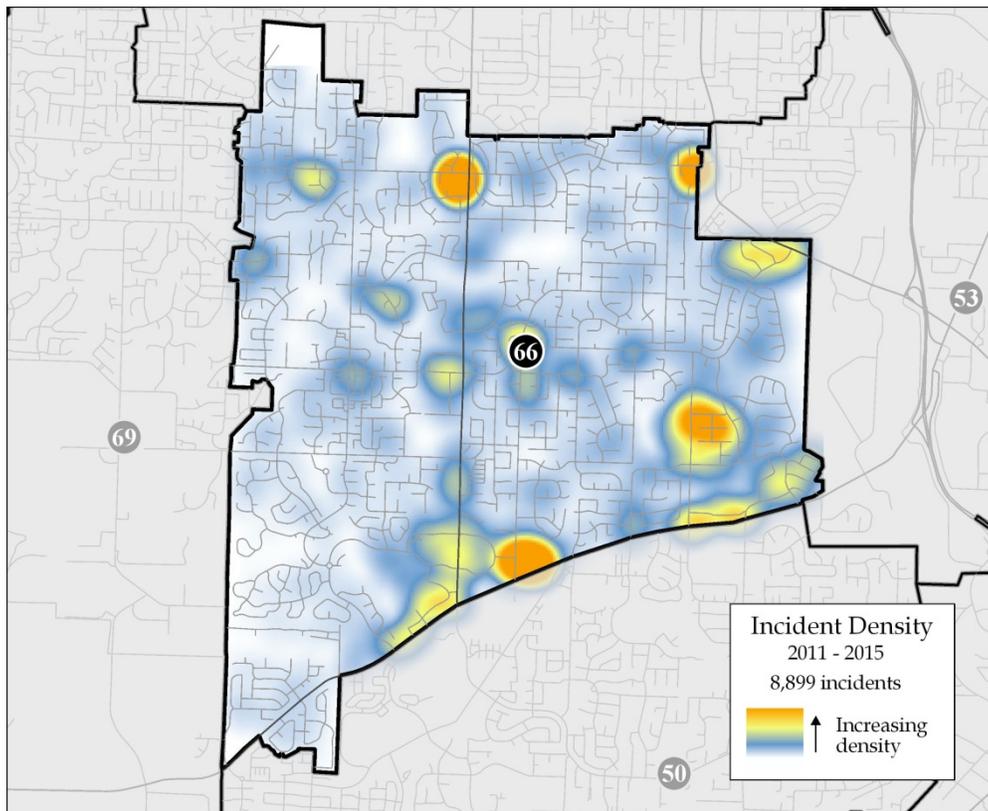
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2010–2014<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10066 General Fund</b>						
5001 Salaries & Wages Union	\$ 788,480	\$ 766,484	\$ 898,605	\$ 995,632	\$ 995,632	\$ 995,632
5003 Vacation Taken Union	109,789	97,891	119,195	134,921	134,921	134,921
5005 Sick Leave Taken Union	17,710	26,099	24,472	25,248	25,248	25,248
5007 Personal Leave Taken Union	8,330	9,214	12,043	13,992	13,992	13,992
5016 Vacation Sold at Retirement			2,191	1,214	1,214	1,214
5017 PEHP Vac Sold at Retirement	3,037		5,842	3,678	3,678	3,678
5020 Deferred Comp Match Union	31,367	37,011	50,751	53,754	53,754	53,754
5101 Vacation Relief	109,280	89,375	113,539	153,429	153,429	153,429
5105 Sick Relief	16,742	10,432	21,569	23,519	23,519	23,519
5106 On the Job Injury Relief	2,975	7,857	3,443	4,751	4,751	4,751
5107 Short Term Disability Relief			2,283	1,602	1,602	1,602
5110 Personal Leave Relief	12,636	9,471	13,517	15,057	15,057	15,057
5115 Vacant Slot Relief	4,214	11,641				
5118 Standby Overtime	870	692	997	1,063	1,063	1,063
5120 Overtime Union	11,206	15,809	22,996	28,897	28,897	28,897
5201 PERS Taxes	209,450	196,737	257,774	290,771	290,771	290,771
5203 FICA/MEDI	80,939	78,293	98,798	111,444	111,444	111,444
5206 Worker's Comp	30,166	63,140	36,163	32,050	32,050	32,050
5207 TriMet/Wilsonville Tax	7,662	7,482	9,349	12,003	12,003	12,003
5208 OR Worker's Benefit Fund Tax	501	472	952	566	566	566
5210 Medical Ins Union	201,471	198,605	212,520	268,671	268,671	268,671
5220 Post Retire Ins Union	5,900	6,700	7,200	7,800	7,800	7,800
5270 Uniform Allowance	3,508	3,228	3,420	4,560	4,560	4,560
<b>Total Personnel Services</b>	<b>1,656,235</b>	<b>1,636,635</b>	<b>1,917,619</b>	<b>2,184,622</b>	<b>2,184,622</b>	<b>2,184,622</b>
5300 Office Supplies	320	537	420	640	640	640
5301 Special Department Supplies	3,568	4,714	3,840	5,680	5,680	5,680
5302 Training Supplies	75		100	200	200	200
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	211	175	275	300	300	300
5320 EMS Supplies	10,075	11,858	12,500	15,547	15,547	15,547
5321 Fire Fighting Supplies	1,834	2,585	2,700	3,600	3,600	3,600
5325 Protective Clothing	933	4,562	2,700	4,000	4,000	4,000
5330 Noncapital Furniture & Equip	1,716	1,132	1,500	740	740	740
5350 Apparatus Fuel/Lubricants	10,989	8,706	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	9,099	23,151	20,379	12,385	12,385	12,385
5365 M&R Firefight Equip		288	125	200	200	200
5367 M&R Office Equip	1,334	1,224	1,550	1,650	1,650	1,650
5414 Other Professional Services	397	282	400	525	525	525
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	922	922	922	676	676	676
5432 Natural Gas	4,573	4,525	3,786	4,900	4,900	4,900
5433 Electricity	8,781	9,299	9,460	9,838	9,838	9,838
5434 Water/Sewer	5,341	5,534	6,500	7,540	7,540	7,540
5436 Garbage	1,634	1,678	1,800	1,872	1,872	1,872

Station 66 - Brockman Road, continued

			300	150	150	150
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach						
5481 Community Education Materials	562	694	700	800	800	800
5500 Dues & Subscriptions	42	70	150	150	150	150
5570 Misc Business Exp	278	445	480	640	640	640
5575 Laundry/Repair Expense	190	341	200	360	360	360
<b>Total Materials &amp; Services</b>	<b>62,874</b>	<b>82,718</b>	<b>81,957</b>	<b>83,563</b>	<b>83,563</b>	<b>83,563</b>
<b>Total General Fund</b>	<b>\$ 1,719,109</b>	<b>\$ 1,719,354</b>	<b>\$ 1,999,576</b>	<b>\$ 2,268,185</b>	<b>\$ 2,268,185</b>	<b>\$ 2,268,185</b>



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 **26 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 District. At least one crewmember per unit and 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 67**. **Battalion Chief (C5)** also responds from and maintains quarters at Station 67.

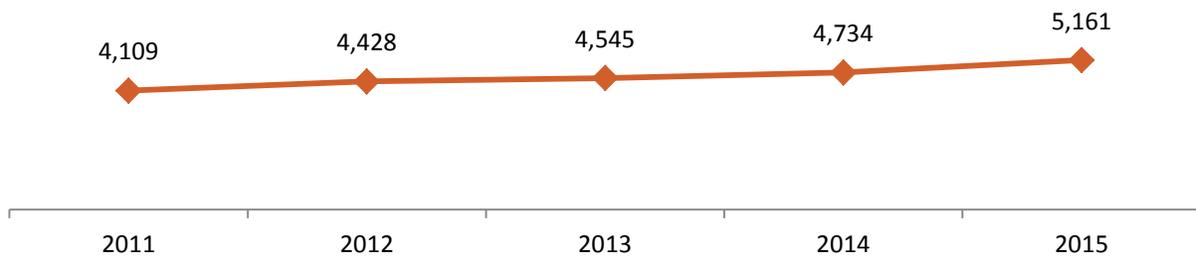
The 3,647 acres (5.7 square miles) of Station 67’s first due area includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 3,662,576	\$ 3,988,348	\$ 3,938,452	\$ 4,352,128
Materials & Services	127,713	141,544	202,682	179,402
<b>Total Expenditure</b>	<b>\$ 3,790,289</b>	<b>\$ 4,129,892</b>	<b>\$ 4,141,134</b>	<b>\$ 4,531,530</b>

Station 67 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

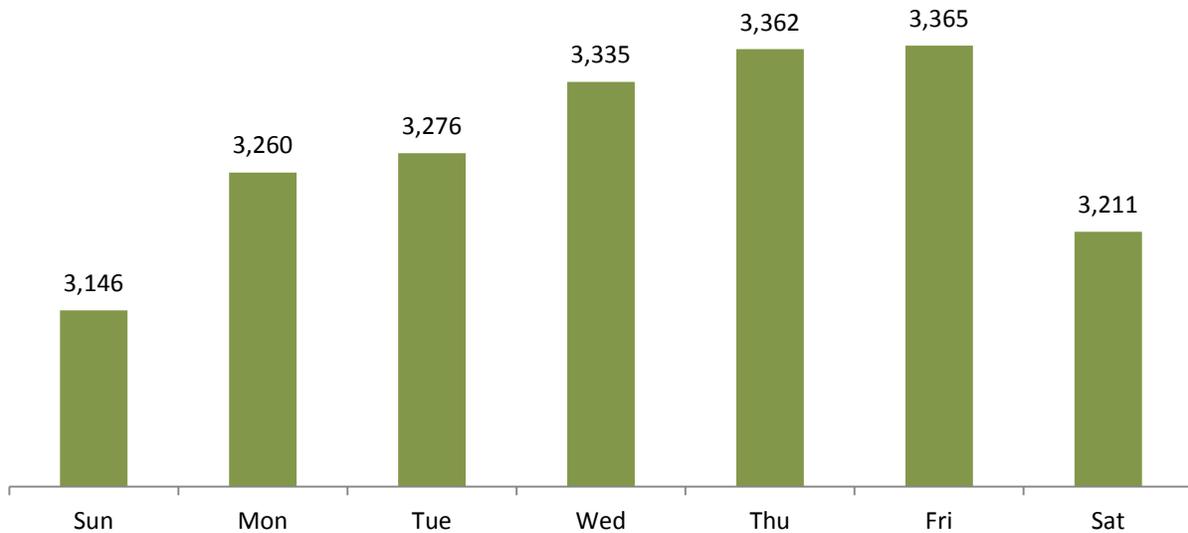
## Station 67 - Farmington Road, continued

### Station 67 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	305	111	369	143	383	154	356	152	360	176
Overpressure	0	7	0	13	0	14	0	4	0	3
EMS/Rescue Call	3,553	2,503	3,810	2,853	3,876	2,934	4,106	3,182	4,503	3,567
Hazardous Condition	72	90	75	104	76	96	73	107	94	128
Service Call	110	258	113	242	121	254	127	293	136	321
Good Intent Call	8	989	14	882	22	893	16	804	15	787
False Call	0	150	0	190	0	198	0	186	0	177
Natural Condition	0	0	0	0	0	0	0	3	0	0
Other Situation	61	1	47	1	67	2	56	3	53	2
<b>Total</b>	<b>4,109</b>		<b>4,428</b>		<b>4,545</b>		<b>4,734</b>		<b>5,161</b>	

### Station 67 First-Due Area

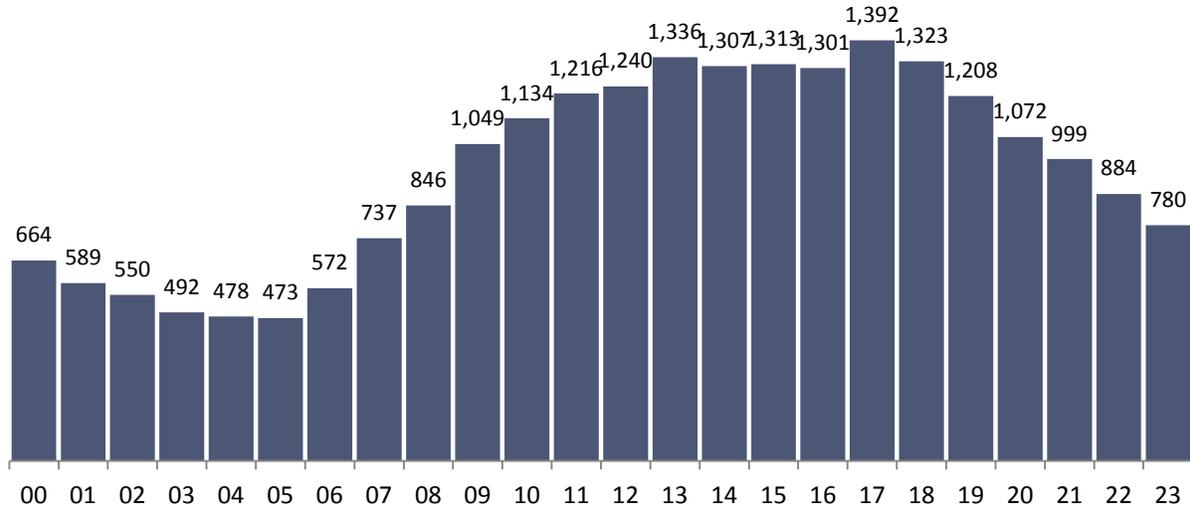
#### Incident Count by Day of Week, Calendar Years 2010–2015<sup>1</sup>



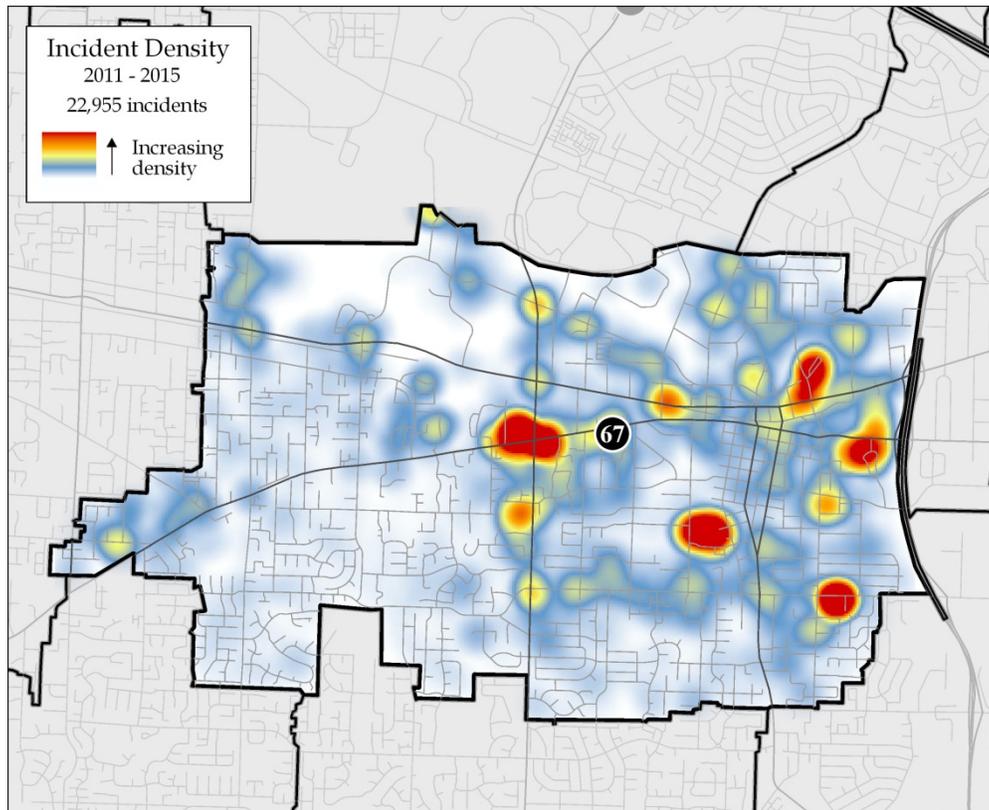
<sup>2</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2010–2015<sup>1</sup>



Incident Density



<sup>2</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10067 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,696,381	\$ 1,717,979	\$ 1,842,215	\$ 1,984,813	\$ 1,984,813	\$ 1,984,813
5003 Vacation Taken Union	230,618	271,121	244,357	268,994	268,994	268,994
5005 Sick Leave Taken Union	46,440	33,194	50,169	50,335	50,335	50,335
5007 Personal Leave Taken Union	26,450	31,693	24,685	27,893	27,893	27,893
5016 Vacation Sold at Retirement			4,489	2,407	2,407	2,407
5017 PEHP Vac Sold at Retirement	6,113		11,973	7,299	7,299	7,299
5020 Deferred Comp Match Union	75,184	101,568	104,042	106,716	106,716	106,716
5101 Vacation Relief	253,388	342,916	232,760	304,606	304,606	304,606
5105 Sick Relief	47,702	69,052	44,215	46,692	46,692	46,692
5106 On the Job Injury Relief	11,920	14,728	7,055	9,431	9,431	9,431
5107 Short Term Disability Relief		1,406	4,677	3,177	3,177	3,177
5110 Personal Leave Relief	37,709	32,722	27,708	29,892	29,892	29,892
5115 Vacant Slot Relief	23,809	35,442				
5118 Standby Overtime	1,796	1,243	2,042	2,107	2,107	2,107
5120 Overtime Union	31,896	40,280	47,140	57,367	57,367	57,367
5201 PERS Taxes	468,320	499,590	528,449	579,188	579,188	579,188
5203 FICA/MEDI	179,447	188,919	202,539	221,984	221,984	221,984
5206 Worker's Comp	61,298	126,855	74,133	63,840	63,840	63,840
5207 TriMet/Wilsonville Tax	17,005	18,407	19,163	23,905	23,905	23,905
5208 OR Worker's Benefit Fund Tax	1,054	1,084	1,766	1,130	1,130	1,130
5210 Medical Ins Union	425,722	438,521	442,750	537,342	537,342	537,342
5220 Post Retire Ins Union	13,800	14,850	15,000	15,600	15,600	15,600
5270 Uniform Allowance	6,524	6,780	7,125	7,410	7,410	7,410
<b>Total Personnel Services</b>	<b>3,662,576</b>	<b>3,988,348</b>	<b>3,938,452</b>	<b>4,352,128</b>	<b>4,352,128</b>	<b>4,352,128</b>
5300 Office Supplies	593	459	875	1,040	1,040	1,040
5301 Special Department Supplies	5,591	7,035	8,000	9,230	9,230	9,230
5302 Training Supplies	142	37	100	200	200	200
5305 Fire Extinguisher	189	31		120	120	120
5307 Smoke Detector Program	715	650	275	300	300	300
5320 EMS Supplies	20,253	24,259	24,500	29,670	29,670	29,670
5321 Fire Fighting Supplies	5,199	7,316	6,875	5,850	5,850	5,850
5325 Protective Clothing	7,188	10,153	5,625	6,500	6,500	6,500
5330 Noncapital Furniture & Equip	1,071	1,996	1,344	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	22,099	19,681	24,307	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	31,622	36,300	94,908	65,730	65,730	65,730
5365 M&R Firefight Equip	265	617	125	500	500	500
5367 M&R Office Equip	1,498	1,270	1,550	1,650	1,650	1,650
5414 Other Professional Services	194	502	400	600	600	600
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	1,473	327	622	622	622	622
5432 Natural Gas	5,685	4,376	6,300	6,000	6,000	6,000
5433 Electricity	12,902	14,045	14,500	15,000	15,000	15,000
5434 Water/Sewer	7,008	7,292	7,168	8,300	8,300	8,300
5436 Garbage	1,886	1,962	2,000	2,200	2,200	2,200

Station 67 - Farmington Road, continued

5450 Rental of Equip		33				
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	723	1,260	1,459	1,200	1,200	1,200
5500 Dues & Subscriptions	86	95	150	150	150	150
5570 Misc Business Exp	1,081	1,543	1,000	1,040	1,040	1,040
5575 Laundry/Repair Expense	249	302	249	300	300	300
<b>Total Materials &amp; Services</b>	<b>127,713</b>	<b>141,544</b>	<b>202,682</b>	<b>179,402</b>	<b>179,402</b>	<b>179,402</b>
<b>Total General Fund</b>	<b>\$ 3,790,289</b>	<b>\$ 4,129,892</b>	<b>\$ 4,141,134</b>	<b>\$ 4,531,530</b>	<b>\$ 4,531,530</b>	<b>\$ 4,531,530</b>



## 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. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Truck 68**, and can also respond in **Engine 68** when needed. In addition to the first due area, the truck serves as a resource for the entire District. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

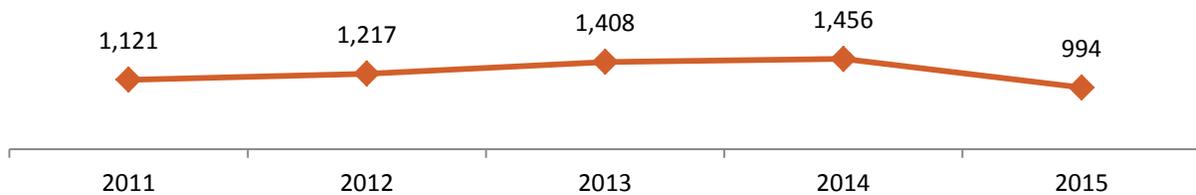
The 4,547 acres (7.1 square miles) of Station 68's first due area includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany).



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,777,792	\$ 1,813,973	\$ 1,867,895	\$ 2,006,635
Materials & Services	46,959	90,659	79,651	82,230
<b>Total Expenditure</b>	<b>\$ 1,824,751</b>	<b>\$ 1,904,632</b>	<b>\$ 1,947,546</b>	<b>\$ 2,088,865</b>

### Station 68 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

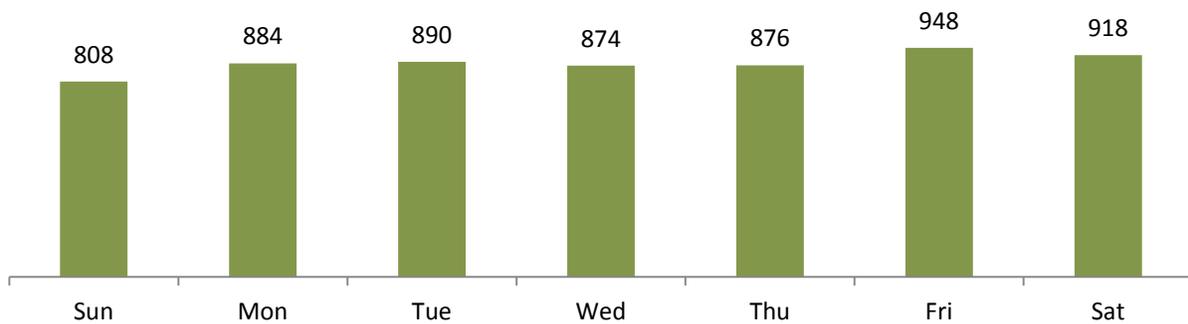
Station 68 - Bethany, continued

Station 68 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	Disp Call Type	Sit Found								
Fire, Explosion	108	41	114	30	147	43	143	37	84	28
Overpressure	0	2	0	2	0	2	0	2	0	0
EMS/Rescue Call	928	760	1,004	829	1,126	929	1,165	935	814	695
Hazardous Condition	18	17	29	23	34	30	32	26	18	14
Service Call	46	114	62	89	75	145	95	176	61	95
Good Intent Call	10	130	2	160	12	163	6	178	6	80
False Call	0	56	0	83	0	95	0	101	0	82
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	11	1	6	1	14	1	15	1	11	0
<b>Total</b>	<b>1,121</b>		<b>1,217</b>		<b>1,408</b>		<b>1,456</b>		<b>994</b>	

Station 68 First-Due Area

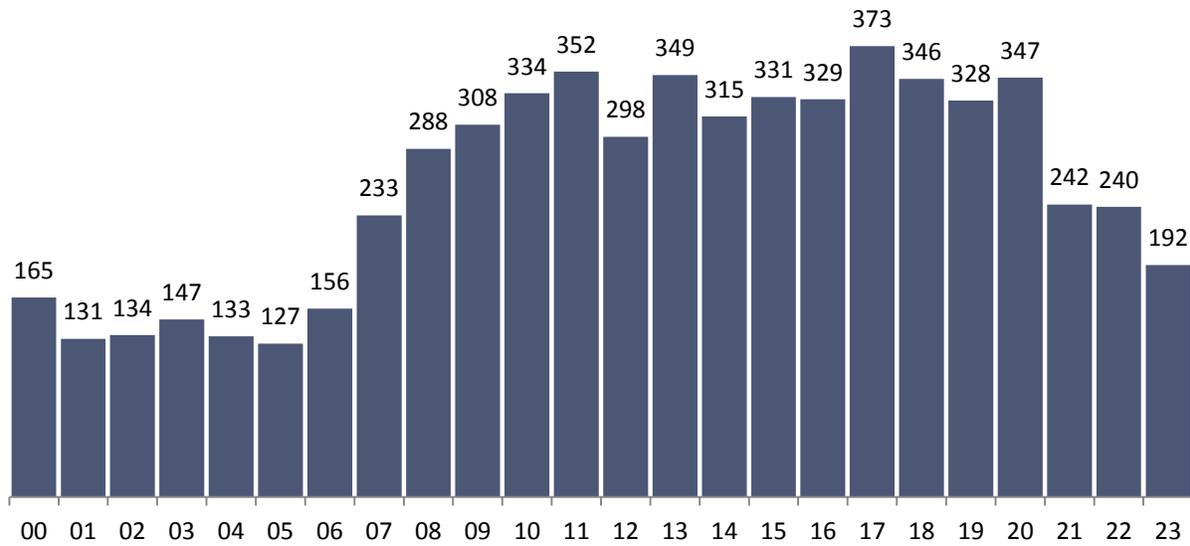
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



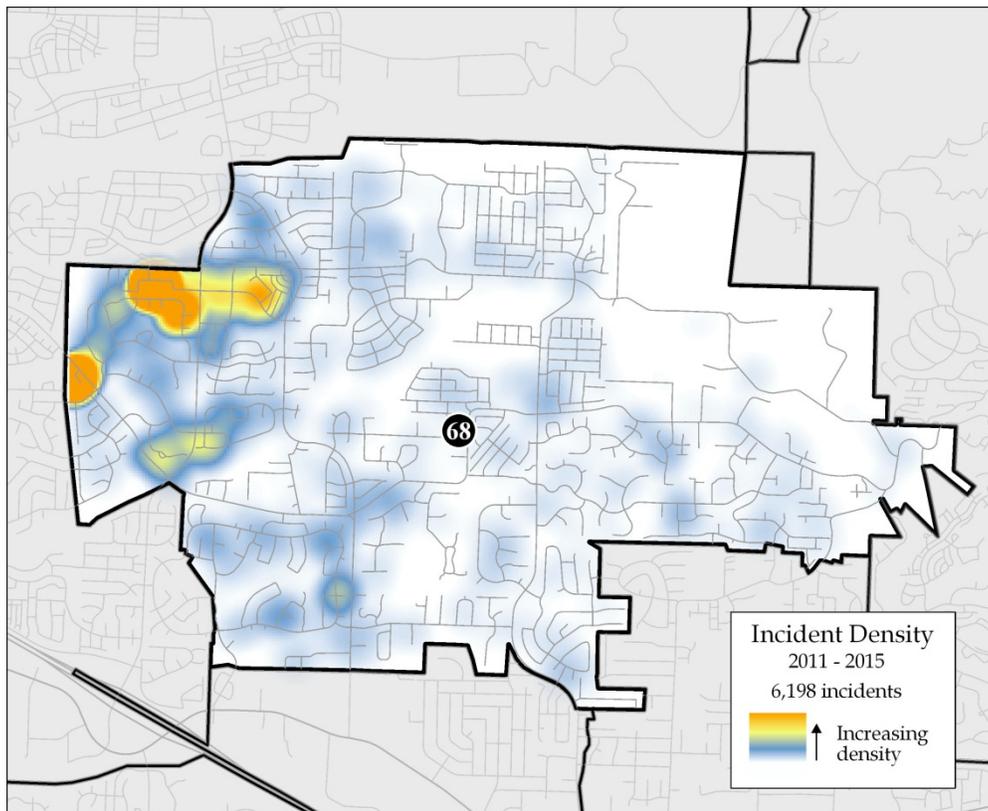
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10068 General Fund</b>						
5001 Salaries & Wages Union	\$ 810,929	\$ 839,824	\$ 872,317	\$ 914,254	\$ 914,254	\$ 914,254
5003 Vacation Taken Union	125,253	118,919	115,708	123,894	123,894	123,894
5005 Sick Leave Taken Union	9,507	7,511	23,756	23,185	23,185	23,185
5007 Personal Leave Taken Union	12,233	11,741	11,691	12,848	12,848	12,848
5016 Vacation Sold at Retirement	38,558		2,127	1,115	1,115	1,115
5017 PEHP Vac Sold at Retirement	270	1,699	5,671	3,378	3,378	3,378
5020 Deferred Comp Match Union	37,623	39,281	49,266	49,361	49,361	49,361
5101 Vacation Relief	112,392	118,871	110,217	140,889	140,889	140,889
5105 Sick Relief	21,094	25,653	20,938	21,598	21,598	21,598
5106 On the Job Injury Relief	519	1,215	3,342	4,363	4,363	4,363
5107 Short Term Disability Relief		1,161	2,216	1,471	1,471	1,471
5110 Personal Leave Relief	12,806	17,764	13,122	13,827	13,827	13,827
5115 Vacant Slot Relief	13,522	11,040				
5118 Standby Overtime	612	1,223	968	976	976	976
5120 Overtime Union	13,541	13,031	22,323	26,535	26,535	26,535
5201 PERS Taxes	236,993	229,567	250,233	267,006	267,006	267,006
5203 FICA/MEDI	86,367	86,164	95,908	102,335	102,335	102,335
5206 Worker's Comp	28,313	60,536	35,105	29,432	29,432	29,432
5207 TriMet/Wilsonville Tax	8,318	8,299	9,075	11,021	11,021	11,021
5208 OR Worker's Benefit Fund Tax	493	508	772	523	523	523
5210 Medical Ins Union	197,368	210,331	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	6,700	7,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	4,383	2,536	3,420	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,777,792</b>	<b>1,813,973</b>	<b>1,867,895</b>	<b>2,006,635</b>	<b>2,006,635</b>	<b>2,006,635</b>
5300 Office Supplies	249	473	420	480	480	480
5301 Special Department Supplies	5,778	6,857	3,840	4,260	4,260	4,260
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher	104	52	120	120	120	120
5307 Smoke Detector Program		113	275	300	300	300
5320 EMS Supplies	8,971	8,588	9,250	10,138	10,138	10,138
5321 Fire Fighting Supplies	2,514	4,788	2,700	3,700	3,700	3,700
5325 Protective Clothing	3,908	2,280	2,700	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	10,807	6,211				
5350 Apparatus Fuel/Lubricants	2,348	6,440	1,000	7,000	7,000	7,000
5361 M&R Bldg/Bldg Equip & Improv	1,813	21,126	23,266	18,668	18,668	18,668
5365 M&R Firefight Equip		49	125	200	200	200
5367 M&R Office Equip	1,294	1,255	1,550	1,650	1,650	1,650
5414 Other Professional Services	36	2,467	125	200	200	200
5415 Printing	38		50	50	50	50
5416 Custodial & Bldg Services	240	1,543	800	480	480	480
5432 Natural Gas	1,276	1,607	5,000	1,900	1,900	1,900
5433 Electricity	4,539	11,688	17,000	13,000	13,000	13,000
5434 Water/Sewer	2,211	9,173	7,000	10,450	10,450	10,450
5436 Garbage	462	1,008	2,300	2,400	2,400	2,400

Station 68 - Bethany, continued

5450 Rental of Equip		512				
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach		3,355	300	150	150	150
5481 Community Education Materials	224	599	700	750	750	750
5500 Dues & Subscriptions	42	70	150	150	150	150
5570 Misc Business Exp	103	360	480	2,484	2,484	2,484
5575 Laundry/Repair Expense		48	400	500	500	500
<b>Total Materials &amp; Services</b>	<b>46,959</b>	<b>90,659</b>	<b>79,651</b>	<b>82,230</b>	<b>82,230</b>	<b>82,230</b>
<b>Total General Fund</b>	<b>\$ 1,824,751</b>	<b>\$ 1,904,632</b>	<b>\$ 1,947,546</b>	<b>\$ 2,088,865</b>	<b>\$ 2,088,865</b>	<b>\$ 2,088,865</b>



## 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.

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. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.

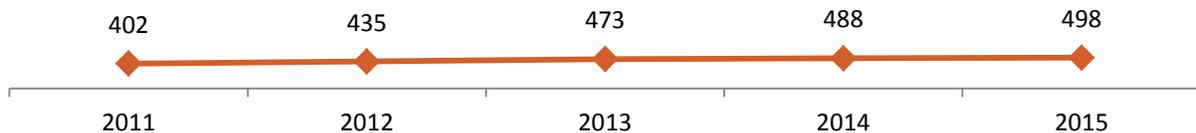
This station is undergoing a major seismic improvement through a two year state grant which began in fiscal year 2015-16. The project is also funded by bond proceeds for station response and crew quarter improvements.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,714,411	\$ 1,869,118	\$ 1,880,326	\$ 1,993,577
Materials & Services	41,869	55,373	69,219	111,299
<b>Total Expenditure</b>	<b>\$ 1,756,279</b>	<b>\$ 1,924,491</b>	<b>\$ 1,949,545</b>	<b>\$ 2,104,876</b>

### Station 69 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

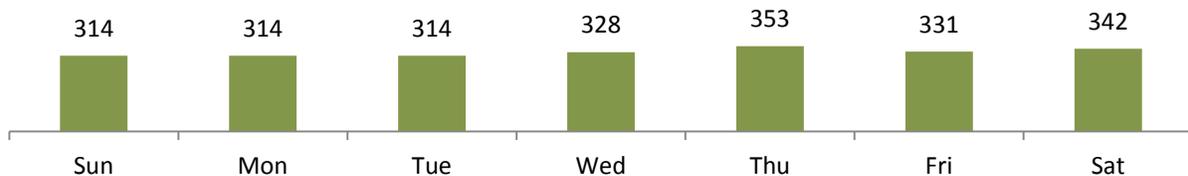
## Station 69 - Cooper Mountain, continued

### Station 69 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	33	9	35	11	41	20	39	12	48	15
Overpressure	0	3	0	2	0	1	0	0	0	0
EMS/Rescue Call	334	281	352	309	380	312	405	342	411	345
Hazardous Condition	5	11	10	11	13	12	17	16	8	20
Service Call	18	19	25	25	26	24	15	38	17	26
Good Intent Call	4	60	4	50	6	72	6	52	10	70
False Call	0	16	0	26	0	30	0	24	0	22
Natural Condition	0	0	0	0	0	0	0	4	0	0
Other Situation	8	3	9	1	7	2	6	0	4	0
<b>Total</b>	<b>402</b>		<b>435</b>		<b>473</b>		<b>488</b>		<b>498</b>	

### Station 69 First-Due Area

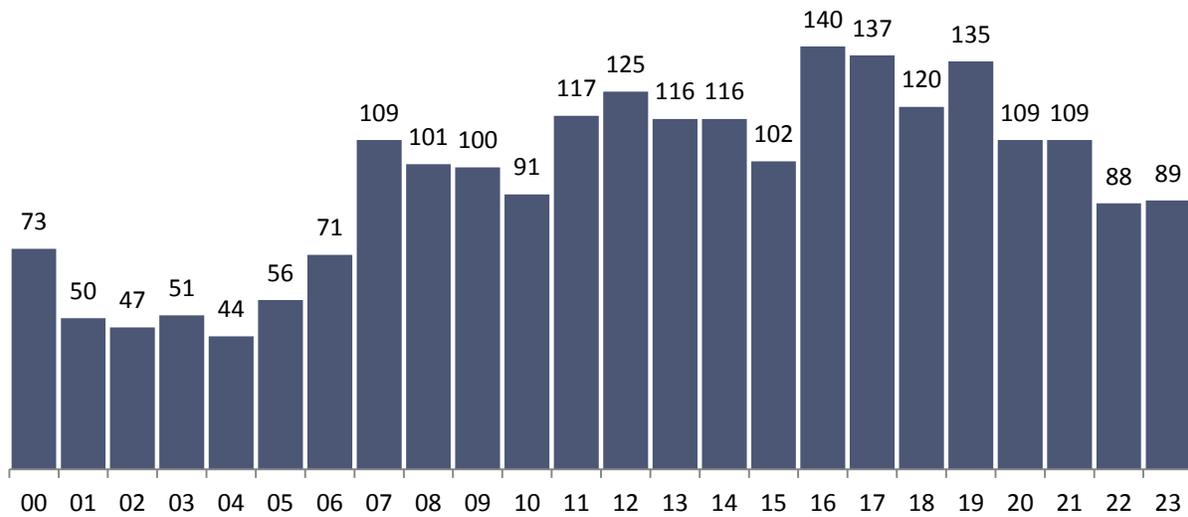
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



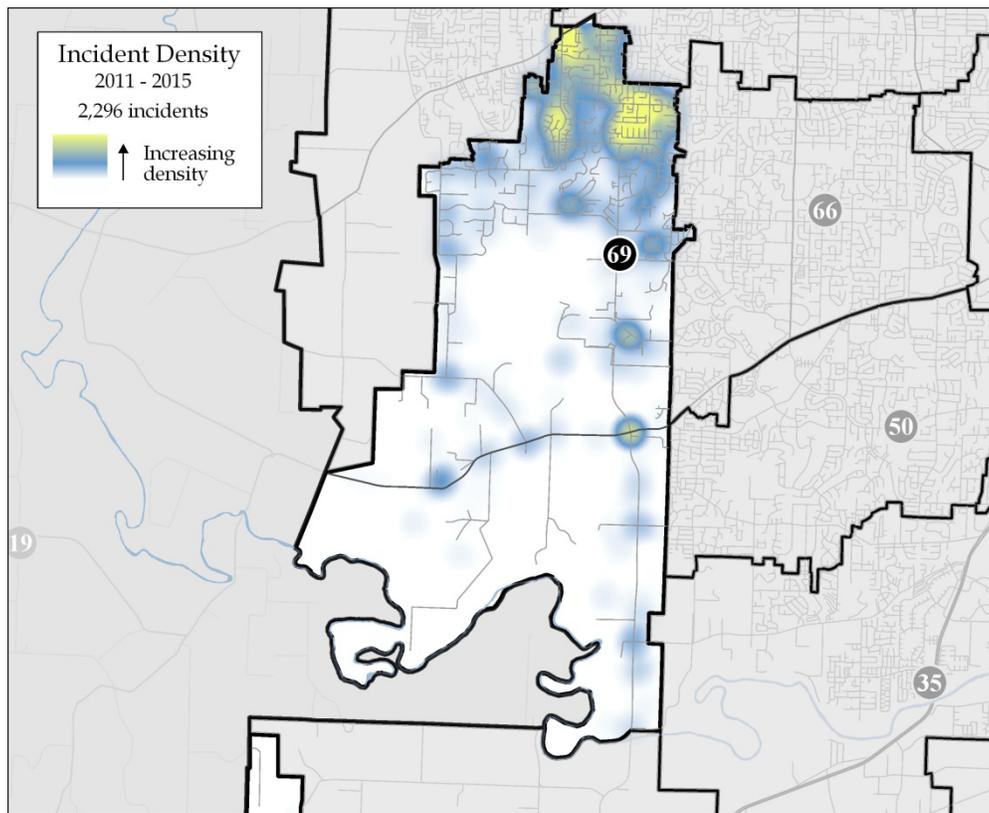
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 2011–2015<sup>1</sup>



Incident Density



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10069 General Fund</b>						
5001 Salaries & Wages Union	\$ 809,341	\$ 846,915	\$ 878,889	\$ 907,423	\$ 907,423	\$ 907,423
5003 Vacation Taken Union	135,019	107,360	116,580	122,968	122,968	122,968
5005 Sick Leave Taken Union	13,188	4,909	23,935	23,012	23,012	23,012
5007 Personal Leave Taken Union	10,994	17,665	11,779	12,753	12,753	12,753
5016 Vacation Sold at Retirement			2,143	1,107	1,107	1,107
5017 PEHP Vac Sold at Retirement	2,961	2,144	5,714	3,352	3,352	3,352
5020 Deferred Comp Match Union	37,554	48,775	49,637	48,991	48,991	48,991
5101 Vacation Relief	103,769	157,274	111,048	139,836	139,836	139,836
5105 Sick Relief	18,598	15,577	21,096	21,436	21,436	21,436
5106 On the Job Injury Relief	1,992	1,130	3,367	4,331	4,331	4,331
5107 Short Term Disability Relief		1,130	2,233	1,460	1,460	1,460
5110 Personal Leave Relief	5,656	11,482	13,221	13,723	13,723	13,723
5115 Vacant Slot Relief	2,985	8,883				
5118 Standby Overtime	1,158	850	975	969	969	969
5120 Overtime Union	15,272	25,113	22,491	26,337	26,337	26,337
5201 PERS Taxes	228,223	242,931	252,118	265,010	265,010	265,010
5203 FICA/MEDI	83,741	88,709	96,630	101,572	101,572	101,572
5206 Worker's Comp	29,043	60,735	35,369	29,211	29,211	29,211
5207 TriMet/Wilsonville Tax	7,901	8,489	9,144	10,939	10,939	10,939
5208 OR Worker's Benefit Fund Tax	476	530	817	523	523	523
5210 Medical Ins Union	198,292	208,570	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	6,800	7,750	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,448	2,196	3,420	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,714,411</b>	<b>1,869,118</b>	<b>1,880,326</b>	<b>1,993,577</b>	<b>1,993,577</b>	<b>1,993,577</b>
5300 Office Supplies	294	181	420	480	480	480
5301 Special Department Supplies	2,885	2,673	3,840	10,260	10,260	10,260
5302 Training Supplies		20	100	200	200	200
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	96	163	275	300	300	300
5320 EMS Supplies	4,095	4,460	6,250	7,352	7,352	7,352
5321 Fire Fighting Supplies	1,710	2,538	2,907	2,700	2,700	2,700
5325 Protective Clothing	451	157	2,700	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	898	1,847		20,710	20,710	20,710
5350 Apparatus Fuel/Lubricants	6,982	7,509	10,500	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	7,151	19,069	11,574	19,660	19,660	19,660
5365 M&R Firefight Equip	49	98	125	200	200	200
5367 M&R Office Equip	1,293	1,182	1,550	1,650	1,650	1,650
5414 Other Professional Services	98	163	6,125	8,200	8,200	8,200
5415 Printing		12	50	50	50	50
5416 Custodial & Bldg Services	380	263	381	1,049	1,049	1,049
5432 Natural Gas	2,507	2,338	3,252	2,500	2,500	2,500
5433 Electricity	7,749	7,147	8,904	8,500	8,500	8,500
5434 Water/Sewer	2,290	2,436	3,192	4,000	4,000	4,000

Station 69 - Cooper Mountain, continued

	1,780	1,924	2,124	2,208	2,208	2,208
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5436 Garbage						
5445 Rent/Lease of Building			3,000	6,480	6,480	6,480
5480 Community/Open House/Outreach	125	12	300	150	150	150
5481 Community Education Materials	278	414	400	300	300	300
5500 Dues & Subscriptions	66	70	150	150	150	150
5570 Misc Business Exp	235	222	480	480	480	480
5575 Laundry/Repair Expense	457	477	500	600	600	600
<b>Total Materials &amp; Services</b>	<b>41,869</b>	<b>55,373</b>	<b>69,219</b>	<b>111,299</b>	<b>111,299</b>	<b>111,299</b>
<b>Total General Fund</b>	<b>\$ 1,756,279</b>	<b>\$ 1,924,491</b>	<b>\$ 1,949,545</b>	<b>\$ 2,104,876</b>	<b>\$ 2,104,876</b>	<b>\$ 2,104,876</b>



## 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, opened its doors on October 1, 2015. This 1,951 square foot station houses a total of **two full-time personnel**. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 70**. This is the District's first station that operates on a 40-hour per week schedule. When the station is not staffed, the first due area is serviced by neighboring stations 53 and 65.

The 2,434 acres (3.8 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services			343,091	375,879
Materials & Services			74,933	40,594
<b>Total Expenditure</b>			<b>\$ 418,024</b>	<b>\$ 416,473</b>

### Station 70 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

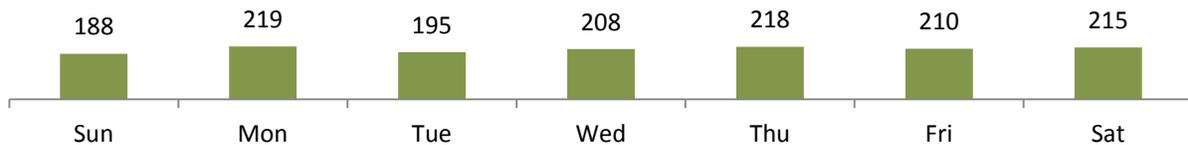
## Station 70 - Raleigh Hills, continued

### Station 70 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion									161	46
Overpressure									0	1
EMS/Rescue Call									1,212	973
Hazardous Condition									27	28
Service Call									32	96
Good Intent Call									6	208
False Call									0	100
Natural Condition									0	1
Other Situation									15	0
<b>Total</b>									<b>1,453</b>	

### Station 70 First-Due Area

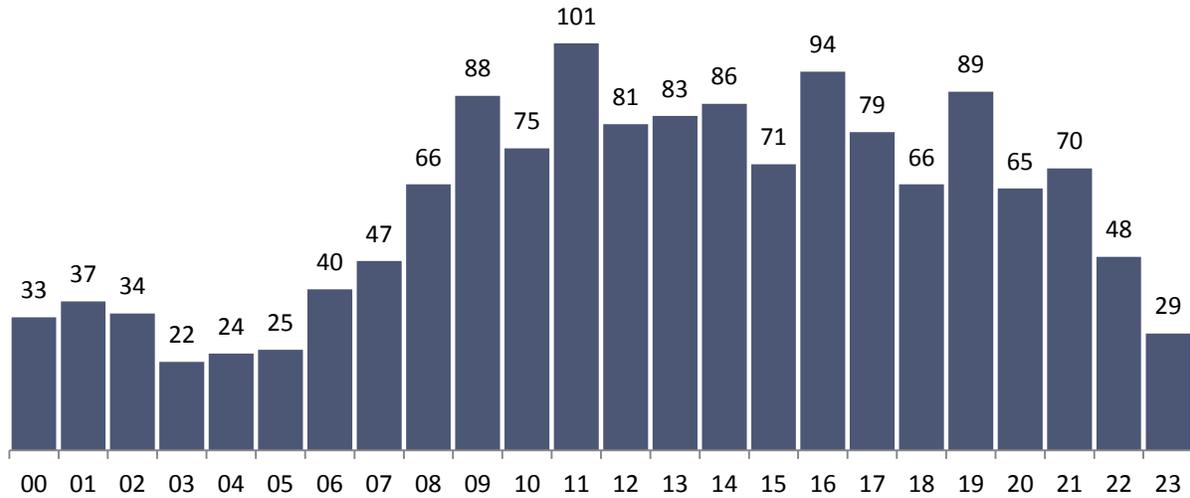
#### Incident Count by Day of Week, Calendar Year 2011-2015<sup>1</sup>



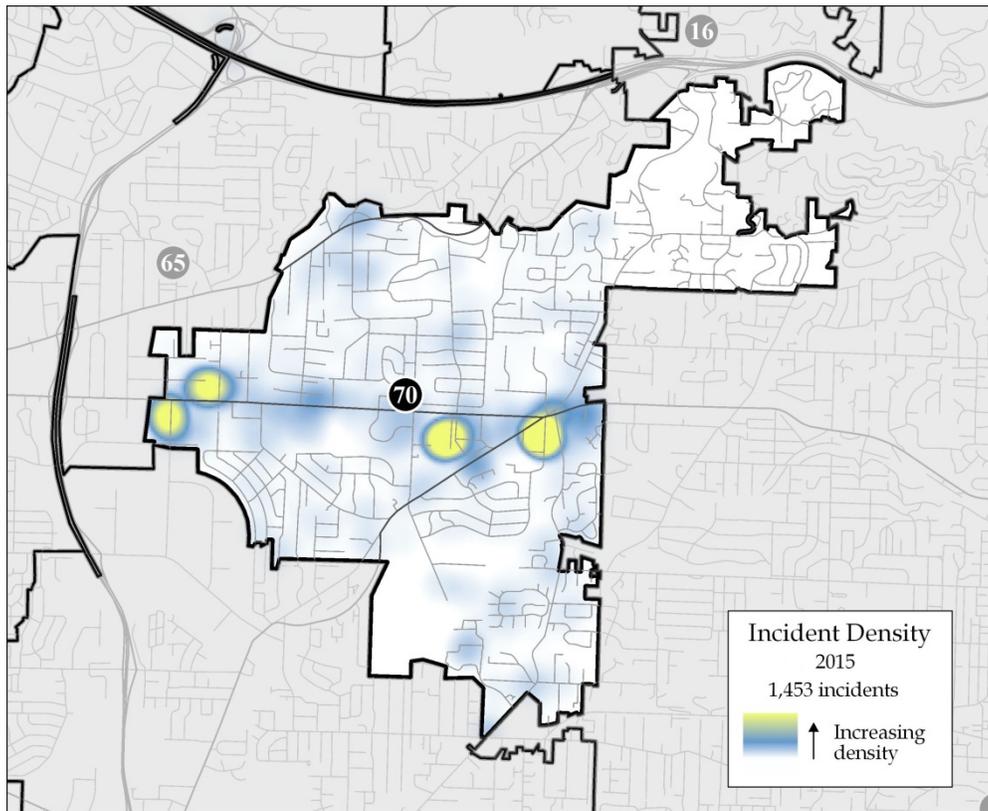
<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations 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 70 First-Due Area

Incident Count by Hour of Day, Calendar Year 2011-2015<sup>1</sup>



Incident Density



<sup>1</sup> 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 70 - Raleigh Hills, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10070 General Fund</b>						
5001 Salaries & Wages Union			\$ 162,205	\$ 175,624	\$ 175,624	\$ 175,624
5003 Vacation Taken Union			21,517	23,828	23,828	23,828
5005 Sick Leave Taken Union			4,418	4,460	4,460	4,460
5007 Personal Leave Taken Union			2,175	2,472	2,472	2,472
5016 Vacation Sold at Retirement			397	205	205	205
5017 PEHP Vac Sold at Retirement			1,056	620	620	620
5020 Deferred Comp Match Union			9,162	9,043	9,043	9,043
5101 Vacation Relief			20,495	25,809	25,809	25,809
5105 Sick Relief			3,895	3,957	3,957	3,957
5106 On the Job Injury Relief			623	800	800	800
5107 Short Term Disability Relief			413	270	270	270
5110 Personal Leave Relief			2,441	2,535	2,535	2,535
5118 Standby Overtime			181	180	180	180
5120 Overtime Union			4,152	4,862	4,862	4,862
5201 PERS Taxes			46,535	50,834	50,834	50,834
5203 FICA/MEDI			17,836	19,484	19,484	19,484
5206 Worker's Comp			6,529	5,604	5,604	5,604
5207 TriMet/Wilsonville Tax			1,688	2,100	2,100	2,100
5208 OR Worker's Benefit Fund Tax			183	88	88	88
5210 Medical Ins Union			35,420	41,334	41,334	41,334
5220 Post Retire Ins Union			1,200	1,200	1,200	1,200
5270 Uniform Allowance			570	570	570	570
<b>Total Personnel Services</b>			<b>343,091</b>	<b>375,879</b>	<b>375,879</b>	<b>375,879</b>
5300 Office Supplies			1,070	80	80	80
5301 Special Department Supplies			10,640	710	710	710
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher				120	120	120
5307 Smoke Detector Program			275	300	300	300
5320 EMS Supplies			10,000	10,000	10,000	10,000
5321 Fire Fighting Supplies			450	450	450	450
5325 Protective Clothing			450	500	500	500
5330 Noncapital Furniture & Equip			10,000			
5350 Apparatus Fuel/Lubricants			7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv			20,748	12,820	12,820	12,820
5365 M&R Firefight Equip			125	125	125	125
5367 M&R Office Equip			1,550	800	800	800
5414 Other Professional Services			125	125	125	125
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services			500	249	249	249
5432 Natural Gas			900	500	500	500
5433 Electricity			3,600	2,200	2,200	2,200
5434 Water/Sewer			2,400	2,785	2,785	2,785
5436 Garbage			1,020			

Station 70 - Raleigh Hills, continued

		2,500	150	150	150		
		2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480	Community/Open House/Outreach						
5481	Community Education Materials			500	500	500	500
5500	Dues & Subscriptions			150	150	150	150
5570	Misc Business Exp			80	80	80	80
5575	Laundry/Repair Expense			200	200	200	200
<b>Total Materials &amp; Services</b>				<b>74,933</b>	<b>40,594</b>	<b>40,594</b>	<b>40,594</b>
<b>Total General Fund</b>				<b>\$ 418,024</b>	<b>\$ 416,473</b>	<b>\$ 416,473</b>	<b>\$ 416,473</b>



Division Description

The former North Operating Center (NOC) managed the District’s connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,854,722	\$ 2,175,761	\$ 2,248,954	-
Materials & Services	168,441	166,370	198,339	\$ 128,912
<b>Total Expenditure</b>	<b>\$ 2,023,163</b>	<b>\$ 2,342,131</b>	<b>\$ 2,447,293</b>	<b>\$ 128,912</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	0.00
Battalion Chief	3.00	3.00	3.00	0.00
Assistant Fire Marshal	1.00	1.00	1.00	0.00
Deputy Fire Marshal / Inspectors	5.00	5.00	5.00	0.00
Public Affairs Officer	1.00	1.00	1.00	0.00
Administrative Assistant II	2.38	2.00	2.00	0.00
<b>Total Full-Time Equivalentents (FTE)</b>	<b>13.38</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

2016-17 Significant Changes

Effective July 1, 2016, the District reorganized from three Integrated Operating Centers in three facilities, to two Operating Centers, North and South. Personnel in the Operating Centers have been transferred to the two Operating Centers budget for the assigned staff.

Remaining costs account for facility operating costs.

## Former North Operating Center, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10155 General Fund</b>						
5001 Salaries & Wages Union	\$ 307,209	\$ 711,972	\$ 769,625			
5002 Salaries & Wages Nonunion	693,964	413,760	415,455			
5003 Vacation Taken Union	20,110	97,947	57,792			
5004 Vacation Taken Nonunion	63,052	29,682	31,961			
5005 Sick Leave Taken Union	3,891	4,773	16,516			
5006 Sick Taken Nonunion	6,271	4,010	6,394			
5007 Personal Leave Taken Union	3,956	14,727	8,259			
5008 Personal Leave Taken Nonunion	3,074	2,679	2,742			
5009 Comp Taken Union	3,762	2,516				
5010 Comp Taken Nonunion		340				
5015 Vacation Sold	19,996		36,984			
5017 PEHP Vac Sold at Retirement	3,635					
5018 Comp Time Sold Union		4,100				
5020 Deferred Comp Match Union	5,887	31,324	37,154			
5021 Deferred Comp Match Nonunion	27,408	31,059	35,667			
5090 Temporary Services-Backfill	10,125	1,459				
5101 Vacation Relief		61,202	53,305			
5102 Duty Chief Relief	82,380					
5105 Sick Relief			3,291			
5106 On the Job Injury Relief		4,803	5,923			
5107 Short Term Disability Relief			1,317			
5110 Personal Leave Relief		4,302	1,975			
5120 Overtime Union	40,586	70,590	51,936			
5121 Overtime Nonunion	3,102	3,343	4,116			
5201 PERS Taxes	240,345	291,415	301,207			
5203 FICA/MEDI	84,949	99,223	112,370			
5206 Worker's Comp	23,727	50,198	44,647			
5207 TriMet/Wilsonville Tax	8,922	10,203	11,162			
5208 OR Worker's Benefit Fund Tax	421	445	685			
5210 Medical Ins Union	75,225	140,472	141,680			
5211 Medical Ins Nonunion	90,315	65,178	69,508			
5220 Post Retire Ins Union	2,450	4,800	4,800			
5221 Post Retire Ins Nonunion	5,625	4,500	4,500			
5230 Dental Ins Nonunion	11,802	7,293	7,013			
5240 Life/Disability Insurance	6,150	4,092	5,920			
5270 Uniform Allowance	4,436	2,206	3,850			
5295 Vehicle/Cell Allowance	1,950	1,150	1,200			
<b>Total Personnel Services</b>	<b>1,854,722</b>	<b>2,175,761</b>	<b>2,248,954</b>			
5300 Office Supplies	977	1,462	1,750	\$ 500	\$ 500	\$ 500
5301 Special Department Supplies	2,860	3,654	3,000	500	500	500
5302 Training Supplies	2,948	981	350			
5305 Fire Extinguisher		210				
5307 Smoke Detector Program	24		100			
5320 EMS Supplies	66	424	1,100			
5321 Fire Fighting Supplies	378	270	350			
5325 Protective Clothing	507	541	2,000			
5330 Noncapital Furniture & Equip	666	349	4,750			

Former North Operating Center, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5350 Apparatus Fuel/Lubricants	16,305	13,528	15,000			
5361 M&R Bldg/Bldg Equip & Improv	37,088	37,182	46,825	31,865	31,865	31,865
5367 M&R Office Equip	8,548	3,964	2,800	5,600	5,600	5,600
5400 Insurance Premium			175			
5415 Printing	1,133	640	600	500	500	500
5416 Custodial & Bldg Services	31,103	32,570	38,309	33,085	33,085	33,085
5417 Temporary Services		5,282				
5432 Natural Gas	10,322	10,831	10,192	12,500	12,500	12,500
5433 Electricity	23,335	22,241	28,704	25,000	25,000	25,000
5434 Water/Sewer	14,905	17,487	14,352	16,648	16,648	16,648
5436 Garbage	1,797	2,080	1,648	1,714	1,714	1,714
5450 Rental of Equip	165		250			
5461 External Training	500					
5462 Travel and Per Diem	1,723	1,921	1,100	500	500	500
5471 Citizen Awards	167	10				
5480 Community/Open House/Outreach	2,929	2,820	4,680			
5481 Community Education Materials	6,096	2,043	13,625			
5484 Postage UPS & Shipping	217	1,299	700	500	500	500
5500 Dues & Subscriptions	2,391	3,368	3,479			
5502 Certifications & Licensing	400	423	500			
5570 Misc Business Exp	816	792	1,000			
5571 Planning Retreat Expense			1,000			
5575 Laundry/Repair Expense	75					
<b>Total Materials &amp; Services</b>	<b>168,441</b>	<b>166,370</b>	<b>198,339</b>	<b>128,912</b>	<b>128,912</b>	<b>128,912</b>
<b>Total General Fund</b>	<b>\$ 2,023,163</b>	<b>\$ 2,342,131</b>	<b>\$ 2,447,293</b>	<b>\$ 128,912</b>	<b>\$ 128,912</b>	<b>\$ 128,912</b>



Division Description

The former Central Integrated Operations division managed the central area of the District through the Central Operating Center and fire stations 33, 35, 50, 51, 53, and 69.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 15,726,297	\$ 16,183,838	\$ 17,032,191	
Materials & Services	484,995	576,757	719,111	
<b>Total Expenditures</b>	<b>\$ 16,211,292</b>	<b>\$ 16,760,595</b>	<b>\$ 17,751,302</b>	

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	
Fire Marshal	1.00	1.00	1.00	
Battalion Chief	3.00	3.00	3.00	
Public Education Chief Officer	1.00	1.00	1.00	
Public Affairs Officer	1.00	1.00	1.00	
Deputy Fire Marshal	5.00	5.00	5.00	
Administrative Assistant II	2.00	2.00	2.00	
Administrative Assistant I	0.50	1.00	1.00	
Station 33	12.00	12.00	12.00	
Station 35	14.00	14.00	14.00	
Station 50	13.00	13.00	13.00	
Station 51	24.00	24.00	24.00	
Station 53	14.00	14.00	14.00	
Station 69	12.00	12.00	12.00	
<b>Total Full-Time Equivalent (FTE)</b>	<b>103.50</b>	<b>104.00</b>	<b>104.00</b>	

2016-17 Significant Changes

On July 1, 2016, the District reorganized to two operating centers, the North and South. Accordingly, this budget department is not budgeted for 2016-17, and all staff and costs are budgeted elsewhere.

## Central Integrated Operations Division, continued

### Status of 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.

Status or Outcome: All new CRR programs have been put on hold, however existing station-based programs are continuing. New CRR priorities will be developed which support the new Strategic Plan once it is finalized.

- Hands Only CPR Middle School training continued
  - Tigard-Tualatin School District
  - Sherwood School District
- Community Smoke Alarm Assessment
- Tigard High School False Alarm Call Reduction

- Strengthen internal District communications for 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, semiannual Captain's meetings, Operating Center meetings, etc. This Service Measure will be evaluated by an annual survey (to be developed).

Status or Outcome: Ongoing

- Leveraged technology to communicate organizational changes/priorities
  - Asana
  - WebEx
  - Digital internal newsletter "The Pulse"
  - Chief's Corner
- Monthly Central Operations meetings
- Integrated Operations DC/BC meetings monthly & quarterly
- DC/BC ride alongs
- On site monthly station meetings

Status of 2015-16 Service Measures, continued

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels, build relationships to 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.

- Status or Outcome: Ongoing
- Monthly meetings with city managers and executive staff
  - Hosted luncheons with city executive staff and council members
  - Traffic and Transportation Advisory Committee
  - Technical Advisory Committees
    - Tigard Triangle
    - Sherwood West Concept Plan
    - River Terrace
    - Southwest Corridor
  - Presentations
    - King City Lions
    - City of Tigard Annual All Staff Training
    - Tigard/Tualatin School Maintenance Staff
  - Quarterly meetings with Chamber of Commerce staff
  - Participate with Westside Economic Alliance
  - Weekly meetings with city planning departments
  - Attend CPO/NAC meetings

- 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.

- Status or Outcome: Ongoing
- Fire and life safety articles published monthly, newspapers and city newsletters
  - Regular communications with local reporters
  - Maintain relationships with partner agency public information officers

## Central Integrated Operations Division, continued

### Status of 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.

Status or Outcome: Ongoing

- Apartment program attendance continues to grow
    - Reaches more than 200 attendees from throughout the District, Region and State
  - Partnerships continue with neighboring fire departments and businesses
    - Clackamas County Fire District staff
    - Hillsboro Fire & Rescue staff
    - Kennedy Restoration Company (helps underwrite 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.

Status or Outcome: Ongoing

- Events continue to increase throughout the District, including in the Central Integrated Operations service area
  - While annual total number of events decreased from 219 to 198, total number of attendees increased to over 11,500
- Event highlights included:
  - Hands-Only CPR at Washington Square
  - Station 51 Open House
  - Two “Knock and Talk” smoke alarm installation efforts
  - School events
  - Civic events
  - Tigard Balloon Festival
  - Sherwood Community Fair
  - Station tours
  - Holiday events

Status of 2015-16 Service Measures, continued

- 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.  
 Status or Outcome: Ongoing

- Hands-Only CPR was presented at all Central middle schools by the District and/or our partner agency, Legacy-Meridian Park
- Total number of students taught was more than 1,300
  - Many students were required to teach at least five friends/family members
  - Fowler Middle School students, for example, taught an additional 927 friends and family members

- 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.  
 Status or Outcome: Ongoing

Central	
2009	512
2010	437
2011	394
2012	407
2013	424
2014	412
2015	421

Additional 2015-16 Accomplishments

- Sherwood Community Services Fair
- Tigard Street Fair (Main Street Closure)
- Station 33 Santa Rides
- Washington Square Hands Only CPR Partnership
- Station 69 temporary location

Central Integrated Operations Division, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>General Fund</b>						
5001 Salaries & Wages Union	\$ 6,789,404	\$ 6,805,824	\$ 7,554,695			
5002 Salaries & Wages Nonunion	781,719	589,426	590,022			
5003 Vacation Taken Union	1,020,065	991,932	960,050			
5004 Vacation Taken Nonunion	101,841	43,762	45,390			
5005 Sick Leave Taken Union	116,384	130,757	201,532			
5006 Sick Taken Nonunion	15,206	7,130	9,080			
5007 Personal Leave Taken Union	104,538	120,929	99,295		-	
5008 Personal Leave Taken Nonunion	2,825	4,916	3,893			
5009 Comp Taken Union	1,613	2,148				
5010 Comp Taken Nonunion	1,132	1,606				
5015 Vacation Sold	8,562	5,555	48,239			
5016 Vacation Sold at Retirement	45,402	31,399	16,634			
5017 PEHP Vac Sold at Retirement	19,756	25,528	44,356			
5020 Deferred Comp Match Union	297,297	374,440	420,702			
5021 Deferred Comp Match Nonunion	37,644	46,394	52,258			
5090 Temporary Services-Backfill	4,772					
5101 Vacation Relief	776,379	1,053,387	914,857			
5102 Duty Chief Relief	115,282					
5105 Sick Relief	138,732	159,642	167,032			
5106 On the Job Injury Relief	33,767	49,309	32,000			
5107 Short Term Disability Relief	2,013	11,307	18,633			
5110 Personal Leave Relief	82,765	106,184	104,590			
5115 Vacant Slot Relief	63,496	126,617				
5118 Standby Overtime	6,143	6,488	7,572			
5120 Overtime Union	134,639	199,441	212,031			
5121 Overtime Nonunion	476	86	2,436			
5201 PERS Taxes	2,071,373	2,047,674	2,284,605			
5203 FICA/MEDI	762,895	769,423	874,545			
5206 Worker's Comp	248,849	510,857	321,480			
5207 TriMet/Wilsonville Tax	72,940	74,430	83,384			
5208 OR Worker's Benefit Fund Tax	4,129	4,209	9,716			
5210 Medical Ins Union	1,604,838	1,656,509	1,717,870			
5211 Medical Ins Nonunion	131,534	105,555	107,888			
5220 Post Retire Ins Union	55,050	58,900	58,200			
5221 Post Retire Ins Nonunion	7,350	5,175	6,300			
5230 Dental Ins Nonunion	16,364	11,667	10,170			
5240 Life/Disability Insurance	7,876	5,487	8,241			
5270 Uniform Allowance	27,030	25,825	30,575			
5295 Vehicle/Cell Allowance	14,220	13,920	13,920			
<b>Total Personnel Services</b>	<b>15,726,297</b>	<b>16,183,838</b>	<b>17,032,191</b>			
5300 Office Supplies	2,129	2,475	3,615			
5301 Special Department Supplies	23,183	27,767	28,830			
5302 Training Supplies	2,418	1,063	1,700			

Central Integrated Operations Division, continued

5305 Fire Extinguisher	205	155	695			
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5307 Smoke Detector Program	1,438	1,203	1,750			
5320 EMS Supplies	62,108	66,925	75,100			
5321 Fire Fighting Supplies	19,084	18,527	21,582			
5325 Protective Clothing	18,084	26,324	22,025			
5330 Noncapital Furniture & Equip	14,014	16,946	16,585			
5350 Apparatus Fuel/Lubricants	96,622	84,531	114,670			
5361 M&R Bldg/Bldg Equip & Improv	66,285	148,616	215,541			
5365 M&R Firefight Equip	836	602	750			
5366 M&R EMS Equip		129				
5367 M&R Office Equip	14,856	14,301	9,300			
5400 Insurance Premium		192	400			
5414 Other Professional Services	5,626	6,977	7,425			
5415 Printing	1,229	634	1,500			
5416 Custodial & Bldg Services	4,155	4,024	4,492			
5432 Natural Gas	16,194	16,656	23,332			
5433 Electricity	66,972	63,462	78,280			
5434 Water/Sewer	37,901	40,125	42,702			
5436 Garbage	9,603	8,783	11,348			
5445 Rent/Lease of Building		3,232	3,000			
5461 External Training	195	150				
5462 Travel and Per Diem	367	28	500			
5471 Citizen Awards	158	77	150			
5480 Community/Open House/Outreach	3,566	4,335	6,925			
5481 Community Education Materials	8,861	7,356	12,019			
5484 Postage UPS & Shipping	12	25				
5500 Dues & Subscriptions	3,552	4,408	5,815			
5502 Certifications & Licensing	220	188	1,150			
5570 Misc Business Exp	2,690	3,902	4,560			
5571 Planning Retreat Expense			550			
5575 Laundry/Repair Expense	2,431	2,639	2,820			
<b>Total Materials &amp; Services</b>	<b>484,995</b>	<b>576,757</b>	<b>719,111</b>			
<b>Total General Fund</b>	<b>\$ 16,211,292</b>	<b>\$ 16,760,595</b>	<b>\$ 17,751,302</b>			



## Central Operating Center

Fund 10 • Directorate 04 • Division 61 • Department 160

### Description

The former Central Operating Center managed the District's connection to the community, community risk reduction, and Integrated Operations for the central portion of the District. The Central Operating Center was located within the Command and Business Operations Center (CBOC) in Tigard.

### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 2,321,677	\$ 2,464,574	\$ 2,508,675	
Materials & Services	36,512	30,349	43,978	
<b>Total Expenditure</b>	<b>\$ 2,358,189</b>	<b>\$ 2,494,923</b>	<b>\$ 2,552,653</b>	

### Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	
Fire Marshal	1.00	1.00	1.00	
Battalion Chief	3.00	3.00	3.00	
Public Education Chief Officer	1.00	1.00	1.00	
Public Affairs Officer	1.00	1.00	1.00	
Deputy Fire Marshal	5.00	5.00	5.00	
Administrative Assistant II	2.00	2.00	2.00	
Administrative Assistant I	0.50	1.00	1.00	
<b>Total Full-Time Equivalentents (FTE)</b>	<b>14.50</b>	<b>15.00</b>	<b>15.00</b>	

### 2016-17 Significant Changes

This former Operating Center of three was reorganized and all personnel transferred to the new two Operating Centers, North and South.

## Central Operating Center, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10160 General Fund</b>						
5001 Salaries & Wages Union	\$ 382,138	\$ 675,099	\$ 731,203			
5002 Salaries & Wages Nonunion	781,719	589,426	590,022			
5003 Vacation Taken Union	59,397	98,444	54,955			
5004 Vacation Taken Nonunion	101,841	43,762	45,390			
5005 Sick Leave Taken Union	5,068	23,127	15,705			
5006 Sick Taken Nonunion	15,206	7,130	9,080			
5007 Personal Leave Taken Union	8,981	17,668	7,855			
5008 Personal Leave Taken Nonunion	2,825	4,916	3,893			
5009 Comp Taken Union	1,613	2,148				
5010 Comp Taken Nonunion	1,132	1,606				
5015 Vacation Sold	8,562	5,555	48,239			
5016 Vacation Sold at Retirement	14,465	2,522				
5017 PEHP Vac Sold at Retirement	5,346					
5020 Deferred Comp Match Union	14,168	31,394	35,329			
5021 Deferred Comp Match Nonunion	37,644	46,394	52,258			
5090 Temporary Services-Backfill	4,772					
5101 Vacation Relief		70,398	52,715			
5102 Duty Chief Relief	115,282					
5105 Sick Relief		4,660	3,254			
5106 On the Job Injury Relief		3,916	5,858			
5107 Short Term Disability Relief			1,302			
5110 Personal Leave Relief		3,323	1,953			
5118 Standby Overtime		34				
5120 Overtime Union	31,052	48,152	37,419			
5121 Overtime Nonunion	476	86	2,436			
5201 PERS Taxes	307,373	313,978	327,229			
5203 FICA/MEDI	106,175	110,821	124,337			
5206 Worker's Comp	25,266	53,054	46,886			
5207 TriMet/Wilsonville Tax	10,782	11,444	12,401			
5208 OR Worker's Benefit Fund Tax	486	501	747			
5210 Medical Ins Union	93,135	145,907	141,680			
5211 Medical Ins Nonunion	131,534	105,555	107,888			
5220 Post Retire Ins Union	3,150	5,050	4,800			
5221 Post Retire Ins Nonunion	7,350	5,175	6,300			
5230 Dental Ins Nonunion	16,364	11,667	10,170			
5240 Life/Disability Insurance	7,876	5,487	8,241			
5270 Uniform Allowance	6,281	2,259	5,210			
5295 Vehicle/Cell Allowance	14,220	13,920	13,920			
<b>Total Personnel Services</b>	<b>2,321,677</b>	<b>2,464,574</b>	<b>2,508,675</b>			
5300 Office Supplies	93	176	500			
5301 Special Department Supplies	258	180	350			
5302 Training Supplies	2,381	981	1,100			
5307 Smoke Detector Program	163	300	100			
5320 EMS Supplies	20	386	1,100			

Central Operating Center, continued

	2012-13 Actual	2013-14 Actual	2014-15 Adopted Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5321 Fire Fighting Supplies	55	283	350			
5325 Protective Clothing	1,094	485	2,000			
5330 Noncapital Furniture & Equip	1,257	243	4,900			
5350 Apparatus Fuel/Lubricants	10,279	7,464	11,350			
5361 M&R Bldg/Bldg Equip & Improv		7				
5367 M&R Office Equip	6,709	6,738				
5400 Insurance Premium		192	400			
5415 Printing	1,027	527	1,200			
5461 External Training	195	150				
5462 Travel and Per Diem	367	28	500			
5471 Citizen Awards	158	77	150			
5480 Community/Open House/Outreach	3,074	4,265	5,125			
5481 Community Education Materials	5,523	3,370	7,118			
5484 Postage UPS & Shipping	12	25				
5500 Dues & Subscriptions	3,225	3,964	4,915			
5502 Certifications & Licensing	220	188	1,150			
5570 Misc Business Exp	404	319	1,000			
5571 Planning Retreat Expense			550			
5575 Laundry/Repair Expense			120			
<b>Total Materials &amp; Services</b>	<b>36,512</b>	<b>30,349</b>	<b>43,978</b>			
<b>Total General Fund</b>	<b>\$ 2,358,189</b>	<b>\$ 2,494,923</b>	<b>\$ 2,552,653</b>			



Division Description

The South Integrated Operations Division manages and responds to the southern area of the District through the South Operating Center, two battalions and stations 19, 20, 21, 33, 34, 35, 52, 56, 57, 58, and 59. Station 19 was added through the District 2 service contract and Newberg stations 20 and 21 were added through the Newberg service contracts beginning July 1, 2016.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$17,017,841	\$19,033,542	\$20,921,817	\$29,602,728
Materials & Services	640,068	721,652	1,053,601	1,304,310
<b>Total Expenditures</b>	<b>17,657,910</b>	<b>19,755,194</b>	<b>21,975,418</b>	<b>30,907,038</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	6.00
Assistant Fire Marshal	1.00	1.00	1.00	2.00
Deputy Fire Marshal	4.00	4.00	4.00	6.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	1.00
Station 19	0.00	0.00	0.00	9.00
Station 20	0.00	0.00	0.00	15.00
Station 21	0.00	0.00	0.00	15.00
Station 33	12.00	12.00	12.00	12.00
Station 34	13.00	13.00	13.00	13.00
Station 35	14.00	14.00	14.00	18.00
Station 52	12.00	18.00	18.00	18.00
Station 54	0.00	0.00	6.00	0.00
Station 56	12.00	12.00	12.00	12.00
Station 57	12.00	12.00	12.00	12.00
Station 58	12.00	18.00	18.00	12.00
Station 59	12.00	12.00	12.00	18.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>111.00</b>	<b>123.00</b>	<b>129.00</b>	<b>171.00</b>

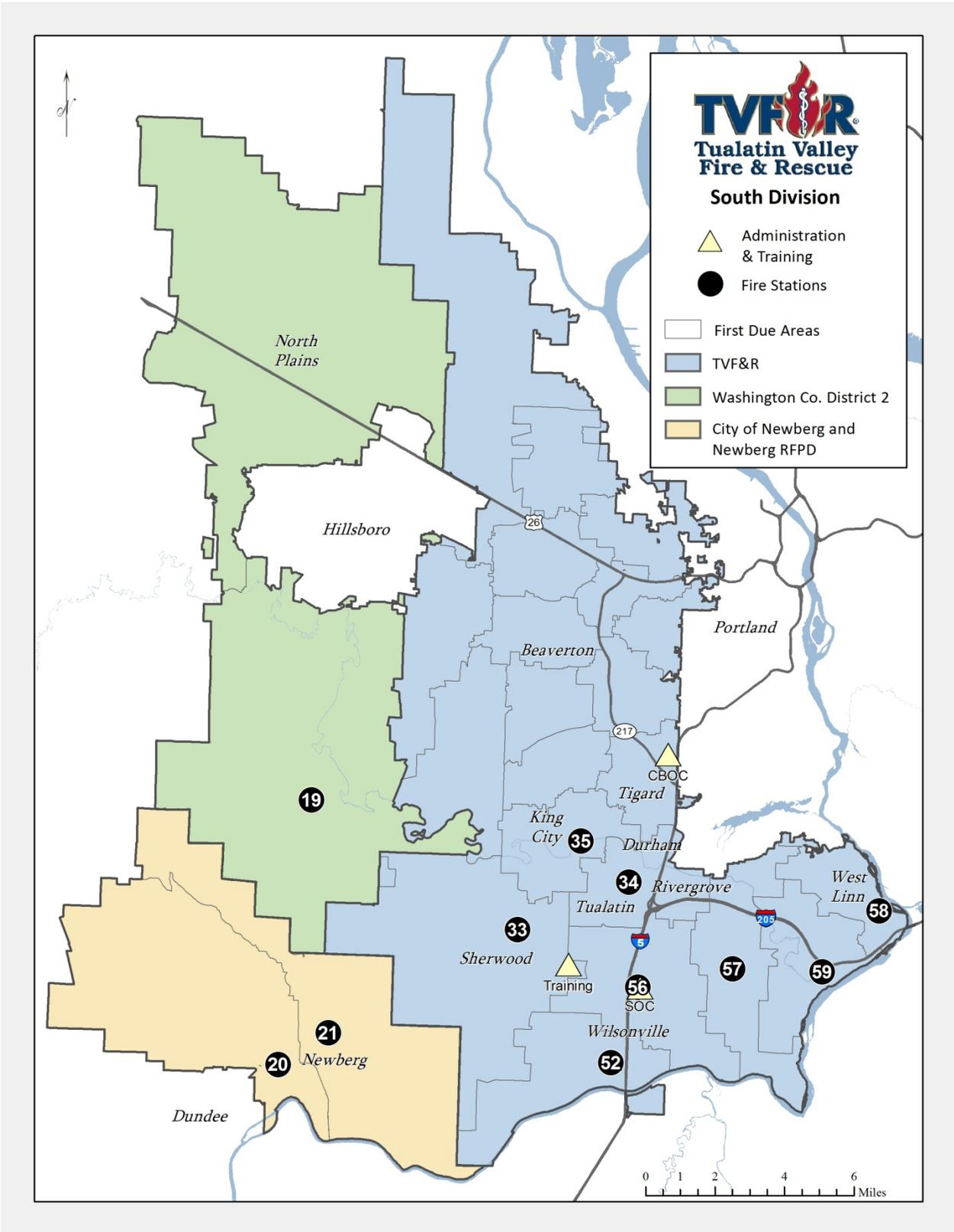
Note: The above personnel by position and station is presented on a pro forma basis for comparability with the 2016-17 budget. For a detailed personnel movement with the July 1, 2017 reorganization, please refer to page 66-67 for more detail.

### 2016-17 Significant Changes

Personnel Services increased by the addition of the three fire stations in the contract areas and transferred staff from Newberg and after the reorganization. Staffing previously identified in the budget for new station 54 have been deployed to other units throughout the District after delays in site acquisition and a process to revisit the District's entire street network and station's ability to move within that street network which resulted in District-wide adjustments to first-due response areas.

Within Materials and Services, Building Maintenance and Repair projects in account 5361 increased due to remodeling at Station 35 in addition to regular maintenance of all assigned stations.

Location of Stations in Area of Operations



South Integrated Operations Division, continued

Station FTE and Units

Station	2015-16 Budget			2016-17 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 19 (Midway)				9.00		Engine
Station 20 (Downtown Newberg)				15.00		Truck, Medic
Station 21 (Springbrook)				15.00		Engine, Medic
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 34 (Tualatin)	13.00		Aerial Pumper, Car	13.00		Aerial Pumper, Car
Station 35 (King City)	14.00		Engine, Medic	18.00		Engine, Medic
Station 52 (Wilsonville)	18.00		Engine, Medic	18.00		Engine, Medic
Station 56 (Elligsen Road)	12.00		Truck	12.00		Truck
Station 57 (Mountain Road)	12.00		Engine	12.00		Engine
Station 58 (Bolton)	18.00		Engine, Medic	12.00		Engine
Station 59 (Willamette)	12.00		Engine	18.00		Engine, Medic

○ FTE per Unit

51-Hour Unit: FTE per Unit x 3 = Total FTE

40-Hour Unit: FTE per Unit x 1 = Total FTE

Status of 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.  
 Status or Outcome: All new CRR programs have been put on hold. However, existing station based programs are continuing. New CRR priorities will be developed which support the new Strategic Plan once it is finalized. 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.

- Tigard Tualatin School District – Hands only CPR
- West Linn Wilsonville School District – Hands only CPR
- City of West Linn – Emergency Preparedness Fair
- City of Rivergrove – Emergency preparedness and hands only CPR
- City of Tualatin and Wilsonville – Staff Hands only CPR
- United Postal Service (UPS) – Wellness booth and Hands only CPR

- 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).  
 Status or Outcome: Ongoing

- Leveraged technology to communicate organizational changes/priorities
  - Asana
  - WebEx
  - Digital internal newsletter “The Pulse”
  - Chief’s Corner
- Monthly South Operating Center meetings
- Weekly SOC Team Technical/Ethics/Leadership Learning
- Integrated DC/BC meetings monthly and quarterly
- Station visits
- Annual SOC Captain’s meeting

## South Integrated Operations Division, continued

### Status of 2015-16 Service Measures, continued

- Communicate regularly with local business owners, community leaders, and city/ county decision makers. Using traditional and non-traditional channels to 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.

Status or Outcome: Ongoing

- Attendance at local events/meetings with city, county, and political entities (Tualatin Tomorrow Advisory Committee, West Linn Public Safety Advisory Board, Basalt Creek Agency Review Team, and Frog Pond Area Plan Task Force)
- Attend NAC/CIO meetings
- Attend Chamber of Commerce meetings (Tualatin, Wilsonville, and West Linn)
- Weekly meetings with Tualatin, Wilsonville, West Linn, and Clackamas County Building and Planning Departments
- Water Purveyor Group Meetings

- 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.

Status or Outcome: Ongoing

- Fire and life safety articles published monthly, newspapers and city newsletters
- Regular communications with local reporters
- Maintain relationships with partner agency public information officers
- West Linn Firewise education and media day
- Utilization of social media to push relevant and newsworthy information

Status of 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.

- Status or Outcome: Completed
- The Apartment program continues to grow, reaching its largest numbers yet at over 200 attendees from throughout the District, Region and State.
  - Partnerships continue with neighboring Fire Departments and businesses, including:
    - Clackamas County Fire District,
    - Kennedy Restoration Company which helps to underwrite 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.  
 Status or Outcome: On-going. Events continue to maintain and/or increase throughout the District, including at SOC. Total event numbers were 173, reaching over 11,500 people. This number is up from 162 last year. Highlights include:

- Clackamas County Fair
- Street of Dreams – Fire sprinkler education booth
- West Linn holiday parade
- West Linn Emergency Preparedness Fair
- West Linn Firewise day
- Kiwanis Fun Run
- Wilsonville Fun-in-the-Park
- Station 52 Open House
- School events, civic events, station tours, and numerous Holiday events

## South Integrated Operations Division, continued

### Status of 2015-16 Service Measures, continued

- 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.  
 Status or Outcome: On-going: Hands only CPR was presented at all Middle Schools in the South Operating Center were covered by both The District and/or The Legacy-Meridian Park Partnership. Total number of students taught was over 1,000 and many of the schools in the South Operating Center require students to go on and teach at least 5 friends and families.

- 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.  
 Status or Outcome: On-going

	South
2008	528
2009	514
2010	484
2011	391
2012	391
2013	411
2014	367
2015	425

### Additional 2015-16 Accomplishments

- West Linn Emergency Services Fair
- Firewise Community – Re-designated Barrington Heights, Tanner Woods, and Hidden Creek neighborhoods
- Station 52 Open House
- Street of Dreams 2016 staffed public education booth emphasizing fire sprinkler systems and safety
- Tualatin State of the City Address – Joint Posting of Colors by TVF&R Honor Guard and Pipes and Drums

### 2016-17 Tactics

- Build collaborative, respectful and sustaining internal relationships at all levels.

Goal/Strategy: Goal 1 – Strategy 1.2 – Tactic 1.2.3  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, Human Resources, Finance, Informational Technology, Capital Bond, Media Services, EMS, Fire Chief's Office  
 Budget Impact: None  
 Measured By: Camaraderie and engagement among staff

2016-17 Tactics, continued

- Reduce turnout time performance on all Code 3 incidents by educating line personnel on the one minute and 30 second expectation and reviewing monthly and quarterly reports via EGIS.

Goal/Strategy: Goal 2 – Strategy 2.1  
 Timeframe: 12 months  
 Partner(s): Fire Chief’s Office, Integrated Operations  
 Budget Impact: None  
 Measured By: Turnout time performance data

- Create opportunities for communication of information to all SOC personnel through quarterly and monthly Operations meetings, Quarterly Captains meetings, and electronic pathways such as Asana and WebEx.

Goal/Strategy: Goal1 – Strategy 1.4  
 Timeframe: 12 months  
 Partner(s): Integrated Operations  
 Budget Impact: None  
 Measured By: Meeting completion and personnel feedback

- Provide support to division partners and collaborate/participate in the expansion efforts of the District as well as station remodels, replacements, and relocations. Assist with the analysis, decision making, and placement of resources within the framework of our existing and new stations.

Goal/Strategy: Goal 2 – Strategy 2.2; Goal 3 – Strategy 3.2  
 Timeframe: 12 months  
 Partner(s): Capital Projects, Logistics, Operations, Fire Chief’s Office  
 Budget Impact: Increase required  
 Measured By: Successful placement or replacement of structures and response data analysis.

- Enhance and expand communication, networking and relationship building with partner municipalities, neighboring fire and law enforcement response agencies, local industry and community networks.

Goal/Strategy: Goal 3 – Strategy 3.10 – Tactic 3.10.2  
 Timeframe: 12 months  
 Partner(s): All listed entities  
 Budget Impact: Increase required  
 Measured By: Improved relationships, connectivity, engagement and performance with identified agencies. Regular attendance by operating center and station personnel at city and county meetings, targeted regional events, and joint exercises and trainings.

## South Integrated Operations Division, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>General Fund</b>						
5001 Salaries & Wages Union	\$ 7,426,420	\$ 8,058,451	\$ 9,518,147	\$ 13,276,817	\$ 13,276,817	\$ 13,276,817
5002 Salaries & Wages Nonunion	666,210	394,410	412,131	473,020	473,020	473,020
5003 Vacation Taken Union	1,101,232	1,302,473	1,223,528	1,715,829	1,715,829	1,715,829
5004 Vacation Taken Nonunion	88,656	42,819	31,481	32,523	32,523	32,523
5005 Sick Leave Taken Union	156,141	204,778	255,315	327,812	327,812	327,812
5006 Sick Taken Nonunion	7,770	74	6,298	8,641	8,641	8,641
5007 Personal Leave Taken Union	110,261	132,321	125,754	181,110	181,110	181,110
5008 Personal Leave Taken Nonunion	1,869	4,753	2,701	4,575	4,575	4,575
5009 Comp Taken Union	482					
5010 Comp Taken Nonunion	68	318				
5015 Vacation Sold	10,108		34,005	12,215	12,215	12,215
5016 Vacation Sold at Retirement	35,543	53,593	21,551	14,517	14,517	14,517
5017 PEHP Vac Sold at Retirement	47,423	43,840	57,466	76,120	76,120	76,120
5018 Comp Time Sold Union	111					
5020 Deferred Comp Match Union	314,256	443,877	532,037	709,530	709,530	709,530
5021 Deferred Comp Match Nonunion	30,162	29,041	35,324	44,249	44,249	44,249
5041 Severance Pay	3,988					
5090 Temporary Services-Backfill	15,078	1,680			16,583	16,583
5101 Vacation Relief	975,493	1,289,702	1,195,916	1,982,464	1,982,464	1,982,464
5102 Duty Chief Relief	106,940					
5105 Sick Relief	150,743	204,425	217,045	290,331	290,331	290,331
5106 On the Job Injury Relief	29,006	36,287	42,651	73,268	73,268	73,268
5107 Short Term Disability Relief	1,953	9,657	24,409	22,806	22,806	22,806
5110 Personal Leave Relief	127,306	146,554	135,890	185,501	185,501	185,501
5115 Vacant Slot Relief	63,827	186,839				
5118 Standby Overtime	8,661	9,038	9,809	12,706	12,706	12,706
5120 Overtime Union	119,383	198,937	258,527	401,038	401,038	401,038
5121 Overtime Nonunion	1,559	437	2,688	7,128	7,128	7,128
5201 PERS Taxes	2,246,503	2,456,282	2,810,429	3,947,559	3,947,559	3,947,559
5203 FICA/MEDI	826,919	900,139	1,076,824	1,509,489	1,509,489	1,509,489
5206 Worker's Comp	270,148	618,685	396,556	437,381	437,381	437,381
5207 TriMet/Wilsonville Tax	76,499	85,397	102,391	163,643	126,318	126,318
5208 OR Worker's Benefit Fund Tax	4,570	4,954	11,178	7,301	7,301	7,301
5210 Medical Ins Union	1,781,791	2,001,867	2,196,040	3,430,722	3,430,722	3,430,722
5211 Medical Ins Nonunion	96,141	54,427	58,299	101,488	101,488	101,488
5220 Post Retire Ins Union	61,477	71,083	74,400	99,600	99,600	99,600
5221 Post Retire Ins Nonunion	5,775	4,500	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	11,869	7,564	6,993	8,978	8,978	8,978
5240 Life/Disability Insurance	6,552	3,998	5,199	6,659	6,659	6,659
5270 Uniform Allowance	26,650	29,143	35,135	51,550	51,550	51,550
5295 Vehicle/Cell Allowance	2,300	1,200	1,200	2,400	2,400	2,400
<b>Total Personnel Services</b>	<b>17,017,841</b>	<b>19,033,542</b>	<b>20,921,817</b>	<b>29,623,470</b>	<b>29,602,728</b>	<b>29,602,728</b>
5300 Office Supplies	4,135	3,566	5,385	8,100	8,100	8,100

South Integrated Operations Division, continued

5301 Special Department Supplies	30,274	31,127	37,920	59,500	59,500	59,500
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5302 Training Supplies	2,051	1,263	1,150	3,200	3,200	3,200
5305 Fire Extinguisher	225	699	1,635	1,360	1,360	1,360
5307 Smoke Detector Program	1,305	1,040	2,300	3,575	3,575	3,575
5320 EMS Supplies	65,517	89,646	107,950	198,992	198,992	198,992
5321 Fire Fighting Supplies	20,909	26,259	26,789	37,500	37,500	37,500
5325 Protective Clothing	12,800	22,135	27,375	43,600	43,600	43,600
5330 Noncapital Furniture & Equip	21,845	24,862	19,229	14,495	14,495	14,495
5350 Apparatus Fuel/Lubricants	98,659	95,505	119,000	163,100	163,100	163,100
5361 M&R Bldg/Bldg Equip & Improv	113,092	167,586	400,340	379,617	379,617	379,617
5365 M&R Firefight Equip	500	788	1,000	2,400	2,400	2,400
5366 M&R EMS Equip		129				
5367 M&R Office Equip	16,021	15,485	18,016	24,030	24,030	24,030
5400 Insurance Premium		570	600	600	600	600
5414 Other Professional Services	6,374	5,581	3,445	6,020	6,020	6,020
5415 Printing	1,084	967	1,400	1,550	1,550	1,550
5416 Custodial & Bldg Services	27,579	27,564	34,053	37,094	37,094	37,094
5417 Temporary Services	3,329	782				
5432 Natural Gas	25,284	23,305	33,610	43,900	43,900	43,900
5433 Electricity	99,803	103,304	107,664	146,160	146,160	146,160
5434 Water/Sewer	41,495	46,944	56,600	65,938	65,938	65,938
5436 Garbage	11,973	11,875	13,691	15,038	15,038	15,038
5445 Rent/Lease of Building	8,455	402				
5450 Rental of Equip	271	345	120	880	880	880
5461 External Training	25	154				
5462 Travel and Per Diem	1,169	903	1,000	1,000	1,000	1,000
5471 Citizen Awards	42		300	450	450	450
5480 Community/Open House/Outreach	5,059	1,946	8,475	10,100	10,100	10,100
5481 Community Education Materials	9,213	4,873	8,472	12,200	12,200	12,200
5484 Postage UPS & Shipping	208	128	600	300	300	300
5500 Dues & Subscriptions	5,527	5,510	5,631	8,542	8,542	8,542
5502 Certifications & Licensing	335		630	800	800	800
5570 Misc Business Exp	3,559	4,105	5,940	9,520	9,520	9,520
5571 Planning Retreat Expense			1,000	500	500	500
5575 Laundry/Repair Expense	1,952	2,303	2,281	4,249	4,249	4,249
<b>Total Materials &amp; Services</b>	<b>640,068</b>	<b>721,652</b>	<b>1,053,601</b>	<b>1,304,310</b>	<b>1,304,310</b>	<b>1,304,310</b>
<b>Total General Fund</b>	<b>\$ 17,657,910</b>	<b>\$ 19,755,194</b>	<b>\$ 21,975,418</b>	<b>\$ 30,927,780</b>	<b>\$ 30,907,038</b>	<b>\$ 30,907,038</b>



## South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 180

### 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,964,663	\$ 1,973,828	\$ 2,078,709	\$ 3,370,430
Materials & Services	69,037	37,594	61,639	72,897
<b>Total Expenditure</b>	<b>\$ 2,033,700</b>	<b>\$ 2,011,422</b>	<b>\$ 2,140,348</b>	<b>\$ 3,443,327</b>

### Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	6.00
Assistant Fire Marshal	1.00	1.00	1.00	2.00
Deputy Fire Marshal	4.00	4.00	4.00	6.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>17.00</b>

### 2016-17 Significant Changes

The South Division is assigned two battalions to the Division and transferred Deputy Fire Marshals from the former three Operating Centers, as well as a Newberg Assistant Fire Marshal.



## South Operating Center, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10180 General Fund</b>						
5001 Salaries & Wages Union	\$ 351,838	\$ 616,646	\$ 678,834	\$ 1,249,930	\$ 1,249,930	\$ 1,249,930
5002 Salaries & Wages Nonunion	666,210	394,410	412,131	473,020	473,020	473,020
5003 Vacation Taken Union	34,451	106,223	51,044	85,608	85,608	85,608
5004 Vacation Taken Nonunion	88,656	42,819	31,481	32,523	32,523	32,523
5005 Sick Leave Taken Union	11,647	(2,433)	14,588	22,744	22,744	22,744
5006 Sick Taken Nonunion	7,770	74	6,298	8,641	8,641	8,641
5007 Personal Leave Taken Union	7,815	19,481	7,295	12,044	12,044	12,044
5008 Personal Leave Taken Nonunion	1,869	4,753	2,701	4,575	4,575	4,575
5009 Comp Taken Union	482					
5010 Comp Taken Nonunion	68	318				
5015 Vacation Sold	10,108		34,005	12,215	12,215	12,215
5016 Vacation Sold at Retirement	4,606					
5017 PEHP Vac Sold at Retirement		10,672		32,152	32,152	32,152
5018 Comp Time Sold Union	111					
5020 Deferred Comp Match Union	10,461	32,483	32,816	66,882	66,882	66,882
5021 Deferred Comp Match Nonunion	30,162	29,041	35,324	44,249	44,249	44,249
5041 Severance Pay	3,988					
5090 Temporary Services-Backfill	15,078	1,680			16,583	16,583
5101 Vacation Relief		75,121	79,073	148,149	148,149	148,149
5102 Duty Chief Relief	106,940					
5105 Sick Relief		1,704	4,881	9,145	9,145	9,145
5106 On the Job Injury Relief		4,837	8,786	16,461	16,461	16,461
5107 Short Term Disability Relief			1,953	3,658	3,658	3,658
5110 Personal Leave Relief			2,929	5,487	5,487	5,487
5120 Overtime Union	21,063	31,464	32,327	55,563	55,563	55,563
5121 Overtime Nonunion	1,559	437	2,688	7,128	7,128	7,128
5201 PERS Taxes	261,181	260,829	274,785	442,148	442,148	442,148
5203 FICA/MEDI	89,660	86,844	104,982	165,961	165,961	165,961
5206 Worker's Comp	21,337	45,474	40,835	50,995	50,995	50,995
5207 TriMet/Wilsonville Tax	9,300	9,222	10,431	18,795	18,795	18,795
5208 OR Worker's Benefit Fund Tax	416	396	661	595	595	595
5210 Medical Ins Union	80,777	122,896	123,970	248,004	248,004	248,004
5211 Medical Ins Nonunion	96,141	54,427	58,299	101,488	101,488	101,488
5220 Post Retire Ins Union	2,800	4,200	4,200	7,200	7,200	7,200
5221 Post Retire Ins Nonunion	5,775	4,500	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	11,869	7,564	6,993	8,978	8,978	8,978
5240 Life/Disability Insurance	6,552	3,998	5,199	6,659	6,659	6,659
5270 Uniform Allowance	1,673	2,550	3,500	5,950	5,950	5,950
5295 Vehicle/Cell Allowance	2,300	1,200	1,200	2,400	2,400	2,400
<b>Total Personnel Services</b>	<b>1,964,663</b>	<b>1,973,828</b>	<b>2,078,709</b>	<b>3,353,847</b>	<b>3,370,430</b>	<b>3,370,430</b>
5300 Office Supplies	1,138	1,326	1,500	1,700	1,700	1,700
5301 Special Department Supplies	1,752	1,010	2,400	2,700	2,700	2,700
5302 Training Supplies	2,007	981	350	1,000	1,000	1,000

South Operating Center, continued

5305 Fire Extinguisher		300	40	40	40	
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5307	Smoke Detector Program		100	400	400	400
5320	EMS Supplies	118	571	1,200	800	800
5321	Fire Fighting Supplies	414	120	350	500	500
5325	Protective Clothing	97	172	2,400	3,600	3,600
5330	Noncapital Furniture & Equip	7,211	417	5,995	4,815	4,815
5350	Apparatus Fuel/Lubricants	18,444	14,457	19,000	20,000	20,000
5367	M&R Office Equip	5,444	5,506	5,616	5,880	5,880
5400	Insurance Premium		570	600	600	600
5414	Other Professional Services	3,188	1,620	1,620	2,620	2,620
5415	Printing	1,026	872	1,000	1,000	1,000
5417	Temporary Services	3,329	782			
5436	Garbage	113				
5445	Rent/Lease of Building	8,455				
5450	Rental of Equip	161				
5461	External Training	25	154			
5462	Travel and Per Diem	1,169	903	1,000	1,000	1,000
5471	Citizen Awards	42		300	450	450
5480	Community/Open House/Outreach	2,188	1,410	6,075	8,450	8,450
5481	Community Education Materials	6,077	1,255	3,522	6,000	6,000
5484	Postage UPS & Shipping	208	128	600	300	300
5500	Dues & Subscriptions	4,999	4,833	4,431	6,517	6,517
5502	Certifications & Licensing	335		630	800	800
5570	Misc Business Exp	1,028	507	1,500	3,000	3,000
5571	Planning Retreat Expense			1,000	500	500
5575	Laundry/Repair Expense	70		150	225	225
<b>Total Materials &amp; Services</b>		<b>69,037</b>	<b>37,594</b>	<b>61,639</b>	<b>72,897</b>	<b>72,897</b>
<b>Total General Fund</b>		<b>\$ 2,033,700</b>	<b>\$ 2,011,422</b>	<b>\$ 2,140,348</b>	<b>\$ 3,426,744</b>	<b>\$ 3,443,327</b>



## Station 19 – Midway

Fund 10 • Directorate 04 • Division 62 • Department 019

### Station Description

**Station 19**, located on SW Midway Road just off of Highway 219, was constructed in the 1950s and rebuilt on a nearby site in 1995. This 14,200 square foot station houses a total of **nine full-time personnel** (three personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 19**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

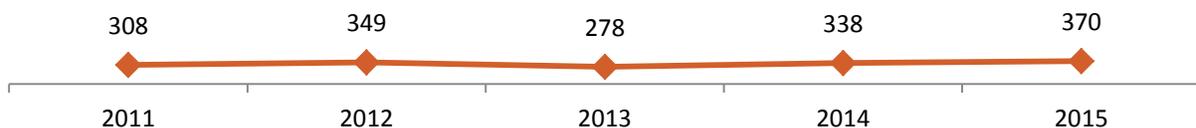
The 34,691 acres (54.2 square miles) of Station 19's first due area consists of a large portion of unincorporated Washington County, south of Hillsboro to the Yamhill County border, which includes the unincorporated communities of Midway and Scholls. A Volunteer Company is located at Station 19, responding out of **Engine 319**.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services				\$ 1,544,132
Materials & Services				61,050
<b>Total Expenditure</b>				<b>\$ 1,605,182</b>

### Station 19 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to TVF&R stations by District 2 crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

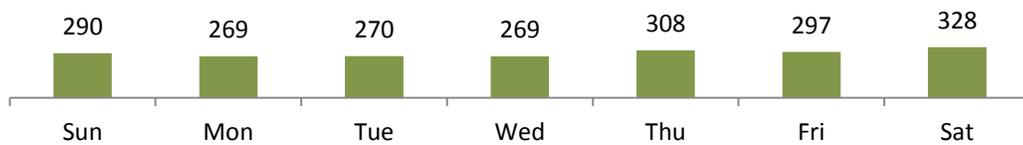
## Station 19 – Midway, continued

### Station 19 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion		13		18		17		24		18
Overpressure		1		0		0		1		1
EMS/Rescue Call		145		166		131		165		201
Hazardous Condition		57		80		65		60		56
Service Call		35		28		32		40		35
Good Intent Call		41		35		24		29		47
False Call		15		20		9		18		11
Natural Condition		0		0		0		1		1
Other Situation		1		2		0		0		0
<b>Total</b>		<b>308</b>		<b>349</b>		<b>278</b>		<b>338</b>		<b>370</b>

### Station 19 First-Due Area

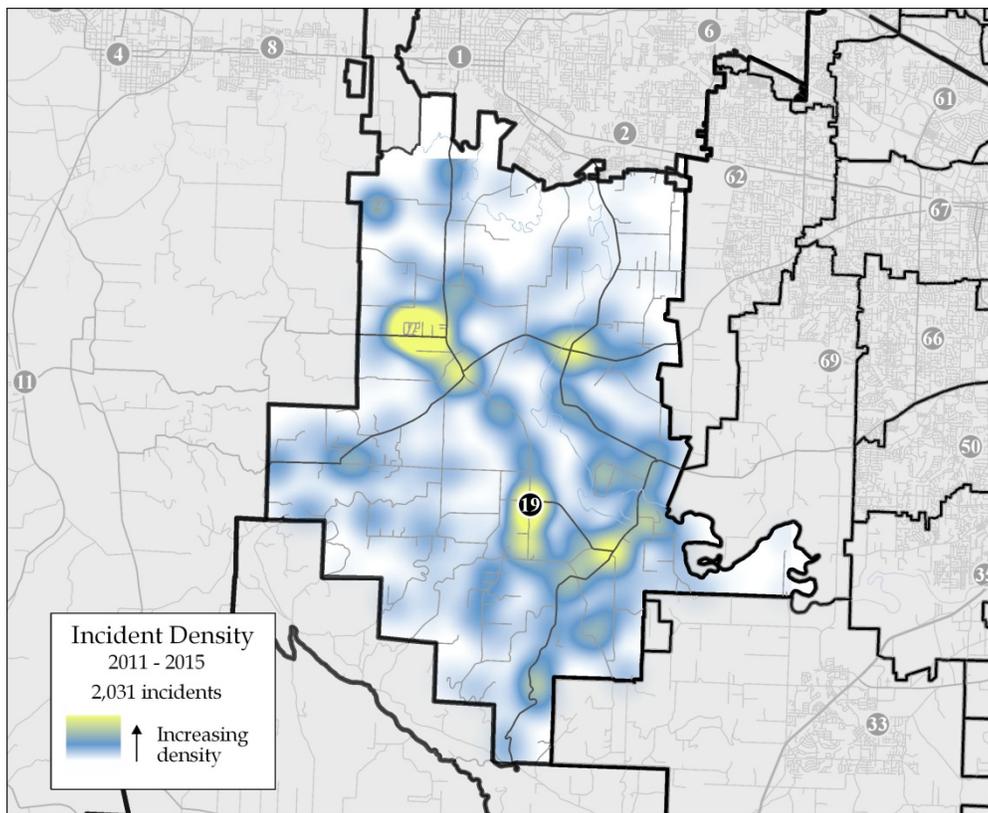
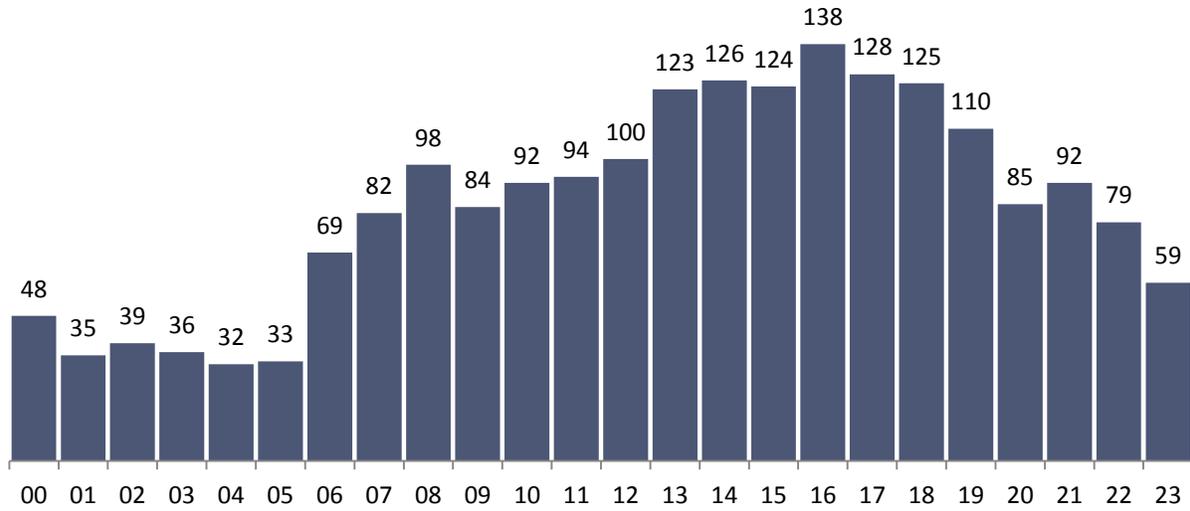
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to TVF&R stations by District 2 crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

Station 19 First-Due Area

Incident Count by Hour of Day, Calendar Years 2011 -2015<sup>1</sup>



<sup>1</sup> NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any District 2 crew. Incident totals do not include automatic aid responses to areas located outside of District 2's jurisdictional boundary, move-ups to TVF&R stations by District 2 crews, or incidents that occurred within District 2's jurisdictional boundary with a response by automatic aid agencies only.

Station 19 – Midway, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10019 General Fund</b>						
5001 Salaries & Wages Union				\$ 710,652	\$ 710,652	\$ 710,652
5003 Vacation Taken Union				96,304	96,304	96,304
5005 Sick Leave Taken Union				18,022	18,022	18,022
5007 Personal Leave Taken Union				9,988	9,988	9,988
5016 Vacation Sold at Retirement				867	867	867
5017 PEHP Vac Sold at Retirement				2,626	2,626	2,626
5020 Deferred Comp Match Union				38,369	38,369	38,369
5101 Vacation Relief				109,514	109,514	109,514
5105 Sick Relief				16,788	16,788	16,788
5106 On the Job Injury Relief				3,392	3,392	3,392
5107 Short Term Disability Relief				1,144	1,144	1,144
5110 Personal Leave Relief				10,748	10,748	10,748
5118 Standby Overtime				759	759	759
5120 Overtime Union				20,627	20,627	20,627
5201 PERS Taxes				207,546	207,546	207,546
5203 FICA/MEDI				79,547	79,547	79,547
5206 Worker's Comp				22,878	22,878	22,878
5207 TriMet/Wilsonville Tax				8,603		
5208 OR Worker's Benefit Fund Tax				393	393	393
5210 Medical Ins Union				186,003	186,003	186,003
5220 Post Retire Ins Union				5,400	5,400	5,400
5270 Uniform Allowance				2,565	2,565	2,565
<b>Total Personnel Services</b>				<b>1,552,735</b>	<b>1,544,132</b>	<b>1,544,132</b>
5300 Office Supplies				360	360	360
5301 Special Department Supplies				3,195	3,195	3,195
5302 Training Supplies				200	200	200
5305 Fire Extinguisher				120	120	120
5307 Smoke Detector Program				300	300	300
5320 EMS Supplies				7,000	7,000	7,000
5321 Fire Fighting Supplies				2,025	2,025	2,025
5325 Protective Clothing				2,250	2,250	2,250
5330 Noncapital Furniture & Equip				1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants				8,000	8,000	8,000
5361 M&R Bldg/Bldg Equip & Improv				14,260	14,260	14,260
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip				1,650	1,650	1,650
5414 Other Professional Services				500	500	500
5415 Printing				50	50	50
5416 Custodial & Bldg Services				1,315	1,315	1,315
5432 Natural Gas				6,000	6,000	6,000
5433 Electricity				10,200	10,200	10,200
5436 Garbage				540	540	540
5480 Community/Open House/Outreach				150	150	150
5481 Community Education Materials				750	750	750

Station 19 – Midway, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5500 Dues & Subscriptions				325	325	325
5570 Misc Business Exp				360	360	360
5575 Laundry/Repair Expense				300	300	300
<b>Total Materials &amp; Services</b>				<b>61,050</b>	<b>61,050</b>	<b>61,050</b>
<b>Total General Fund</b>				<b>\$ 1,613,785</b>	<b>\$ 1,605,182</b>	<b>\$ 1,605,182</b>



## Station 20 – Downtown Newberg

Fund 10 • Directorate 04 • Division 62 • Department 020

### Station Description

**Station 20**, located in downtown Newberg just off of Highway 99W, was originally constructed in 1940s with an extensive remodel in 2012. This 15,500 square foot station houses a total of **15 full-time personnel**. Three personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Truck 20**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 20** and also provide transport services in Yamhill County Ambulance Service Area #1.

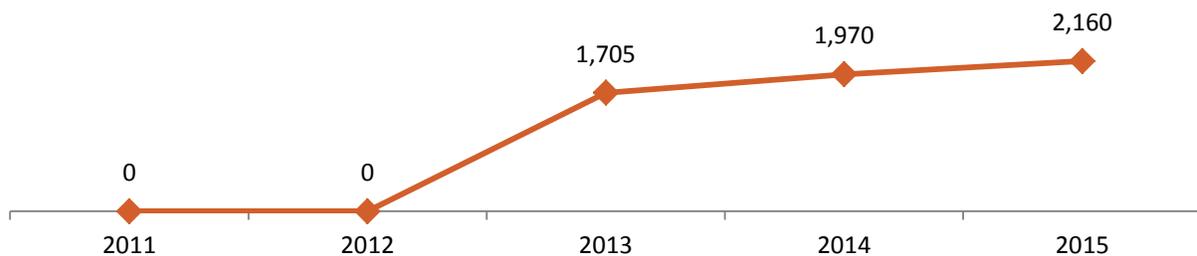
The 20,321 acres (31.8 square miles) of Station 20's first due area includes southwest portions of Newberg and a large portion of the contracted area of Newberg Rural Fire Protection District (NRFPD) in Yamhill County west of the city. A Volunteer Company is located at Station 20, responding out of **Engine 320**



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services				\$ 2,601,266
Materials & Services				115,361
<b>Total Expenditure</b>				<b>\$ 2,716,627</b>

### Station 20 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> NOTE: Data available for 2013 forward only. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg's jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg's jurisdictional boundary with a response by automatic aid agencies only.

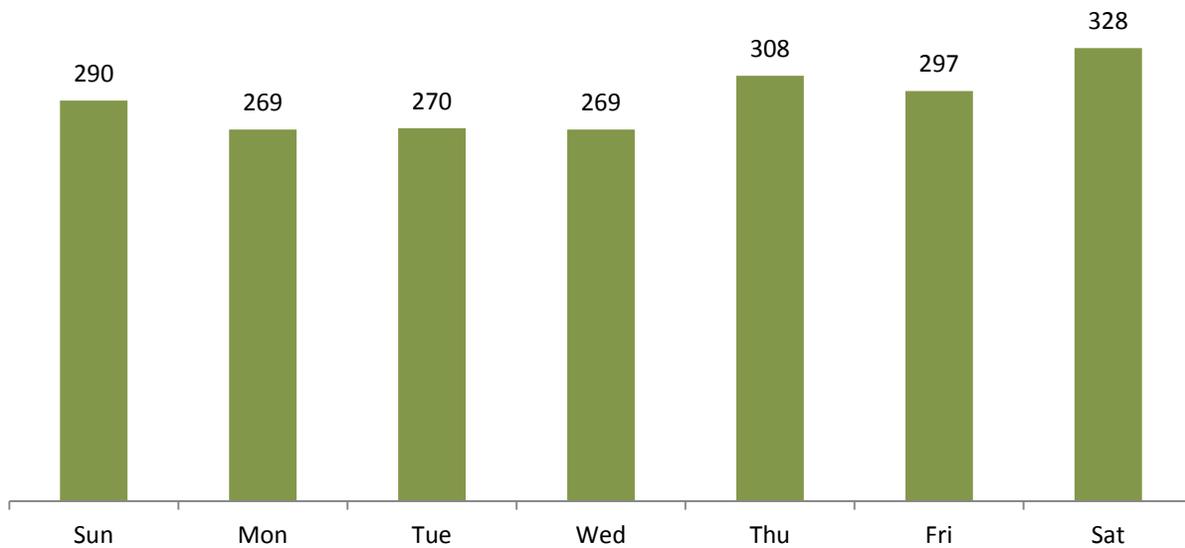
**Station 20 – Downtown Newberg, continued**

**Station 20 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>**

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion					40		62		61	
Overpressure					3					
EMS/Rescue Call					1,297		1,472		1,700	
Hazardous Condition					34		64		48	
Service Call					113		120		97	
Good Intent Call					61		84		78	
False Call					155		153		172	
Natural Condition							15		4	
Other Situation					2					
<b>Total</b>					<b>1,705</b>		<b>1,970</b>		<b>2,160</b>	

**Station 20 First-Due Area**

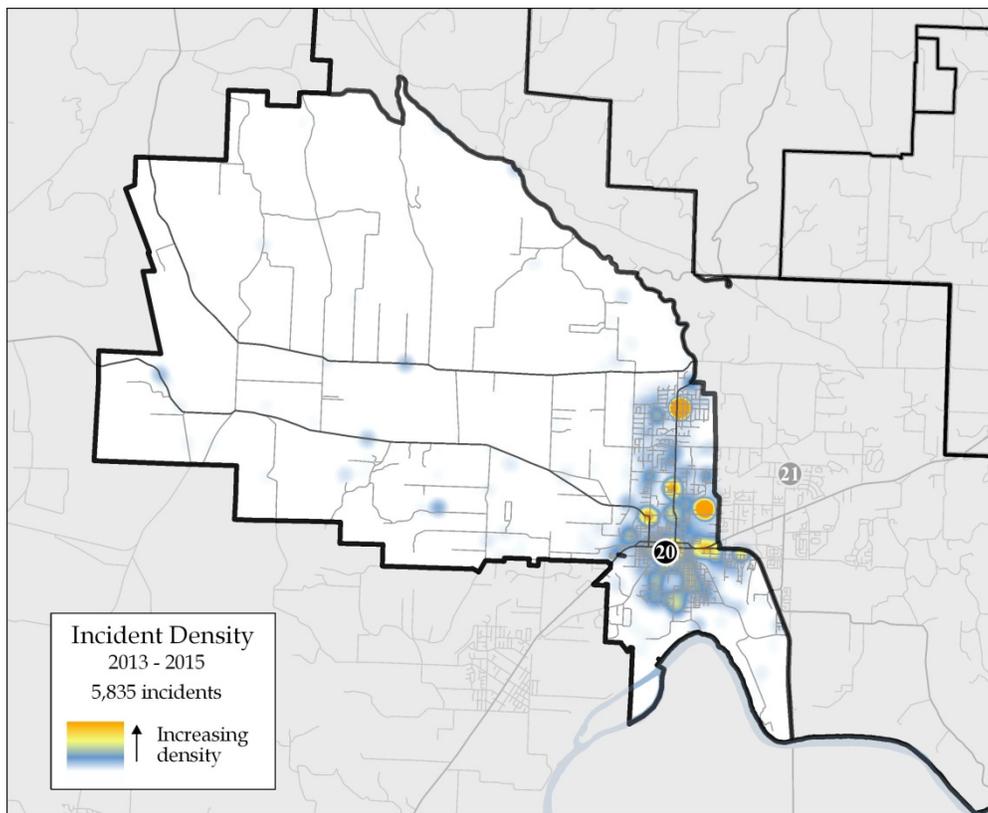
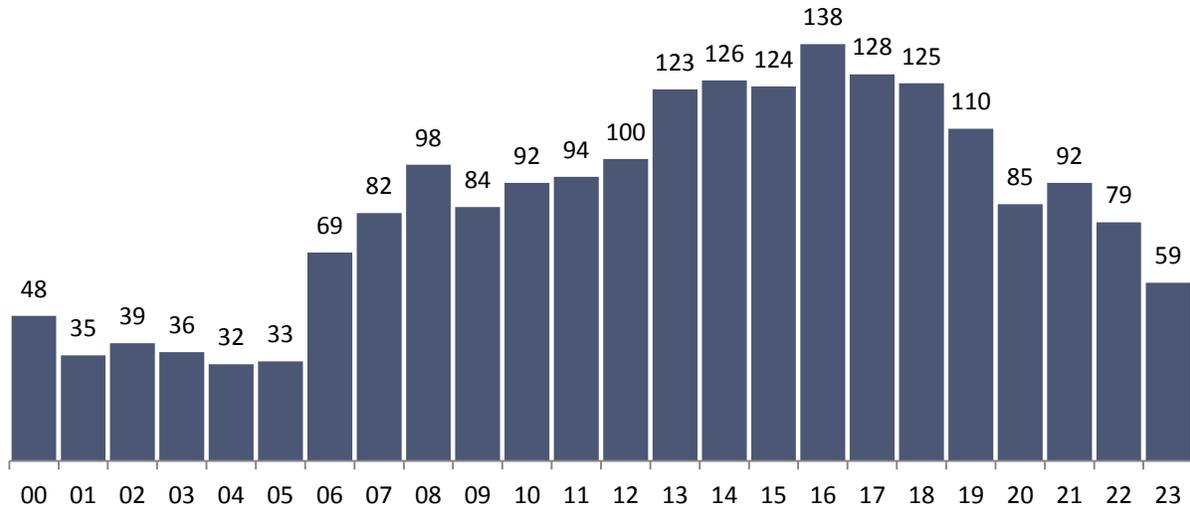
**Incident Count by Day of Week, Calendar Years 2013–2015<sup>1</sup>**



<sup>1</sup> NOTE: Data is available from 2013 forward. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg’s jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg’s jurisdictional boundary with a response by automatic aid agencies only.

Station 20 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013 -2015<sup>1</sup>



<sup>1</sup> NOTE: Data is available from 2013 forward. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg’s jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg’s jurisdictional boundary with a response by automatic aid agencies only.

**Station 20 – Downtown Newberg, continued**

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10020 General Fund</b>						
5001 Salaries & Wages Union				\$1,203,975	\$1,203,975	\$1,203,975
5003 Vacation Taken Union				163,249	163,249	163,249
5005 Sick Leave Taken Union				30,549	30,549	30,549
5007 Personal Leave Taken Union				16,931	16,931	16,931
5016 Vacation Sold at Retirement				1,435	1,435	1,435
5017 PEHP Vac Sold at Retirement				4,345	4,345	4,345
5020 Deferred Comp Match Union				63,498	63,498	63,498
5101 Vacation Relief				181,243	181,243	181,243
5105 Sick Relief				27,784	27,784	27,784
5106 On the Job Injury Relief				5,613	5,613	5,613
5107 Short Term Disability Relief				1,892	1,892	1,892
5110 Personal Leave Relief				17,787	17,787	17,787
5118 Standby Overtime				1,256	1,256	1,256
5120 Overtime Union				34,135	34,135	34,135
5201 PERS Taxes				350,041	350,041	350,041
5203 FICA/MEDI				134,161	134,161	134,161
5206 Worker's Comp				38,584	38,584	38,584
5207 TriMet/Wilsonville Tax				14,509		
5208 OR Worker's Benefit Fund Tax				653	653	653
5210 Medical Ins Union				310,005	310,005	310,005
5220 Post Retire Ins Union				9,000	9,000	9,000
5270 Uniform Allowance				5,130	5,130	5,130
<b>Total Personnel Services</b>				<b>2,615,775</b>	<b>2,601,266</b>	<b>2,601,266</b>
5300 Office Supplies				720	720	720
5301 Special Department Supplies				6,390	6,390	6,390
5302 Training Supplies				200	200	200
5305 Fire Extinguisher				120	120	120
5307 Smoke Detector Program				300	300	300
5320 EMS Supplies				35,000	35,000	35,000
5321 Fire Fighting Supplies				4,050	4,050	4,050
5325 Protective Clothing				4,500	4,500	4,500
5330 Noncapital Furniture & Equip				1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants				24,000	24,000	24,000
5361 M&R Bldg/Bldg Equip & Improv				11,436	11,436	11,436
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip				1,650	1,650	1,650
5414 Other Professional Services				250	250	250
5415 Printing				50	50	50
5416 Custodial & Bldg Services				1,315	1,315	1,315
5432 Natural Gas				6,000	6,000	6,000
5433 Electricity				15,600	15,600	15,600
5450 Rental of Equip				360	360	360
5480 Community/Open House/Outreach				150	150	150
5481 Community Education Materials				750	750	750

Station 20 – Downtown Newberg, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5500 Dues & Subscriptions				300	300	300
5570 Misc Business Exp				720	720	720
5575 Laundry/Repair Expense				300	300	300
<b>Total Materials &amp; Services</b>				<b>115,361</b>	<b>115,361</b>	<b>115,361</b>
<b>Total General Fund</b>				<b>\$2,731,136</b>	<b>\$2,716,627</b>	<b>\$2,716,627</b>



Station Description

**Station 21**, located on the corner of North Springbrook Road and Middlebrook Drive, was constructed in 1999 and includes a half-acre training area and a four-story training tower. This 10,675 square foot station houses a total of **15 full-time personnel**. Three personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 21**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 21** and also provide transport services in Yamhill County Ambulance Service Area #1. **Battalion Chief (C7)** also responds from and maintains quarters at Station 21.

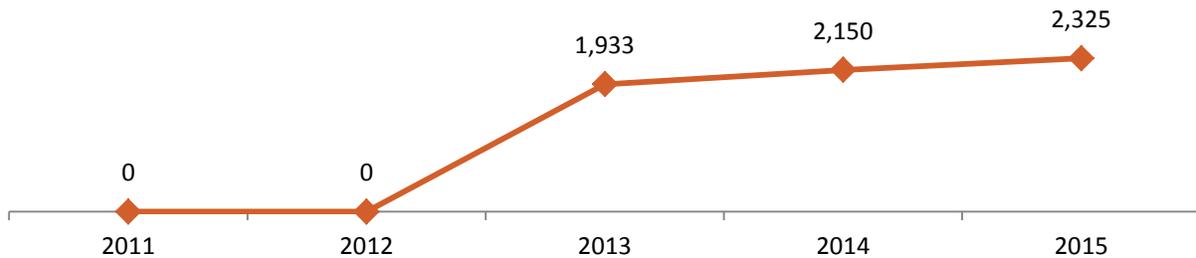
The 18,519 acres (28.9 square miles) of Station 21’s first due area includes northeast portions of Newberg and a portion of the contracted area of Newberg Rural Fire Protection District (NRFPD) in Yamhill County north and east of the city to the Washington County border. A volunteer company is located at Station 21, responding out of **Engine 321**. One of the District’s **Water Rescue Teams** is housed at Station 21 (in conjunction with Station 59).



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services				\$ 2,554,005
Materials & Services				109,535
<b>Total Expenditure</b>				<b>\$ 2,663,540</b>

Station 21 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> NOTE: Data available from 2013 forward. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg’s jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg’s jurisdictional boundary with a response by automatic aid agencies only.

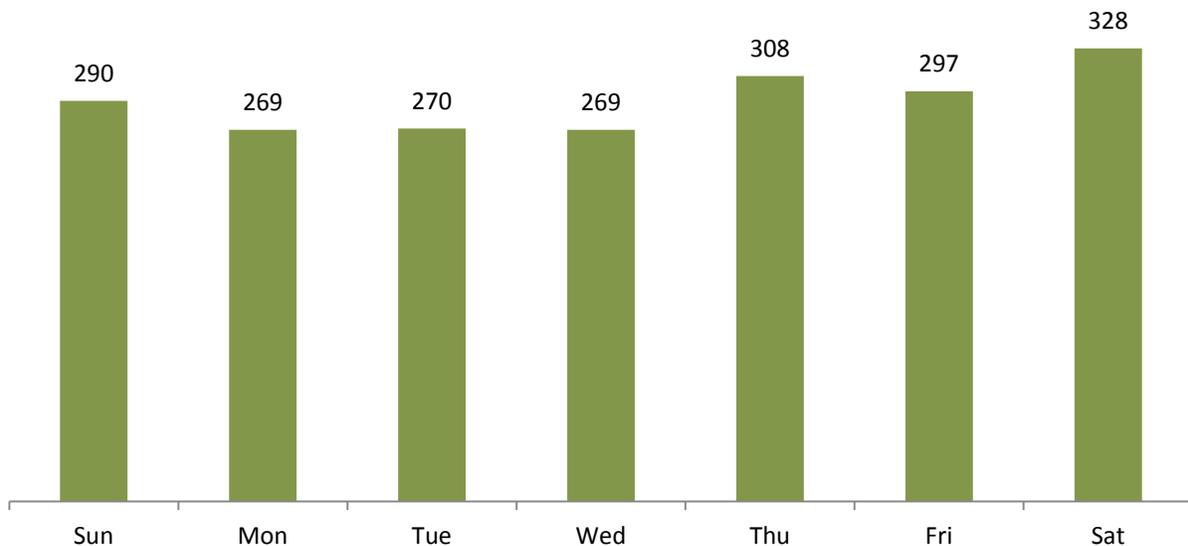
## Station 21 – Springbrook, continued

### Station 21 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion						39		53		42
Overpressure						0		0		0
EMS/Rescue Call						1,681		1,830		2,074
Hazardous Condition						31		28		23
Service Call						76		98		48
Good Intent Call						31		47		37
False Call						74		84		95
Natural Condition						1		10		4
Other Situation						0		0		2
<b>Total</b>						<b>1,933</b>		<b>2,150</b>		<b>2,325</b>

### Station 21 First-Due Area

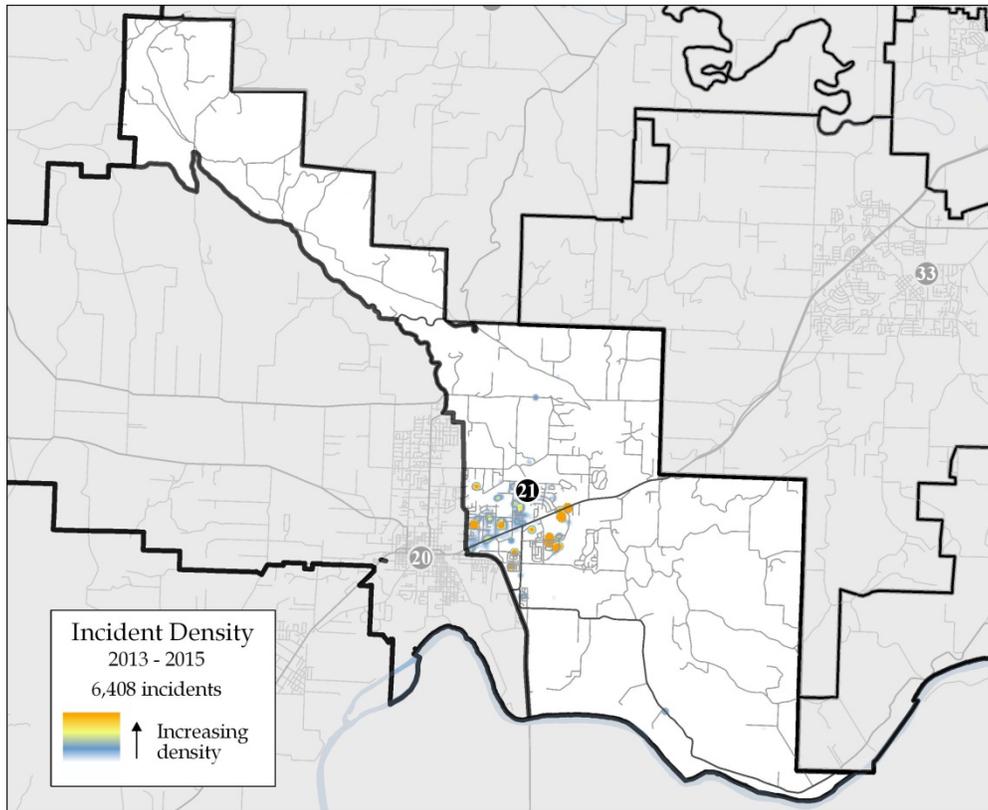
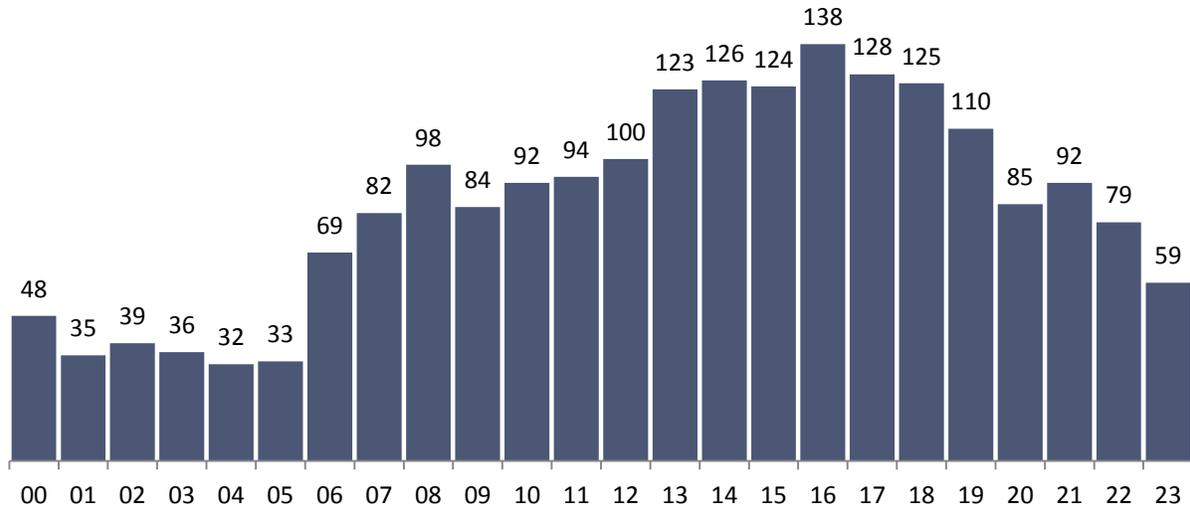
#### Incident Count by Day of Week, Calendar Years 2013–2015<sup>1</sup>



<sup>1</sup> NOTE: Data available from 2013 forward. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg's jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg's jurisdictional boundary with a response by automatic aid agencies only.

Station 20 First-Due Area

Incident Count by Hour of Day, Calendar Years 2011 -2015<sup>1</sup>



<sup>1</sup> NOTE: Data available from 2013 forward. First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any Newberg crew. Incident totals do not include automatic aid responses to areas located outside of Newberg’s jurisdictional boundary, move-ups to Newberg stations by Newberg crews, or incidents that occurred within Newberg’s jurisdictional boundary with a response by automatic aid agencies only.

## Station 21 – Springbrook, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10021 General Fund</b>						
5001 Salaries & Wages Union				\$1,179,548	\$1,179,548	\$1,179,548
5003 Vacation Taken Union				159,938	159,938	159,938
5005 Sick Leave Taken Union				29,929	29,929	29,929
5007 Personal Leave Taken Union				16,587	16,587	16,587
5016 Vacation Sold at Retirement				1,405	1,405	1,405
5017 PEHP Vac Sold at Retirement				4,254	4,254	4,254
5020 Deferred Comp Match Union				62,179	62,179	62,179
5101 Vacation Relief				177,478	177,478	177,478
5105 Sick Relief				27,206	27,206	27,206
5106 On the Job Injury Relief				5,496	5,496	5,496
5107 Short Term Disability Relief				1,852	1,852	1,852
5110 Personal Leave Relief				17,417	17,417	17,417
5118 Standby Overtime				1,229	1,229	1,229
5120 Overtime Union				33,426	33,426	33,426
5201 PERS Taxes				342,905	342,905	342,905
5203 FICA/MEDI				131,426	131,426	131,426
5206 Worker's Comp				37,797	37,797	37,797
5207 TriMet/Wilsonville Tax				14,213		
5208 OR Worker's Benefit Fund Tax				653	653	653
5210 Medical Ins Union				310,005	310,005	310,005
5220 Post Retire Ins Union				9,000	9,000	9,000
5270 Uniform Allowance				4,275	4,275	4,275
<b>Total Personnel Services</b>				<b>2,568,218</b>	<b>2,554,005</b>	<b>2,554,005</b>
5300 Office Supplies				600	600	600
5301 Special Department Supplies				5,325	5,325	5,325
5302 Training Supplies				200	200	200
5305 Fire Extinguisher				120	120	120
5307 Smoke Detector Program				300	300	300
5320 EMS Supplies				35,000	35,000	35,000
5321 Fire Fighting Supplies				3,375	3,375	3,375
5325 Protective Clothing				3,750	3,750	3,750
5330 Noncapital Furniture & Equip				1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants				24,000	24,000	24,000
5361 M&R Bldg/Bldg Equip & Improv				13,300	13,300	13,300
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip				1,650	1,650	1,650
5414 Other Professional Services				250	250	250
5415 Printing				50	50	50
5416 Custodial & Bldg Services				1,315	1,315	1,315
5432 Natural Gas				4,800	4,800	4,800
5433 Electricity				12,000	12,000	12,000
5450 Rental of Equip				300	300	300
5480 Community/Open House/Outreach				150	150	150
5481 Community Education Materials				750	750	750

Station 21 – Springbrook, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5500 Dues & Subscriptions				200	200	200
5570 Misc Business Exp				600	600	600
5575 Laundry/Repair Expense				300	300	300
<b>Total Materials &amp; Services</b>				<b>109,535</b>	<b>109,535</b>	<b>109,535</b>
<b>Total General Fund</b>				<b>\$2,677,753</b>	<b>\$2,663,540</b>	<b>\$2,663,540</b>



## Station 33 - Sherwood

Fund 10 • Directorate 04 • Division 62 • 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.

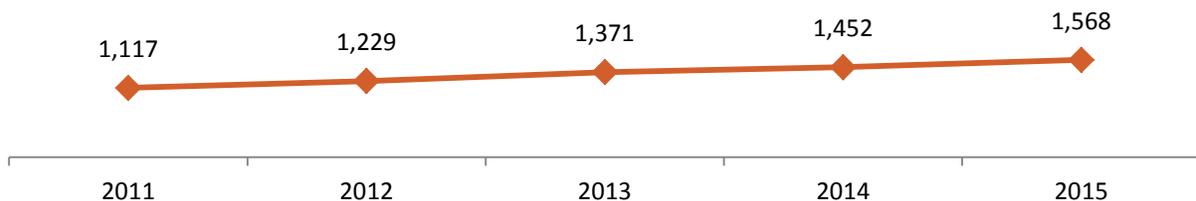
The 18,803 acres (29.4 square miles) of Station 33's first due area includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333** and **Van 333**.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,764,405	\$ 1,837,255	\$ 1,917,619	\$ 2,032,486
Materials & Services	65,113	67,846	150,664	102,725
<b>Total Expenditure</b>	<b>\$ 1,829,517</b>	<b>\$ 1,905,102</b>	<b>\$ 2,068,283</b>	<b>\$ 2,135,211</b>

### Station 33 First-Due Area Incident Count <sup>1</sup>



<sup>1</sup> 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).

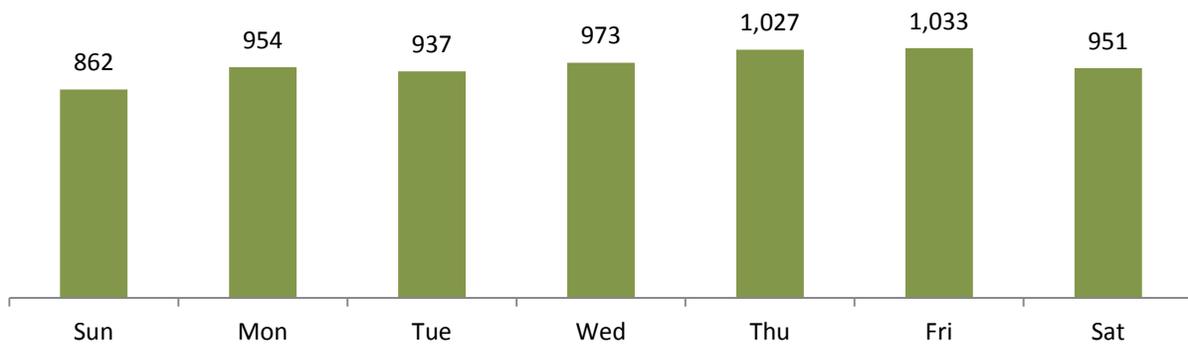
## Station 33 - Sherwood, continued

### Station 33 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	127	23	136	39	178	38	175	61	178	50
Overpressure	0	2	0	3	0	2	0	2	0	1
EMS/Rescue Call	886	730	992	820	1,027	846	1,159	991	1,219	1,079
Hazardous Condition	32	28	23	33	53	59	38	47	42	41
Service Call	48	77	50	88	71	90	55	90	91	110
Good Intent Call	9	184	16	172	25	204	10	171	16	198
False Call	0	66	0	73	0	128	0	89	0	88
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	15	7	12	1	17	3	15	1	22	1
<b>Total</b>	<b>1,117</b>		<b>1,229</b>		<b>1,371</b>		<b>1,452</b>		<b>1,568</b>	

### Station 33 First-Due Area

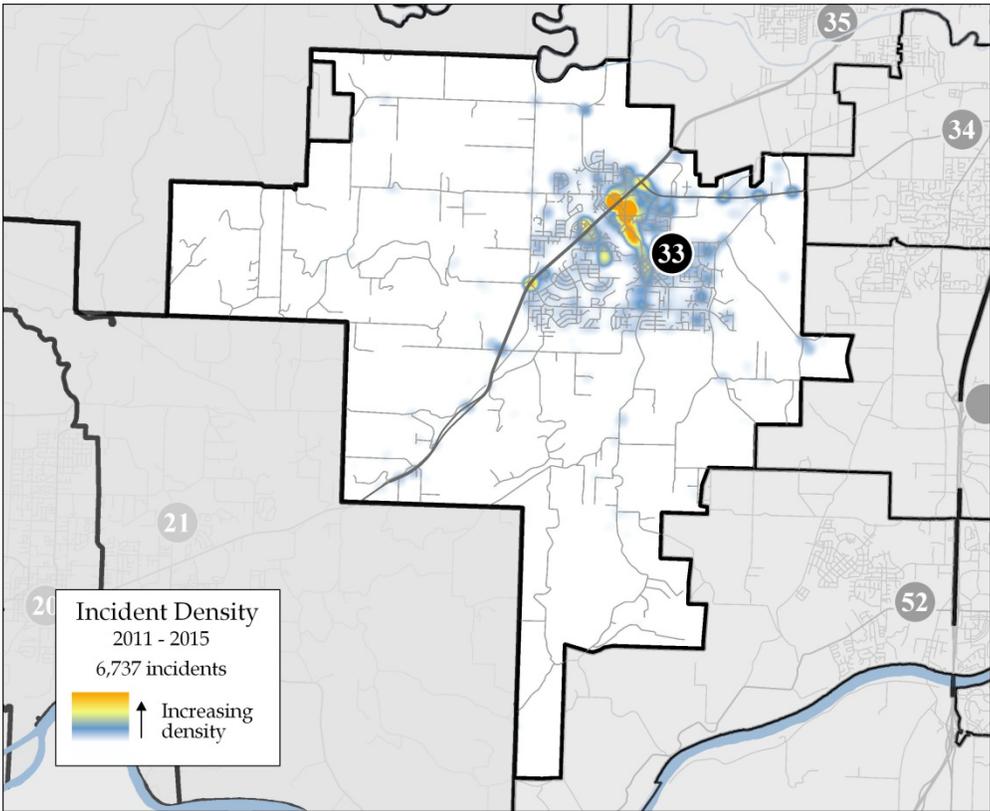
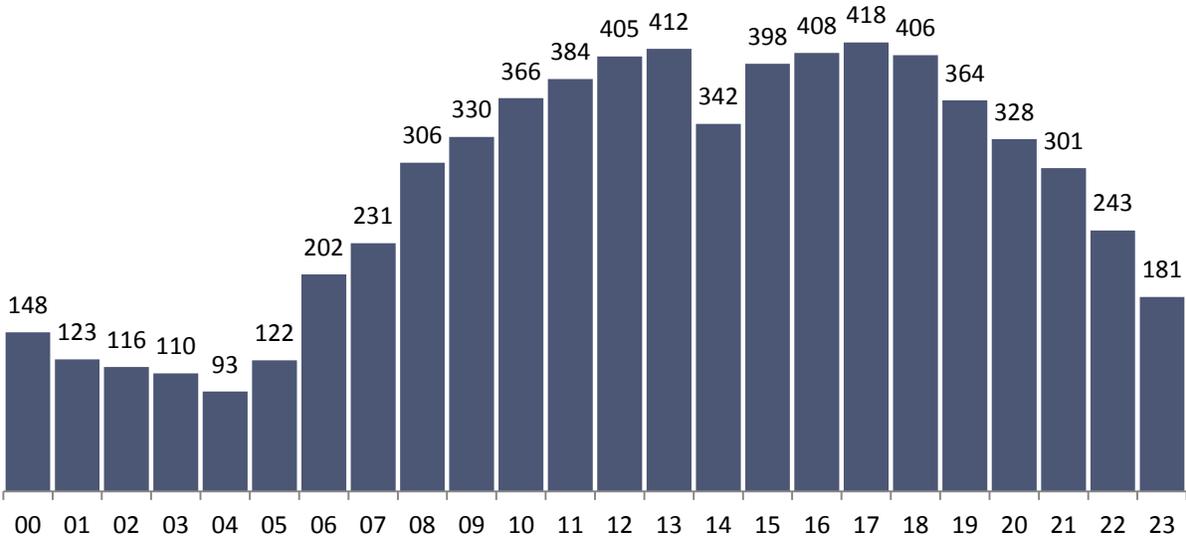
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10033 General Fund</b>						
5001 Salaries & Wages Union	\$ 851,157	\$ 815,897	\$ 898,605	\$ 927,779	\$ 927,779	\$ 927,779
5003 Vacation Taken Union	119,827	139,970	119,195	125,727	125,727	125,727
5005 Sick Leave Taken Union	19,448	20,645	24,472	23,528	23,528	23,528
5007 Personal Leave Taken Union	13,464	15,309	12,043	13,039	13,039	13,039
5016 Vacation Sold at Retirement			2,191	1,132	1,132	1,132
5017 PEHP Vac Sold at Retirement	4,486	16,800	5,842	3,427	3,427	3,427
5020 Deferred Comp Match Union	36,099	43,781	50,751	50,090	50,090	50,090
5101 Vacation Relief	110,088	121,968	113,539	142,973	142,973	142,973
5105 Sick Relief	13,917	10,799	21,569	21,917	21,917	21,917
5106 On the Job Injury Relief	4,701	4,243	3,443	4,428	4,428	4,428
5107 Short Term Disability Relief		2,754	2,283	1,493	1,493	1,493
5110 Personal Leave Relief	10,629	8,383	13,517	14,031	14,031	14,031
5115 Vacant Slot Relief	9,444	17,034				
5118 Standby Overtime	818	774	997	991	991	991
5120 Overtime Union	6,726	14,884	22,996	26,928	26,928	26,928
5201 PERS Taxes	222,263	232,264	257,774	270,955	270,955	270,955
5203 FICA/MEDI	86,482	86,307	98,798	103,850	103,850	103,850
5206 Worker's Comp	29,150	61,420	36,163	29,866	29,866	29,866
5207 TriMet/Wilsonville Tax	8,152	8,329	9,349	11,185	11,185	11,185
5208 OR Worker's Benefit Fund Tax	504	492	952	523	523	523
5210 Medical Ins Union	205,356	207,813	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	6,950	6,800	7,200	7,200	7,200	7,200
5270 Uniform Allowance	4,743	590	3,420	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>\$ 1,764,405</b>	<b>\$ 1,837,255</b>	<b>\$ 1,917,619</b>	<b>\$ 2,032,486</b>	<b>\$ 2,032,486</b>	<b>\$ 2,032,486</b>
5300 Office Supplies	517	138	420	480	480	480
5301 Special Department Supplies	2,731	3,720	3,840	4,260	4,260	4,260
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher		52	120	120	120	120
5307 Smoke Detector Program	288		275	300	300	300
5320 EMS Supplies	8,979	8,760	9,500	10,000	10,000	10,000
5321 Fire Fighting Supplies	3,601	3,277	2,700	2,700	2,700	2,700
5325 Protective Clothing	1,369	809	2,700	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	3,206	3,208	3,970	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	11,705	10,223	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	10,316	14,153	84,087	36,890	36,890	36,890
5365 M&R Firefight Equip			125	200	200	200
5367 M&R Office Equip	1,284	1,209	1,550	1,650	1,650	1,650
5414 Other Professional Services	247	294	250	300	300	300
5415 Printing		38	50	50	50	50
5416 Custodial & Bldg Services	626	626	627	415	415	415
5432 Natural Gas	2,271	2,189	4,000	2,700	2,700	2,700
5433 Electricity	8,735	8,845	10,200	9,200	9,200	9,200
5434 Water/Sewer	6,401	6,992	8,000	9	9	9

Station 33 - Sherwood, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage	1,426	1,482	1,600	1,800	1,800	1,800
5480 Community/Open House/Outreach	44	18	300	150	150	150
5481 Community Education Materials	687	757	1,200	800	800	800
5500 Dues & Subscriptions	42	70	150	150	150	150
5570 Misc Business Exp	308	553	480	480	480	480
5575 Laundry/Repair Expense	332	435	420	600	600	600
<b>Total Materials &amp; Services</b>	<b>65,113</b>	<b>67,846</b>	<b>150,664</b>	<b>102,725</b>	<b>102,725</b>	<b>102,725</b>
<b>Total General Fund</b>	<b>\$ 1,829,517</b>	<b>\$ 1,905,102</b>	<b>\$ 2,068,283</b>	<b>\$ 2,135,211</b>	<b>\$ 2,135,211</b>	<b>\$ 2,135,211</b>



## 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**. **Battalion Chief (C6)** also responds from and maintains quarters at Station 34.

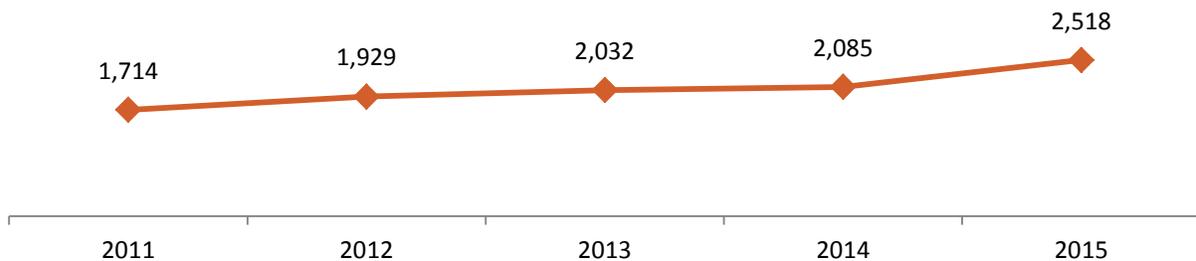
The 5,063 acres (7.9 square miles) of Station 34's first-due area includes most of Tualatin and Durham, all of Rivergrove, and a small southern corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,945,968	\$ 2,087,298	\$ 2,177,216	\$ 2,275,655
Materials & Services	77,286	83,788	149,008	90,034
<b>Total Expenditure</b>	<b>\$ 2,023,255</b>	<b>\$ 2,171,085</b>	<b>\$ 2,326,224</b>	<b>\$ 2,365,689</b>

### Station 34 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

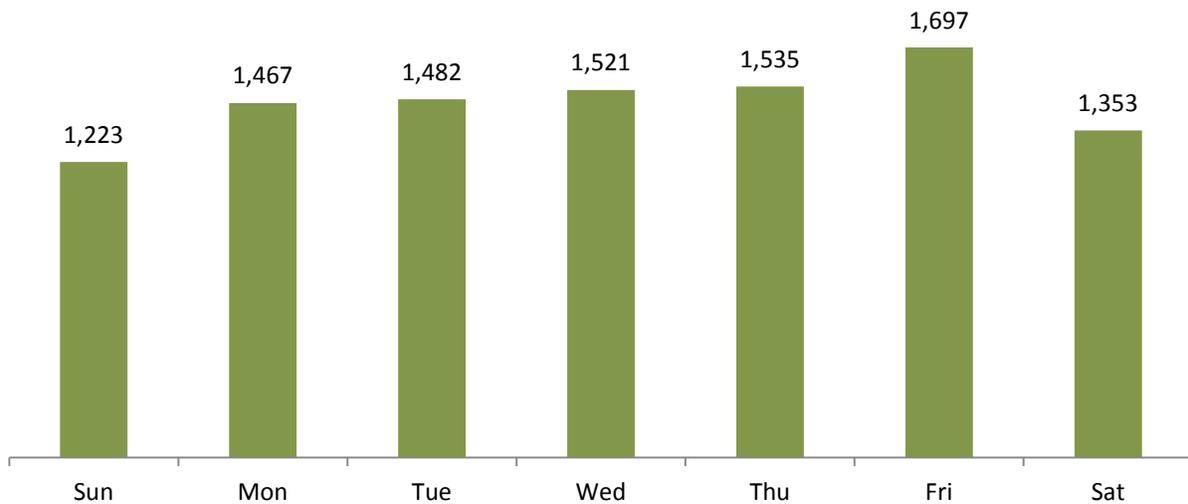
## Station 34 - Tualatin, continued

### Station 34 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	329	61	338	72	320	66	291	60	349	81
Overpressure	0	2	0	2	0	2	0	1	0	2
EMS/Rescue Call	1,281	949	1,468	1,112	1,563	1,156	1,640	1,283	1,993	1,639
Hazardous Condition	33	46	40	44	50	93	53	89	49	74
Service Call	42	91	48	76	56	106	63	110	70	102
Good Intent Call	6	370	14	424	11	419	9	374	19	420
False Call	0	192	0	197	0	188	0	166	0	200
Natural Condition	0	0	0	0	0	0	0	2	0	0
Other Situation	23	3	21	2	32	2	29	0	38	0
<b>Total</b>	<b>1,714</b>		<b>1,929</b>		<b>2,032</b>		<b>2,085</b>		<b>2,518</b>	

### Station 34 First-Due Area

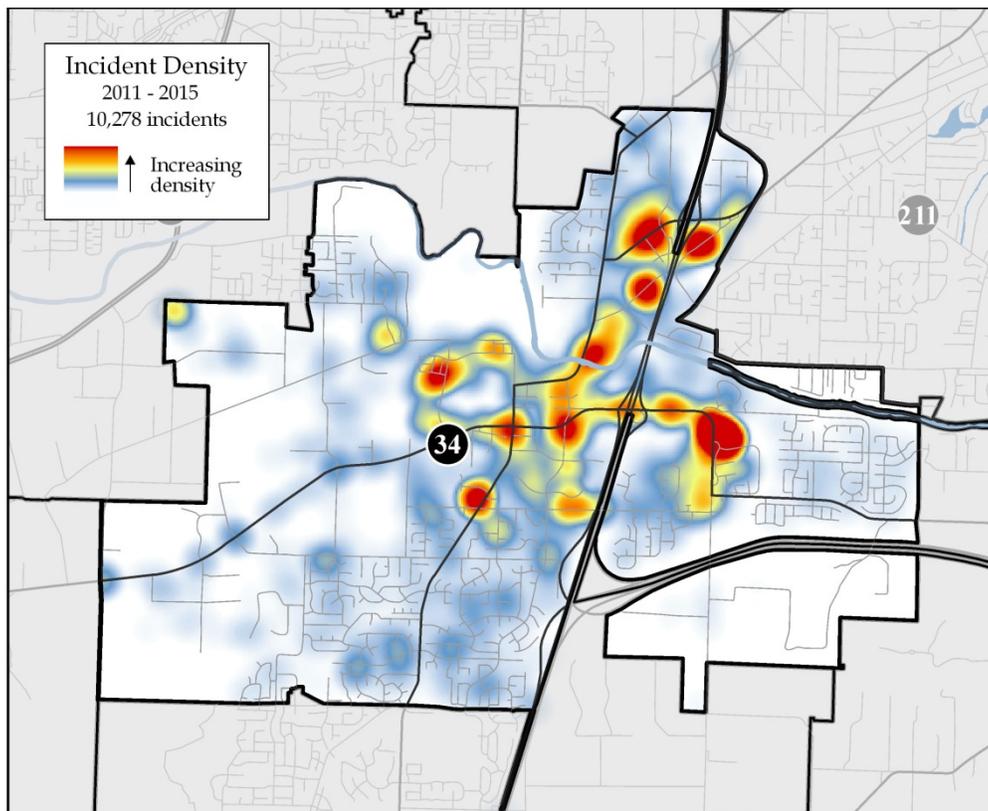
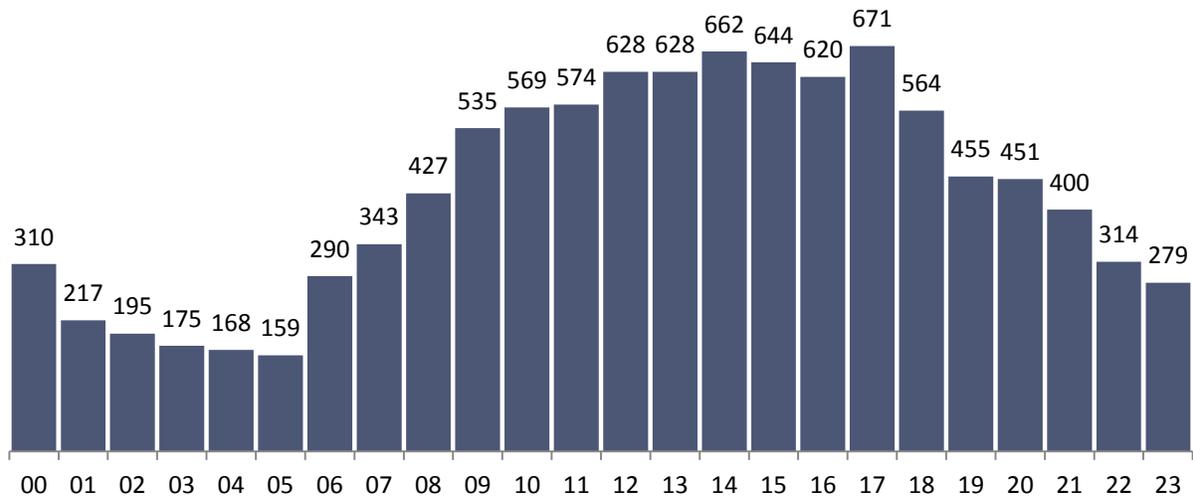
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10034 General Fund</b>						
5001 Salaries & Wages Union	\$ 921,604	\$ 931,165	\$ 1,026,099	\$ 1,044,492	\$ 1,044,492	\$ 1,044,492
5003 Vacation Taken Union	135,710	133,535	136,107	141,556	141,556	141,556
5005 Sick Leave Taken Union	15,129	30,417	27,945	26,490	26,490	26,490
5007 Personal Leave Taken Union	8,100	13,626	13,751	14,680	14,680	14,680
5016 Vacation Sold at Retirement			2,502	1,269	1,269	1,269
5017 PEHP Vac Sold at Retirement		1,930	6,671	3,844	3,844	3,844
5020 Deferred Comp Match Union	41,900	55,031	57,952	56,173	56,173	56,173
5101 Vacation Relief	145,481	154,882	129,647	160,331	160,331	160,331
5105 Sick Relief	15,768	34,566	24,629	24,577	24,577	24,577
5106 On the Job Injury Relief	379	6,072	3,932	4,965	4,965	4,965
5107 Short Term Disability Relief		1,364	2,607	1,674	1,674	1,674
5110 Personal Leave Relief	27,033	18,975	15,435	15,735	15,735	15,735
5115 Vacant Slot Relief	6,636	13,582				
5118 Standby Overtime	866	913	1,139	1,111	1,111	1,111
5120 Overtime Union	17,582	17,862	26,258	30,197	30,197	30,197
5201 PERS Taxes	241,079	260,685	294,348	304,812	304,812	304,812
5203 FICA/MEDI	96,511	100,601	112,815	116,826	116,826	116,826
5206 Worker's Comp	33,004	67,618	41,293	33,599	33,599	33,599
5207 TriMet/Wilsonville Tax	9,126	9,672	10,675	12,582	12,582	12,582
5208 OR Worker's Benefit Fund Tax	540	541	1,676	566	566	566
5210 Medical Ins Union	218,147	222,290	230,230	268,671	268,671	268,671
5220 Post Retire Ins Union	7,600	7,600	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,774	4,372	3,705	3,705	3,705	3,705
<b>Total Personnel Services</b>	<b>1,945,968</b>	<b>2,087,298</b>	<b>2,177,216</b>	<b>2,275,655</b>	<b>2,275,655</b>	<b>2,275,655</b>
5300 Office Supplies	515	506	455	520	520	520
5301 Special Department Supplies	3,744	3,342	4,160	4,615	4,615	4,615
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher	104	180	300	120	120	120
5307 Smoke Detector Program		125	275	300	300	300
5320 EMS Supplies	10,123	7,350	12,750	13,108	13,108	13,108
5321 Fire Fighting Supplies	4,466	4,941	3,132	2,925	2,925	2,925
5325 Protective Clothing	1,196	3,581	2,925	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	1,737	1,762	2,260	370	370	370
5350 Apparatus Fuel/Lubricants	12,195	8,818	13,000	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	13,816	24,121	80,177	19,807	19,807	19,807
5365 M&R Firefight Equip	246	49	125	200	200	200
5367 M&R Office Equip	1,570	1,277	1,550	1,650	1,650	1,650
5414 Other Professional Services	350	245	400	450	450	450
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	666	666	423	423	423	423
5432 Natural Gas	5,268	4,881	4,500	5,100	5,100	5,100
5433 Electricity	11,763	11,417	12,000	12,360	12,360	12,360
5434 Water/Sewer	6,852	7,210	6,800	7,888	7,888	7,888

Station 34 - Tualatin, continued

	1,784	1,784	1,850	1,924	1,924	1,924
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5436 Garbage						
5480 Community/Open House/Outreach		170	300	150	150	150
5481 Community Education Materials	381	523	600	500	500	500
5500 Dues & Subscriptions	91	117	150	150	150	150
5570 Misc Business Exp	165	337	520	520	520	520
5575 Laundry/Repair Expense	255	386	206	454	454	454
<b>Total Materials &amp; Services</b>	<b>77,286</b>	<b>83,788</b>	<b>149,008</b>	<b>90,034</b>	<b>90,034</b>	<b>90,034</b>
<b>Total General Fund</b>	<b>\$ 2,023,255</b>	<b>\$ 2,171,085</b>	<b>\$ 2,326,224</b>	<b>\$ 2,365,689</b>	<b>\$ 2,365,689</b>	<b>\$ 2,365,689</b>



## Station 35 - King City

Fund 10 • Directorate 04 • Division 62 • 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 **18 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. An additional two EMT-Paramedics (on each 24-hour, three-shift schedule) respond utilizing **Medic 35**.

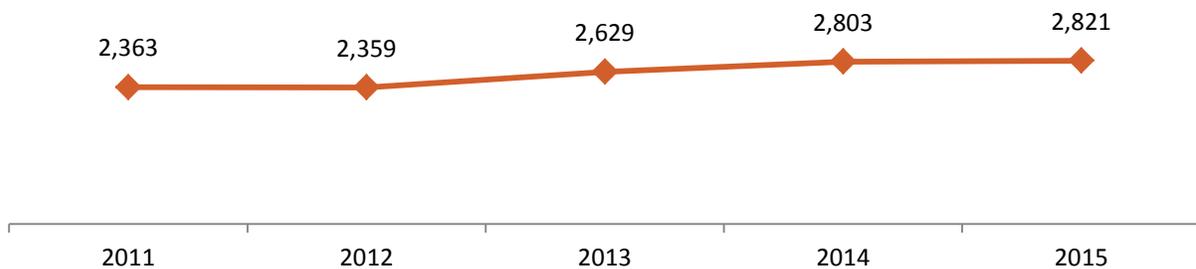
The 5,236 acres (8.2 square miles) of Station 35's first due area, includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a corner of northwest Tualatin.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,988,564	\$ 1,749,047	\$ 2,258,755	\$ 2,991,650
Materials & Services	56,526	106,100	95,716	183,593
<b>Total Expenditure</b>	<b>\$ 2,045,090</b>	<b>\$ 1,855,147</b>	<b>\$ 2,354,471</b>	<b>\$ 3,175,243</b>

### Station 35 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

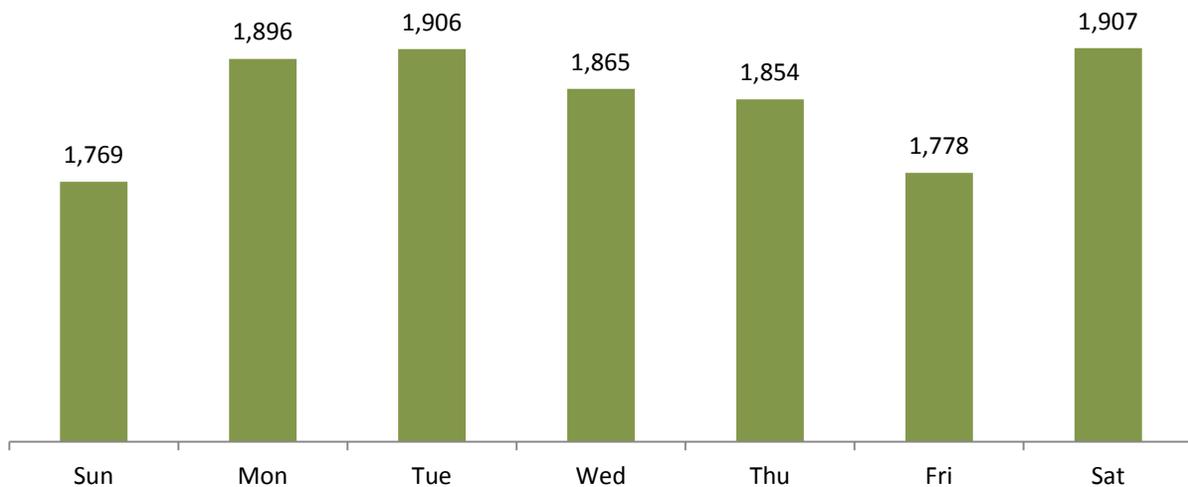
## Station 35 - King City, continued

### Station 35 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	141	44	143	30	159	40	147	40	154	48
Overpressure	0	2	0	1	0	1	0	3	0	0
EMS/Rescue Call	2,135	1,576	2,076	1,553	2,332	1,652	2,516	1,898	2,513	1,989
Hazardous Condition	14	35	29	35	30	32	33	46	40	57
Service Call	51	215	74	241	74	295	71	302	84	281
Good Intent Call	7	393	8	363	11	466	8	391	5	300
False Call	0	96	0	130	0	139	0	121	0	145
Natural Condition	0	0	0	2	0	1	0	1	0	0
Other Situation	15	2	29	4	23	3	28	1	25	1
<b>Total</b>	<b>2,363</b>		<b>2,359</b>		<b>2,629</b>		<b>2,803</b>		<b>2,821</b>	

### Station 35 First-Due Area

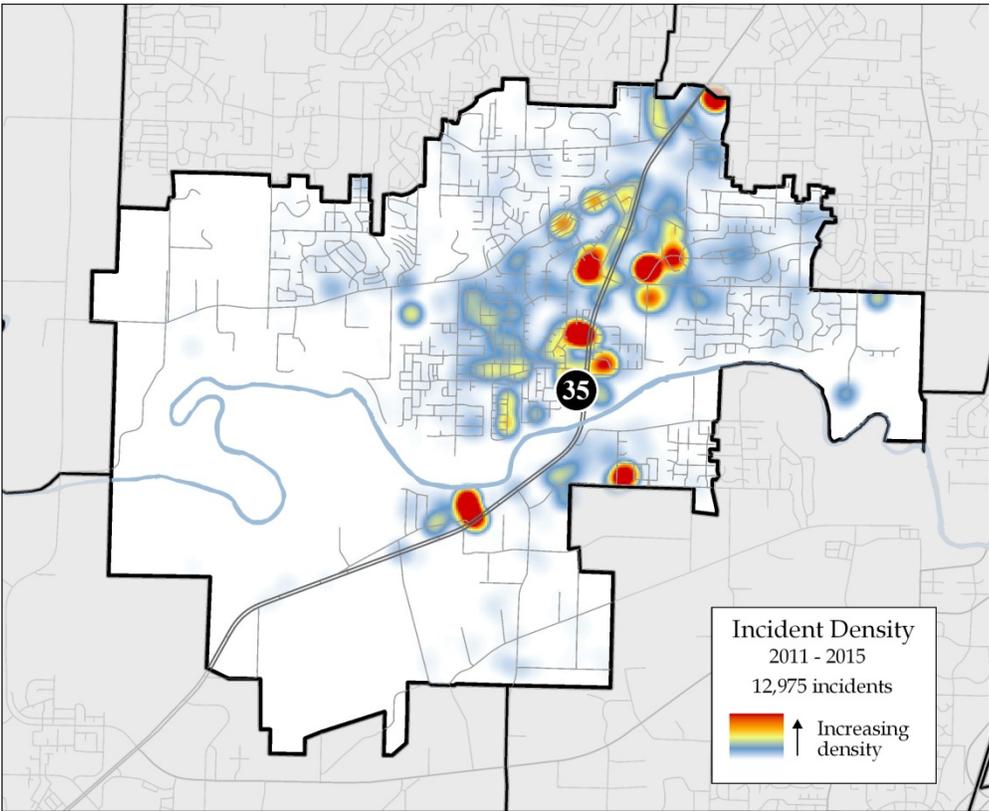
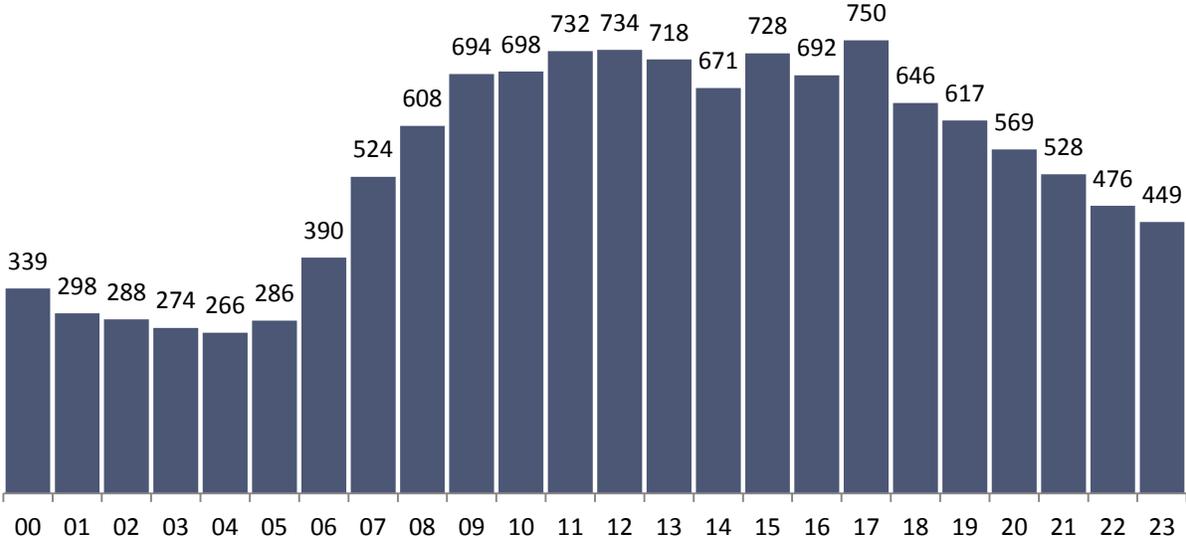
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10035 General Fund</b>						
5001 Salaries & Wages Union	\$ 926,196	\$ 754,247	\$ 1,059,769	\$ 1,363,400	\$ 1,363,400	\$ 1,363,400
5003 Vacation Taken Union	149,074	99,244	140,572	184,786	184,786	184,786
5005 Sick Leave Taken Union	23,025	25,254	28,861	34,579	34,579	34,579
5007 Personal Leave Taken Union	13,496	12,728	14,201	19,163	19,163	19,163
5016 Vacation Sold at Retirement	30,937	28,877	2,584	1,652	1,652	1,652
5017 PEHP Vac Sold at Retirement	2,400		6,889	5,005	5,005	5,005
5020 Deferred Comp Match Union	36,654	37,592	59,853	73,168	73,168	73,168
5101 Vacation Relief	117,442	116,016	133,901	208,846	208,846	208,846
5105 Sick Relief	15,975	24,093	25,437	32,014	32,014	32,014
5106 On the Job Injury Relief	3,539	4,739	4,060	6,467	6,467	6,467
5107 Short Term Disability Relief	859		2,692	2,179	2,179	2,179
5110 Personal Leave Relief	11,508	21,545	15,941	20,495	20,495	20,495
5115 Vacant Slot Relief	7,434	31,441				
5118 Standby Overtime	1,620	1,442	1,176	1,445	1,445	1,445
5120 Overtime Union	11,952	15,948	27,119	39,333	39,333	39,333
5201 PERS Taxes	250,569	203,187	304,004	397,713	397,713	397,713
5203 FICA/MEDI	97,968	84,812	116,516	152,432	152,432	152,432
5206 Worker's Comp	35,334	68,915	42,648	43,838	43,838	43,838
5207 TriMet/Wilsonville Tax	9,257	8,126	11,024	16,416	16,416	16,416
5208 OR Worker's Benefit Fund Tax	540	489	1,178	783	783	783
5210 Medical Ins Union	231,361	197,244	247,940	372,006	372,006	372,006
5220 Post Retire Ins Union	7,750	7,650	8,400	10,800	10,800	10,800
5270 Uniform Allowance	3,676	5,458	3,990	5,130	5,130	5,130
<b>Total Personnel Services</b>	<b>1,988,564</b>	<b>1,749,047</b>	<b>2,258,755</b>	<b>2,991,650</b>	<b>2,991,650</b>	<b>2,991,650</b>
5300 Office Supplies	353	346	490	720	720	720
5301 Special Department Supplies	2,787	4,173	4,480	6,390	6,390	6,390
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher		39	75	120	120	120
5307 Smoke Detector Program	459	390	275	300	300	300
5320 EMS Supplies	12,937	18,124	16,000	23,180	23,180	23,180
5321 Fire Fighting Supplies	2,081	4,279	3,150	4,050	4,050	4,050
5325 Protective Clothing	1,976	3,867	3,150	4,500	4,500	4,500
5330 Noncapital Furniture & Equip		959	1,910			
5350 Apparatus Fuel/Lubricants	11,688	13,835	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	3,504	38,318	23,640	103,035	103,035	103,035
5365 M&R Firefight Equip	110	119	125	200	200	200
5366 M&R EMS Equip		129				
5367 M&R Office Equip	1,401	1,319	1,550	1,650	1,650	1,650
5414 Other Professional Services	397	295	350	450	450	450
5415 Printing	19	38	50	50	50	50
5416 Custodial & Bldg Services	552	67	561	318	318	318
5432 Natural Gas	2,431	3,009	4,000	3,400	3,400	3,400
5433 Electricity	8,104	8,172	10,500	8,500	8,500	8,500

Station 35 - King City, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5434 Water/Sewer	5,104	5,440	6,000	6,960	6,960	6,960
5436 Garbage	1,433	1,584	2,500	2,600	2,600	2,600
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	233	217	300	300	300	300
5500 Dues & Subscriptions	42	94	150	150	150	150
5570 Misc Business Exp	485	815	560	720	720	720
5575 Laundry/Repair Expense	430	474	500	650	650	650
<b>Total Materials &amp; Services</b>	<b>56,526</b>	<b>106,100</b>	<b>95,716</b>	<b>183,593</b>	<b>183,593</b>	<b>183,593</b>
<b>Total General Fund</b>	<b>\$ 2,045,090</b>	<b>\$ 1,855,147</b>	<b>\$ 2,354,471</b>	<b>\$ 3,175,243</b>	<b>\$ 3,175,243</b>	<b>\$ 3,175,243</b>



## 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).

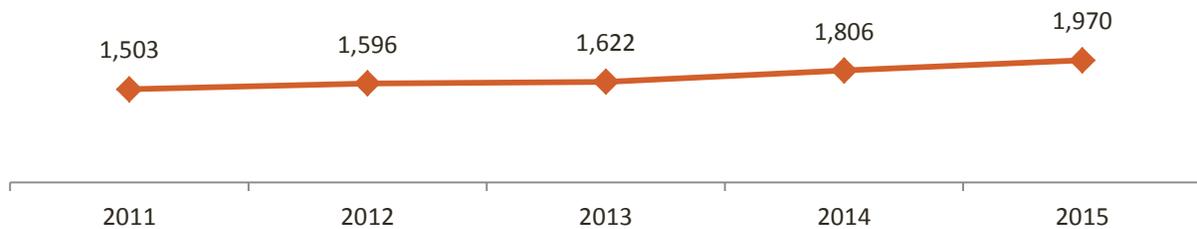
The 7,969 acres (12.5 square miles) of Station 52's first due area includes central and south Wilsonville plus unincorporated Clackamas County. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, equipped to deploy on any event within the region requiring mass decontamination or mass casualty resources. 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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,691,031	\$ 1,635,271	\$ 2,851,279	\$ 3,047,938
Materials & Services	59,839	103,426	120,975	113,696
<b>Total Expenditure</b>	<b>\$ 1,750,869</b>	<b>\$ 1,738,696</b>	<b>\$ 2,972,254</b>	<b>\$ 3,161,634</b>

### Station 52 First-Due Area Incident Count <sup>1</sup>



<sup>1</sup> 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).

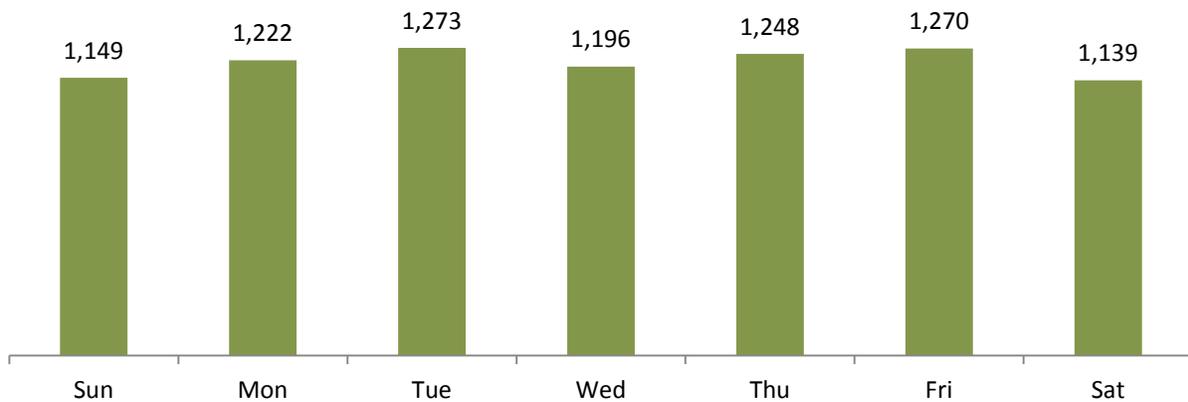
Station 52 - Wilsonville, continued

Station 52 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	136	26	146	31	183	46	155	39	167	63
Overpressure	0	5	0	8	0	6	0	2	0	4
EMS/Rescue Call	1,295	1,093	1,376	1,141	1,368	1,157	1,560	1,341	1,711	1,501
Hazardous Condition	19	17	20	14	14	22	19	27	26	23
Service Call	27	107	41	93	38	103	47	134	41	141
Good Intent Call	6	187	7	202	5	174	7	173	12	149
False Call	0	67	0	107	0	113	0	89	0	88
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	20	1	6	0	14	1	18	1	13	0
<b>Total</b>	<b>1,503</b>		<b>1,596</b>		<b>1,622</b>		<b>1,806</b>		<b>1,970</b>	

Station 52 First-Due Area

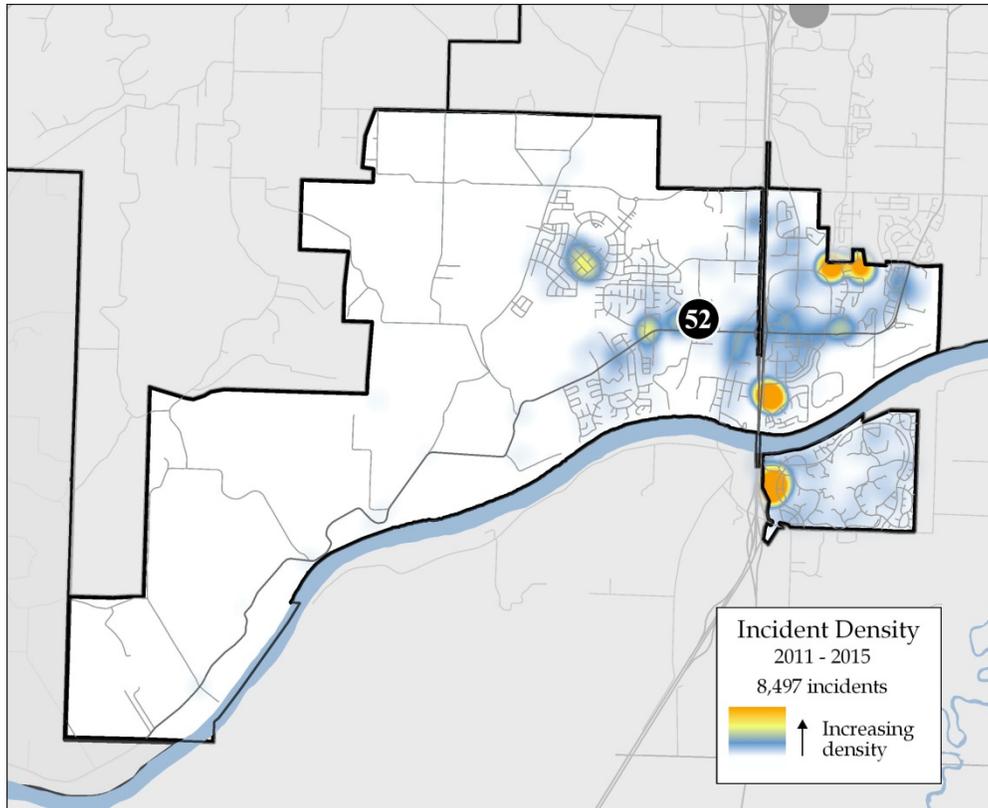
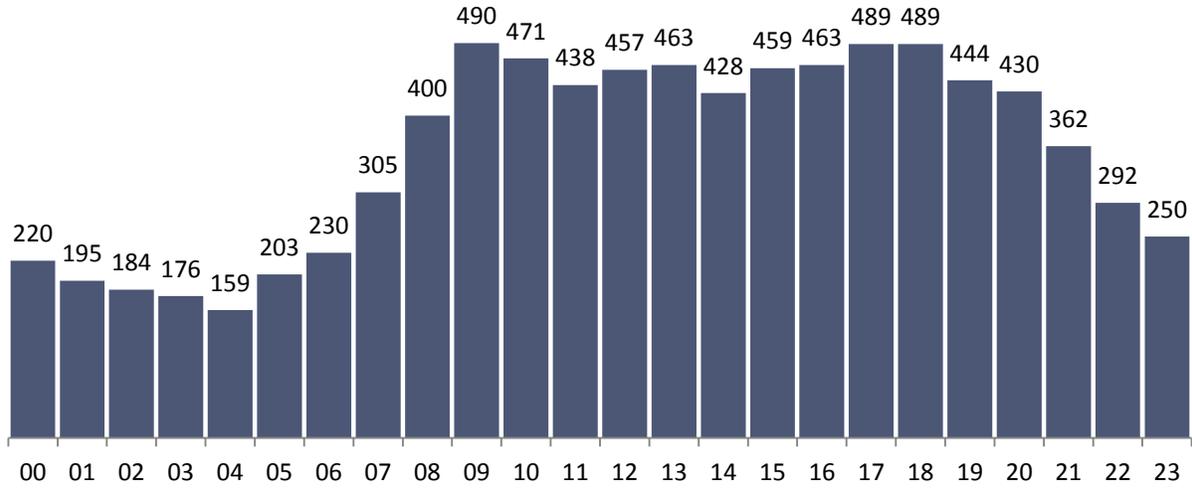
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



## Station 52 - Wilsonville, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10052 General Fund</b>						
5001 Salaries & Wages Union	\$ 797,963	\$ 721,586	\$ 1,334,568	\$ 1,396,674	\$ 1,396,674	\$ 1,396,674
5003 Vacation Taken Union	106,587	111,316	177,021	189,361	189,361	189,361
5005 Sick Leave Taken Union	20,760	12,767	36,345	35,435	35,435	35,435
5007 Personal Leave Taken Union	13,404	10,529	17,884	19,637	19,637	19,637
5016 Vacation Sold at Retirement			3,252	1,668	1,668	1,668
5017 PEHP Vac Sold at Retirement			8,675	5,055	5,055	5,055
5020 Deferred Comp Match Union	36,822	38,178	75,372	73,901	73,901	73,901
5101 Vacation Relief	110,658	113,877	168,620	210,937	210,937	210,937
5105 Sick Relief	16,074	15,647	32,031	32,334	32,334	32,334
5106 On the Job Injury Relief	6,818	3,257	5,112	6,532	6,532	6,532
5107 Short Term Disability Relief		887	3,389	2,201	2,201	2,201
5110 Personal Leave Relief	8,264	10,364	20,073	20,700	20,700	20,700
5115 Vacant Slot Relief	10,750	20,452				
5118 Standby Overtime	565	666	1,480	1,460	1,460	1,460
5120 Overtime Union	14,093	18,399	34,151	39,727	39,727	39,727
5201 PERS Taxes	220,763	206,440	382,830	406,314	406,314	406,314
5203 FICA/MEDI	83,371	77,893	146,727	155,728	155,728	155,728
5206 Worker's Comp	28,941	73,887	53,706	44,785	44,785	44,785
5207 TriMet/Wilsonville Tax	5,483	5,178	13,883	16,770	16,770	16,770
5208 OR Worker's Benefit Fund Tax	492	452	1,450	783	783	783
5210 Medical Ins Union	199,418	182,826	318,780	372,006	372,006	372,006
5220 Post Retire Ins Union	6,900	6,900	10,800	10,800	10,800	10,800
5270 Uniform Allowance	2,906	3,770	5,130	5,130	5,130	5,130
<b>Total Personnel Services</b>	<b>1,691,031</b>	<b>1,635,271</b>	<b>2,851,279</b>	<b>3,047,938</b>	<b>3,047,938</b>	<b>3,047,938</b>
5300 Office Supplies	291	135	630	720	720	720
5301 Special Department Supplies	3,467	3,778	5,760	6,390	6,390	6,390
5302 Training Supplies		37	100	200	200	200
5305 Fire Extinguisher	76		200	120	120	120
5307 Smoke Detector Program	150		275	300	300	300
5320 EMS Supplies	9,887	9,483	28,000	30,167	30,167	30,167
5321 Fire Fighting Supplies	2,852	3,112	4,257	4,050	4,050	4,050
5325 Protective Clothing	1,576	5,907	4,050	4,500	4,500	4,500
5330 Noncapital Furniture & Equip	1,285	12,053	590	2,940	2,940	2,940
5350 Apparatus Fuel/Lubricants	8,218	9,402	12,000	12,600	12,600	12,600
5361 M&R Bldg/Bldg Equip & Improv	6,847	28,913	27,022	12,960	12,960	12,960
5365 M&R Firefight Equip	98		125	200	200	200
5367 M&R Office Equip	1,251	1,211	1,550	1,650	1,650	1,650
5414 Other Professional Services	100	2,884	200	300	300	300
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	449	467	640	449	449	449
5432 Natural Gas	4,498	4,334	5,400	4,700	4,700	4,700
5433 Electricity	8,468	9,865	11,440	10,300	10,300	10,300
5434 Water/Sewer	6,671	8,579	14,000	16,240	16,240	16,240

Station 52 - Wilsonville, continued

	2,074	2,085	2,266	2,600	2,600	2,600
	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5436 Garbage						
5445 Rent/Lease of Building		402				
5480 Community/Open House/Outreach	137		300	150	150	150
5481 Community Education Materials	728		800	500	500	500
5500 Dues & Subscriptions	66	70	150	150	150	150
5570 Misc Business Exp	226	197	720	720	720	720
5575 Laundry/Repair Expense	422	511	450	740	740	740
<b>Total Materials &amp; Services</b>	<b>59,839</b>	<b>103,426</b>	<b>120,975</b>	<b>113,696</b>	<b>113,696</b>	<b>113,696</b>
<b>Total General Fund</b>	<b>\$ 1,750,869</b>	<b>\$ 1,738,696</b>	<b>\$ 2,972,254</b>	<b>\$ 3,161,634</b>	<b>\$ 3,161,634</b>	<b>\$ 3,161,634</b>



Station Description

The District, as part of the new replacement Local Option Levy, is actively seeking fire station land for the Charbonneau area. Currently staffing is deployed to service this area and others through other stations within the District until land is acquired.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services			\$ 946,806	
<b>Total Expenditure</b>			<b>\$ 946,806</b>	

Station 54 – Charbonneau, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10054 General Fund</b>						
5001 Salaries & Wages Union			\$ 443,885			
5003 Vacation Taken Union			58,880			
5005 Sick Leave Taken Union			12,090			
5007 Personal Leave Taken Union			5,950			
5016 Vacation Sold at Retirement			1,084			
5017 PEHP Vac Sold at Retirement			2,888			
5020 Deferred Comp Match Union			25,071			
5101 Vacation Relief			56,085			
5105 Sick Relief			10,656			
5106 On the Job Injury Relief			1,702			
5107 Short Term Disability Relief			1,129			
5110 Personal Leave Relief			6,677			
5118 Standby Overtime			494			
5120 Overtime Union			11,361			
5201 PERS Taxes			127,338			
5203 FICA/MEDI			48,807			
5206 Worker's Comp			17,865			
5207 TriMet/Wilsonville Tax			4,619			
5208 OR Worker's Benefit Fund Tax			365			
5210 Medical Ins Union			106,260			
5220 Post Retire Ins Union			3,600			
<b>Total Personnel Services</b>			<b>946,806</b>			
<b>Total General Fund</b>			<b>\$ 946,806</b>			

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 to new seismic standards. 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 District. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 8,920 acres (13.9 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. Station 56 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.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,971,001	\$ 2,932,413	\$ 1,954,907	\$ 2,033,341
Materials & Services	131,952	136,971	145,727	160,092
<b>Total Expenditure</b>	<b>\$ 2,102,953</b>	<b>\$ 3,069,384</b>	<b>\$ 2,100,634</b>	<b>\$ 2,193,433</b>

Station 56 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

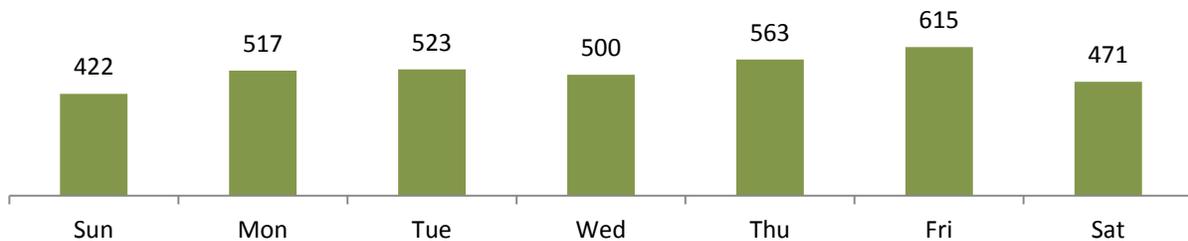
## Station 56 - Elligsen Road, continued

### Station 56 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	Disp Call Type	Sit Found								
Fire, Explosion	108	20	118	25	122	22	118	19	140	32
Overpressure	0	5	0	10	0	5	0	5	0	3
EMS/Rescue Call	503	390	482	355	527	401	538	447	660	540
Hazardous Condition	11	16	20	18	11	26	27	41	16	28
Service Call	11	48	19	32	24	50	35	54	18	66
Good Intent Call	6	113	4	150	11	140	5	115	11	107
False Call	0	54	0	59	0	74	0	56	0	77
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	8	1	8	2	24	1	16	2	10	1
<b>Total</b>	<b>647</b>		<b>651</b>		<b>719</b>		<b>739</b>		<b>855</b>	

### Station 56 First-Due Area

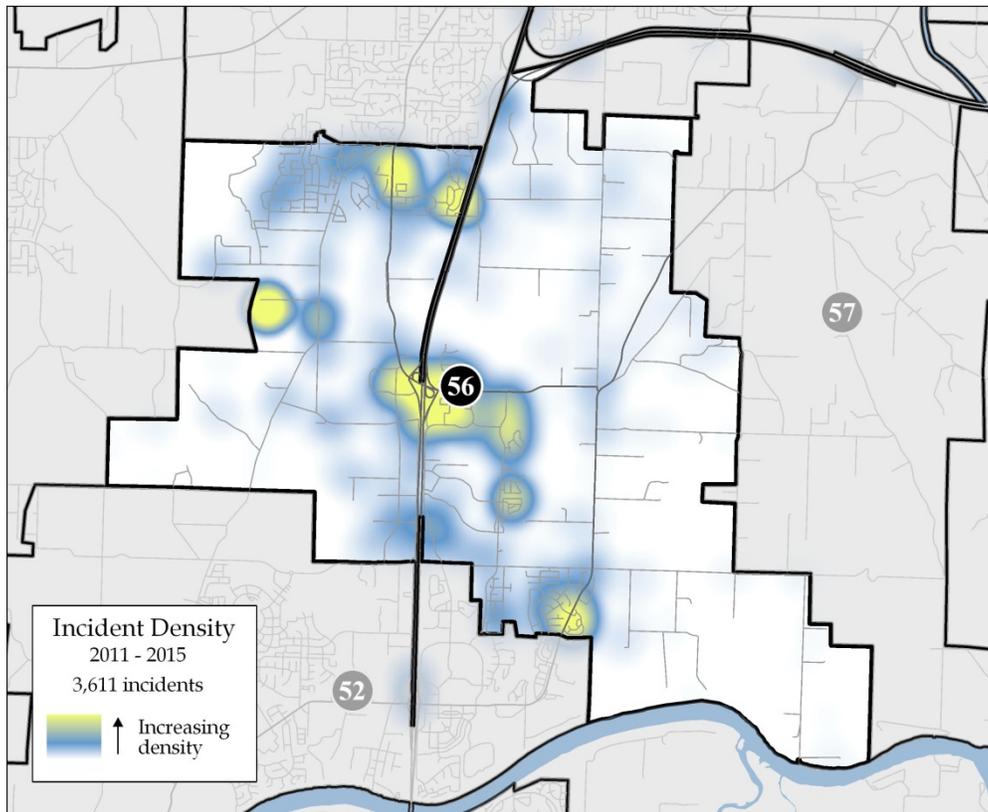
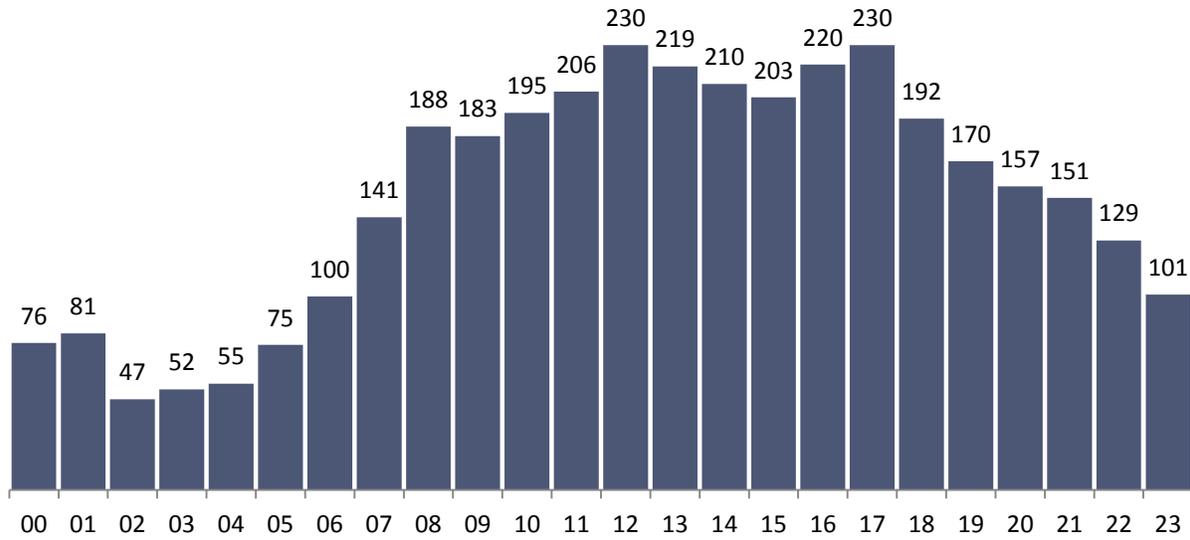
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10056 General Fund</b>						
5001 Salaries & Wages Union	\$ 910,878	\$ 1,206,715	\$ 918,320	\$ 927,779	\$ 927,779	\$ 927,779
5003 Vacation Taken Union	143,683	260,268	121,810	125,727	125,727	125,727
5005 Sick Leave Taken Union	51,454	75,897	25,009	23,528	23,528	23,528
5007 Personal Leave Taken Union	16,165	30,225	12,307	13,039	13,039	13,039
5016 Vacation Sold at Retirement		24,715	2,239	1,132	1,132	1,132
5017 PEHP Vac Sold at Retirement	5,416	12,501	5,970	3,427	3,427	3,427
5020 Deferred Comp Match Union	43,543	75,735	51,864	50,090	50,090	50,090
5101 Vacation Relief	108,983	170,688	116,030	142,973	142,973	142,973
5105 Sick Relief	17,396	29,558	22,042	21,917	21,917	21,917
5106 On the Job Injury Relief	6,321	6,632	3,518	4,428	4,428	4,428
5107 Short Term Disability Relief		2,260	2,333	1,493	1,493	1,493
5110 Personal Leave Relief	11,388	11,845	13,814	14,031	14,031	14,031
5115 Vacant Slot Relief	13,403	30,589				
5118 Standby Overtime	986	1,100	1,019	991	991	991
5120 Overtime Union	10,469	33,407	23,500	26,928	26,928	26,928
5201 PERS Taxes	255,219	364,281	263,429	270,955	270,955	270,955
5203 FICA/MEDI	97,249	140,599	100,965	103,850	103,850	103,850
5206 Worker's Comp	29,779	85,988	36,956	29,866	29,866	29,866
5207 TriMet/Wilsonville Tax	8,898	13,478	9,554	11,185	11,185	11,185
5208 OR Worker's Benefit Fund Tax	536	758	1,088	523	523	523
5210 Medical Ins Union	228,488	339,815	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	8,000	12,650	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,749	2,707	3,420	4,275	4,275	4,275
<b>Total Personnel Services</b>	<b>1,971,001</b>	<b>2,932,413</b>	<b>1,954,907</b>	<b>2,033,341</b>	<b>2,033,341</b>	<b>2,033,341</b>
5300 Office Supplies	585	355	420	600	600	600
5301 Special Department Supplies	7,301	5,186	3,840	5,325	5,325	5,325
5302 Training Supplies	44	105	100	200	200	200
5305 Fire Extinguisher	17	272	300	120	120	120
5307 Smoke Detector Program	192	188	275	300	300	300
5320 EMS Supplies	7,361	21,320	6,500	8,287	8,287	8,287
5321 Fire Fighting Supplies	2,094	3,832	3,750	4,375	4,375	4,375
5325 Protective Clothing	734	834	2,700	3,750	3,750	3,750
5330 Noncapital Furniture & Equip	3,004	474	1,180			
5350 Apparatus Fuel/Lubricants	14,657	13,680	14,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	23,714	19,702	35,941	44,305	44,305	44,305
5365 M&R Firefight Equip	46	283	125	500	500	500
5367 M&R Office Equip	1,151	1,122	1,550	1,650	1,650	1,650
5414 Other Professional Services	1,780	54	250	300	300	300
5415 Printing	39		50	50	50	50
5416 Custodial & Bldg Services	22,703	23,194	29,216	29,770	29,770	29,770
5432 Natural Gas	1,140	1,575	2,000	1,700	1,700	1,700
5433 Electricity	26,893	26,972	25,000	28,000	28,000	28,000
5434 Water/Sewer	12,085	13,551	14,000	16,240	16,240	16,240

Station 56 - Elligsen Road, continued

	2,966	2,761	3,000	3,000	3,000	3,000
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5436 Garbage						
5450 Rental of Equip		225				
5480 Community/Open House/Outreach	2,650	17	300	150	150	150
5481 Community Education Materials	287	519	500	500	500	500
5500 Dues & Subscriptions	44	70	150	150	150	150
5570 Misc Business Exp	420	641	480	720	720	720
5575 Laundry/Repair Expense	47	39	100	100	100	100
<b>Total Materials &amp; Services</b>	<b>131,952</b>	<b>136,971</b>	<b>145,727</b>	<b>160,092</b>	<b>160,092</b>	<b>160,092</b>
<b>Total General Fund</b>	<b>\$ 2,102,953</b>	<b>\$ 3,069,384</b>	<b>\$ 2,100,634</b>	<b>\$ 2,193,433</b>	<b>\$ 2,193,433</b>	<b>\$ 2,193,433</b>



## 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.

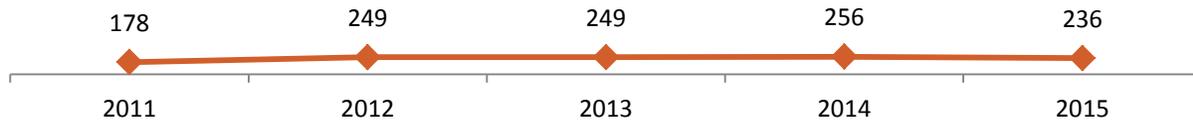
The 7,708 acres (12.0 square miles) of Station 57's first due area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,683,247	\$ 1,854,906	\$ 1,880,326	\$ 1,993,577
Materials & Services	51,621	45,406	117,431	109,848
<b>Total Expenditure</b>	<b>\$ 1,734,868</b>	<b>\$ 1,900,312</b>	<b>\$ 1,997,757</b>	<b>\$ 2,103,425</b>

### Station 57 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

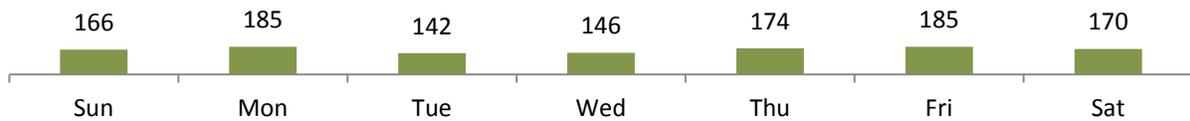
## Station 57 - Mountain Road, continued

### Station 57 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	44	9	64	9	57	13	73	20	58	14
Overpressure	0	0	0	1	0	1	0	2	0	0
EMS/Rescue Call	121	87	147	121	160	115	155	120	138	118
Hazardous Condition	3	8	12	15	6	8	10	13	9	9
Service Call	4	13	15	18	14	38	7	16	16	20
Good Intent Call	2	39	7	52	8	48	5	46	9	46
False Call	0	20	0	32	0	25	0	38	0	29
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	4	2	4	1	4	1	6	0	6	0
<b>Total</b>	<b>178</b>		<b>249</b>		<b>249</b>		<b>256</b>		<b>236</b>	

### Station 57 First-Due Area

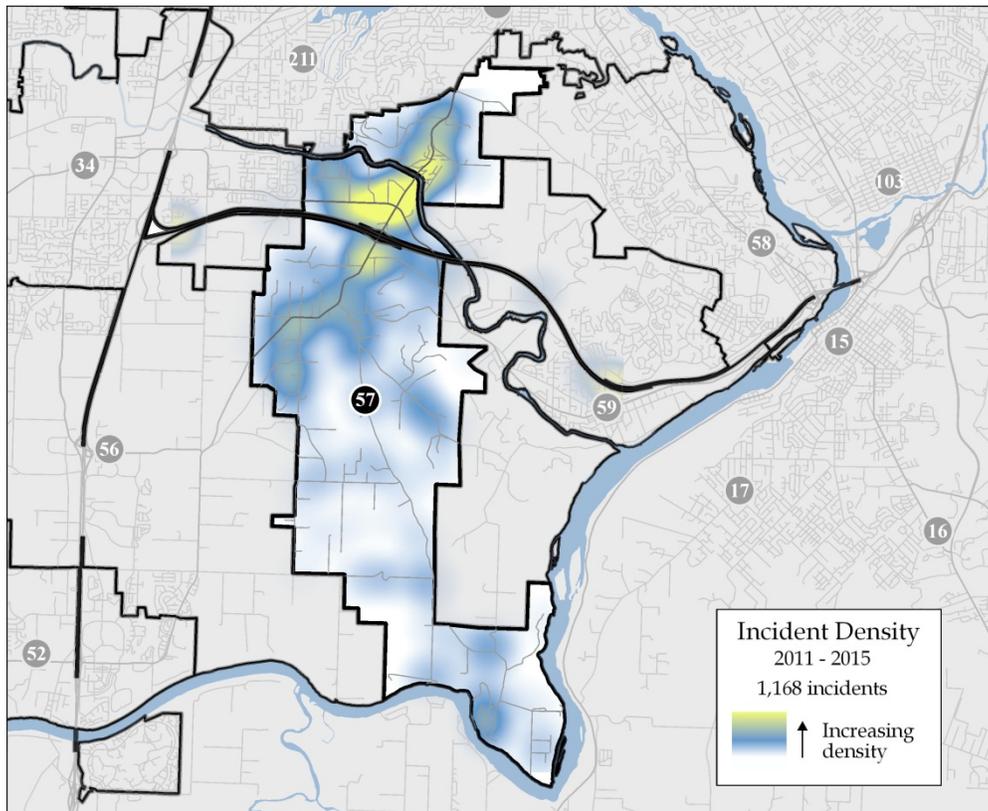
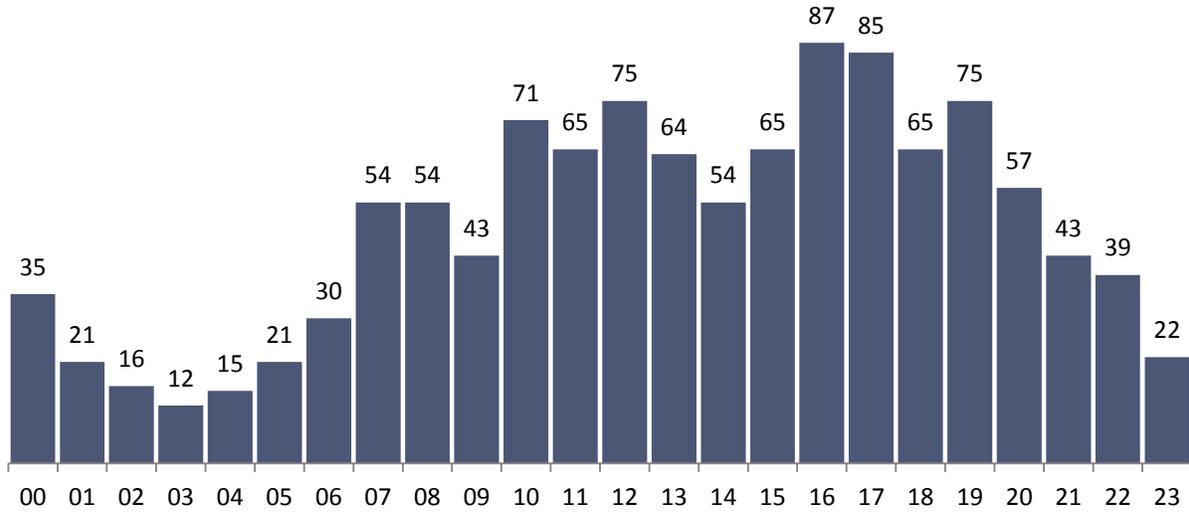
#### Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



Station 57 - Mountain Road, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10057 General Fund</b>						
5001 Salaries & Wages Union	\$ 816,380	\$ 815,215	\$ 878,889	\$ 907,423	\$ 907,423	\$ 907,423
5003 Vacation Taken Union	142,838	138,460	116,580	122,968	122,968	122,968
5005 Sick Leave Taken Union	4,134	14,840	23,935	23,012	23,012	23,012
5007 Personal Leave Taken Union	10,906	14,279	11,779	12,753	12,753	12,753
5016 Vacation Sold at Retirement			2,143	1,107	1,107	1,107
5017 PEHP Vac Sold at Retirement			5,714	3,352	3,352	3,352
5020 Deferred Comp Match Union	34,241	47,300	49,637	48,991	48,991	48,991
5101 Vacation Relief	90,240	123,460	111,048	139,836	139,836	139,836
5105 Sick Relief	9,628	19,771	21,096	21,436	21,436	21,436
5106 On the Job Injury Relief	519	2,129	3,367	4,331	4,331	4,331
5107 Short Term Disability Relief	1,094		2,233	1,460	1,460	1,460
5110 Personal Leave Relief	7,308	13,234	13,221	13,723	13,723	13,723
5115 Vacant Slot Relief	2,987	29,469				
5118 Standby Overtime	1,630	1,115	975	969	969	969
5120 Overtime Union	4,576	6,969	22,491	26,337	26,337	26,337
5201 PERS Taxes	233,823	252,516	252,118	265,010	265,010	265,010
5203 FICA/MEDI	81,791	88,820	96,630	101,572	101,572	101,572
5206 Worker's Comp	28,523	60,719	35,369	29,211	29,211	29,211
5207 TriMet/Wilsonville Tax	7,756	8,413	9,144	10,939	10,939	10,939
5208 OR Worker's Benefit Fund Tax	462	492	817	523	523	523
5210 Medical Ins Union	195,392	208,639	212,520	248,004	248,004	248,004
5220 Post Retire Ins Union	6,800	7,083	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,221	1,984	3,420	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,683,247</b>	<b>1,854,906</b>	<b>1,880,326</b>	<b>1,993,577</b>	<b>1,993,577</b>	<b>1,993,577</b>
5300 Office Supplies	416	319	420	480	480	480
5301 Special Department Supplies	3,306	3,743	3,840	4,260	4,260	4,260
5302 Training Supplies		140	100	200	200	200
5305 Fire Extinguisher	28	104	120	120	120	120
5307 Smoke Detector Program	48		275	175	175	175
5320 EMS Supplies	4,101	2,465	4,500	4,950	4,950	4,950
5321 Fire Fighting Supplies	2,233	4,338	2,700	2,700	2,700	2,700
5325 Protective Clothing	1,810	1,317	2,700	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	3,309	4,117	1,849	370	370	370
5350 Apparatus Fuel/Lubricants	4,354	3,965	5,500	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	16,501	11,845	75,853	71,797	71,797	71,797
5365 M&R Firefight Equip		68	125	100	100	100
5367 M&R Office Equip	1,364	1,277	1,550	1,650	1,650	1,650
5414 Other Professional Services	96		125	100	100	100
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	343	343	344	242	242	242
5432 Natural Gas	4,858	2,549	6,500	4,200	4,200	4,200
5433 Electricity	6,120	6,054	6,800	6,500	6,500	6,500
5436 Garbage	2,177	2,180	2,475	2,574	2,574	2,574

Station 57 - Mountain Road, continued

		110	120	120	120	120	120
		2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5450	Rental of Equip						
5480	Community/Open House/Outreach			300	150	150	150
5481	Community Education Materials			300	200	200	200
5500	Dues & Subscriptions	66	70	150	150	150	150
5570	Misc Business Exp	180	142	480	480	480	480
5575	Laundry/Repair Expense	202	250	255	280	280	280
<b>Total Materials &amp; Services</b>		<b>51,621</b>	<b>45,406</b>	<b>117,431</b>	<b>109,848</b>	<b>109,848</b>	<b>109,848</b>
<b>Total General Fund</b>		<b>\$ 1,734,868</b>	<b>\$ 1,900,312</b>	<b>\$ 1,997,757</b>	<b>\$ 2,103,425</b>	<b>\$ 2,103,425</b>	<b>\$ 2,103,425</b>



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 **12 full-time personnel** (four 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.

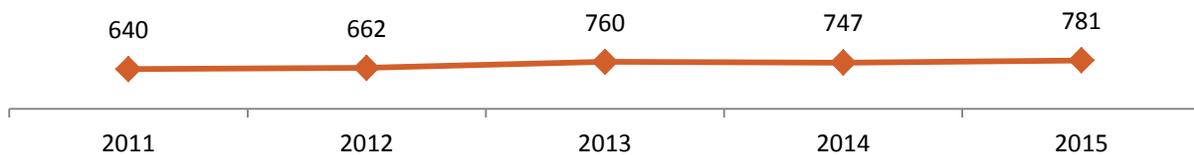
The 3,837 acres (6.0 square miles) of Station 58’s first due area includes the northeast portion of West Linn plus rural lands. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District’s Mobile Command Center is located at Station 58 for use at incidents of extended duration.



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,978,009	\$ 2,822,454	\$ 2,826,421	\$ 2,032,486
Materials & Services	72,919	88,965	132,007	93,135
<b>Total Expenditure</b>	<b>\$ 2,050,927</b>	<b>\$ 2,911,420</b>	<b>\$ 2,958,428</b>	<b>\$ 2,125,621</b>

Station 58 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

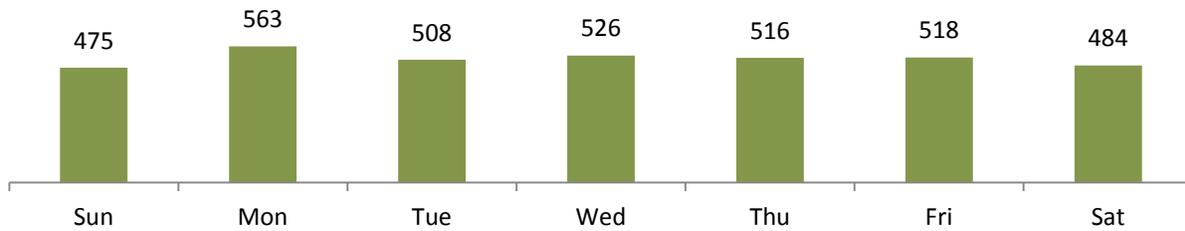
Station 58 - Bolton, continued

Station 58 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	90	20	77	24	83	23	75	23	90	25
Overpressure	0	2	0	2	0	2	0	2	0	2
EMS/Rescue Call	487	395	495	421	546	485	540	498	532	521
Hazardous Condition	22	35	17	21	17	24	23	37	27	36
Service Call	25	29	22	48	35	73	35	42	38	50
Good Intent Call	6	122	45	109	63	121	67	101	82	98
False Call	0	36	0	36	0	32	0	44	0	46
Natural Condition	0	0	0	1	0	0	0	0	0	3
Other Situation	10	1	6	0	16	0	7	0	12	0
<b>Total</b>	<b>640</b>		<b>662</b>		<b>760</b>		<b>747</b>		<b>781</b>	

Station 58 First-Due Area

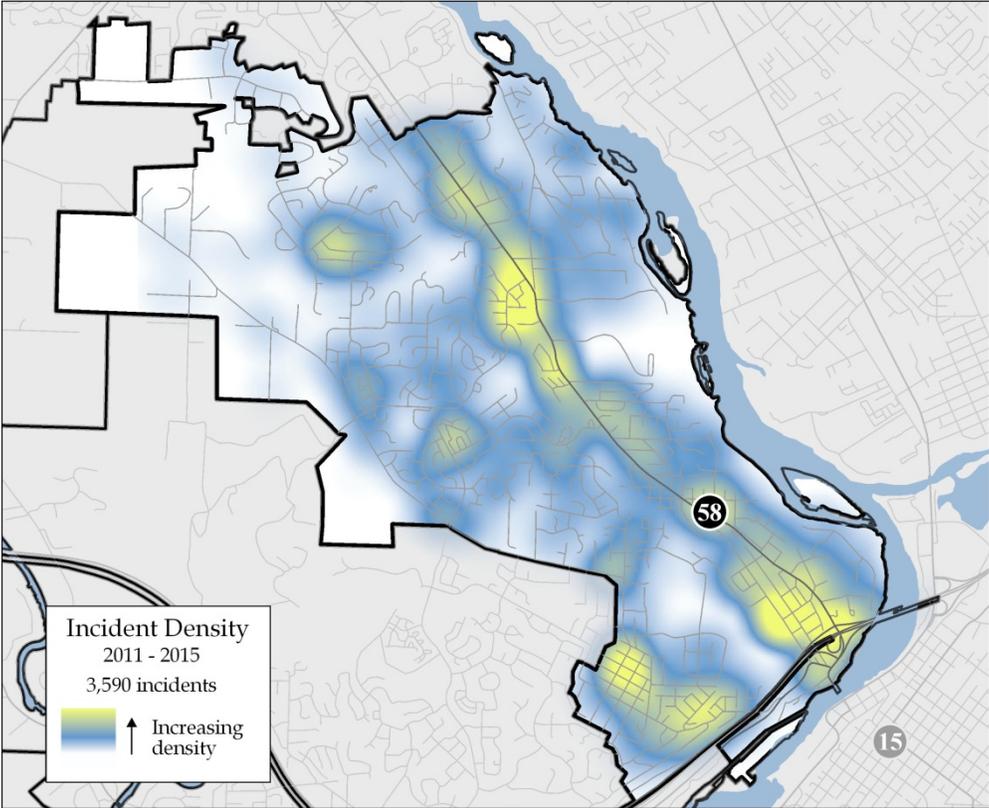
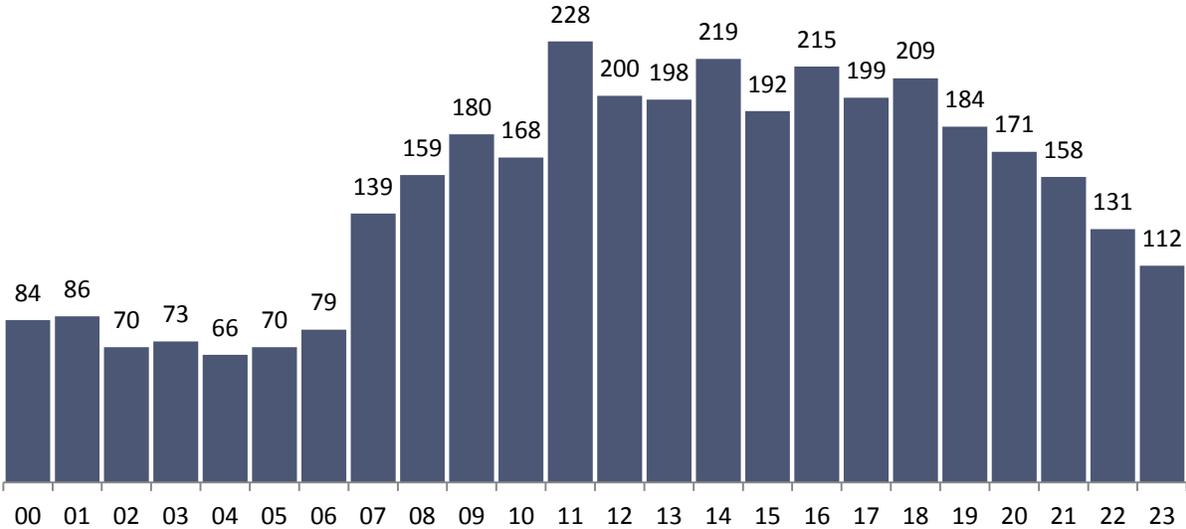
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup>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 2011–2015<sup>1</sup>



Station 58 - Bolton, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10058 General Fund</b>						
5001 Salaries & Wages Union	\$ 896,525	\$ 1,244,336	\$ 1,321,425	\$ 927,779	\$ 927,779	\$ 927,779
5003 Vacation Taken Union	134,478	192,343	175,278	125,727	125,727	125,727
5005 Sick Leave Taken Union	4,959	21,392	35,987	23,528	23,528	23,528
5007 Personal Leave Taken Union	14,687	8,243	17,708	13,039	13,039	13,039
5016 Vacation Sold at Retirement			3,220	1,132	1,132	1,132
5017 PEHP Vac Sold at Retirement	35,121		8,590	3,427	3,427	3,427
5020 Deferred Comp Match Union	37,949	67,726	74,629	50,090	50,090	50,090
5101 Vacation Relief	151,500	228,146	166,960	142,973	142,973	142,973
5105 Sick Relief	25,107	36,194	31,715	21,917	21,917	21,917
5106 On the Job Injury Relief	2,851	3,796	5,061	4,428	4,428	4,428
5107 Short Term Disability Relief		1,303	3,356	1,493	1,493	1,493
5110 Personal Leave Relief	20,943	31,206	19,876	14,031	14,031	14,031
5115 Vacant Slot Relief	8,496	26,939				
5118 Standby Overtime	1,067	1,812	1,466	991	991	991
5120 Overtime Union	14,986	24,596	33,814	26,928	26,928	26,928
5201 PERS Taxes	267,524	370,898	379,060	270,955	270,955	270,955
5203 FICA/MEDI	94,571	134,233	145,282	103,850	103,850	103,850
5206 Worker's Comp	30,730	90,990	53,177	29,866	29,866	29,866
5207 TriMet/Wilsonville Tax	9,003	12,998	13,747	11,185	11,185	11,185
5208 OR Worker's Benefit Fund Tax	552	780	1,360	523	523	523
5210 Medical Ins Union	215,682	309,724	318,780	248,004	248,004	248,004
5220 Post Retire Ins Union	7,477	11,000	10,800	7,200	7,200	7,200
5270 Uniform Allowance	3,800	3,798	5,130	3,420	3,420	3,420
<b>Total Personnel Services</b>	<b>1,978,009</b>	<b>2,822,454</b>	<b>2,826,421</b>	<b>2,032,486</b>	<b>2,032,486</b>	<b>2,032,486</b>
5300 Office Supplies	199	331	630	480	480	480
5301 Special Department Supplies	2,871	3,842	5,760	4,260	4,260	4,260
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher		52	100	120	120	120
5307 Smoke Detector Program	168	138	275	300	300	300
5320 EMS Supplies	7,534	16,311	24,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	2,362	1,699	4,050	2,700	2,700	2,700
5325 Protective Clothing	3,506	4,390	4,050	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	1,902	1,872	1,475			
5350 Apparatus Fuel/Lubricants	10,597	14,358	19,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	17,877	17,364	45,479	25,055	25,055	25,055
5365 M&R Firefight Equip		68	125	200	200	200
5367 M&R Office Equip	1,273	1,257	1,550	1,650	1,650	1,650
5414 Other Professional Services	88	100	125	200	200	200
5415 Printing		19	50	50	50	50
5416 Custodial & Bldg Services	1,168	1,127	1,168	790	790	790
5432 Natural Gas	2,957	2,940	3,100	3,200	3,200	3,200
5433 Electricity	16,325	18,305	15,500	19,000	19,000	19,000
5434 Water/Sewer	3,168	3,757	3,800	4,650	4,650	4,650

Station 58 - Bolton, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5480 Community/Open House/Outreach			300	150	150	150
5481 Community Education Materials	455	340	500	400	400	400
5500 Dues & Subscriptions	100	104	150	150	150	150
5570 Misc Business Exp	314	529	720	480	480	480
5575 Laundry/Repair Expense	54	62		100	100	100
<b>Total Materials &amp; Services</b>	<b>72,919</b>	<b>88,965</b>	<b>132,007</b>	<b>93,135</b>	<b>93,135</b>	<b>93,135</b>
<b>Total General Fund</b>	<b>\$ 2,050,927</b>	<b>\$ 2,911,420</b>	<b>\$ 2,958,428</b>	<b>\$ 2,125,621</b>	<b>\$ 2,125,621</b>	<b>\$ 2,125,621</b>



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 **18 full-time personnel** (six 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. 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).

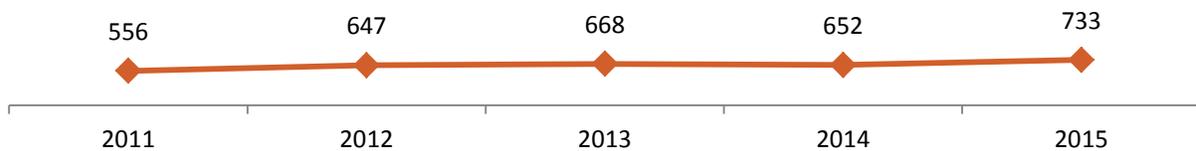
The 5,838 acres (9.1 square miles) of Station 59's first due area includes the southwest portion of West Linn and unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. One of the District's **Water Rescue Teams** is housed at Station 59 (in conjunction with Station 21).



Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 2,030,955	\$ 2,141,071	\$ 2,029,779	\$ 3,125,762
Materials & Services	55,775	51,556	80,434	92,344
<b>Total Expenditure</b>	<b>\$ 2,086,730</b>	<b>\$ 2,192,627</b>	<b>\$ 2,110,213</b>	<b>\$ 3,218,106</b>

Station 59 First-Due Area Incident Count<sup>1</sup>



<sup>1</sup> 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).

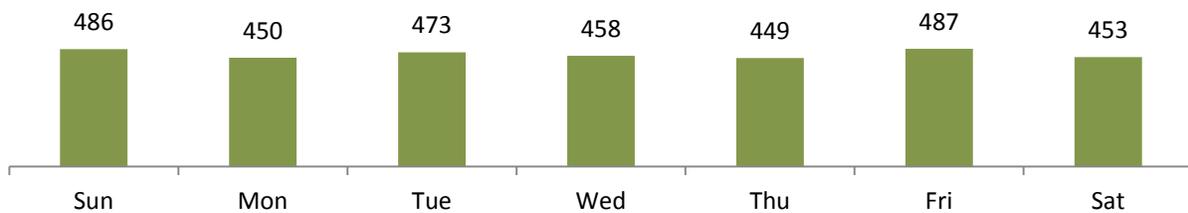
Station 59 - Willamette, continued

Station 59 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2011		2012		2013		2014		2015	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	60	19	68	16	86	19	93	24	135	34
Overpressure	0	0	0	2	0	1	0	2	0	1
EMS/Rescue Call	444	366	471	431	488	444	470	445	493	455
Hazardous Condition	11	11	16	19	11	15	12	26	20	20
Service Call	21	39	36	30	28	40	36	23	38	30
Good Intent Call	8	90	45	95	42	103	31	85	34	130
False Call	0	31	0	54	0	43	0	47	0	63
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	12	0	11	0	13	3	10	0	13	0
<b>Total</b>	<b>556</b>		<b>647</b>		<b>668</b>		<b>652</b>		<b>733</b>	

Station 59 First-Due Area

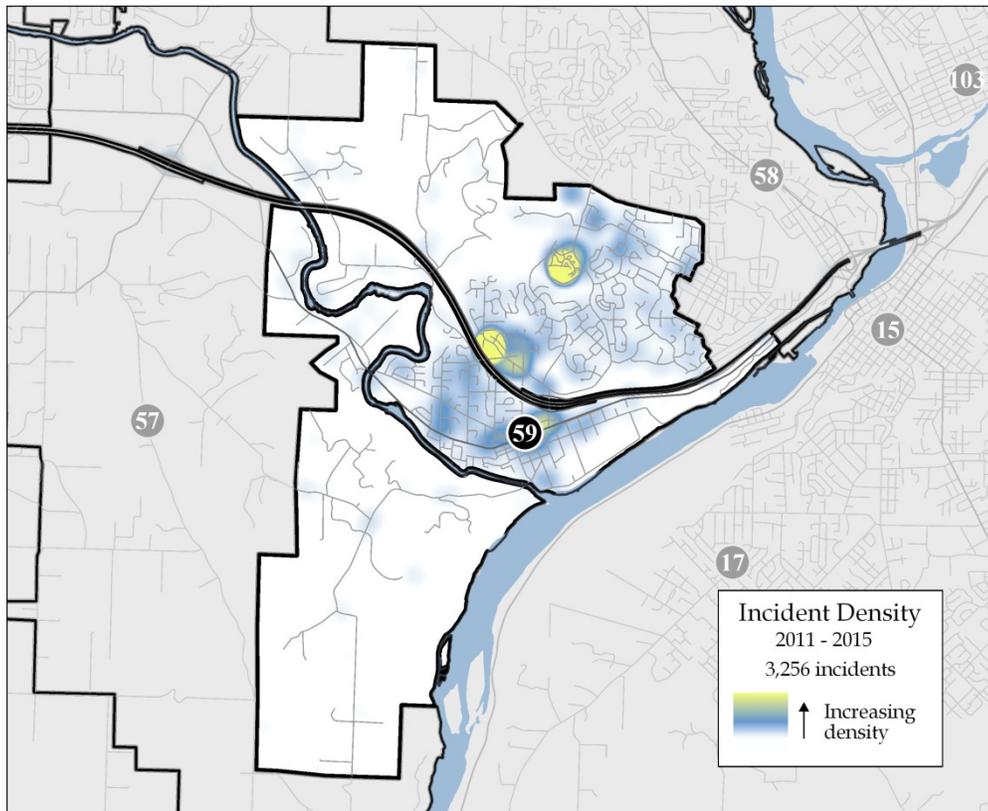
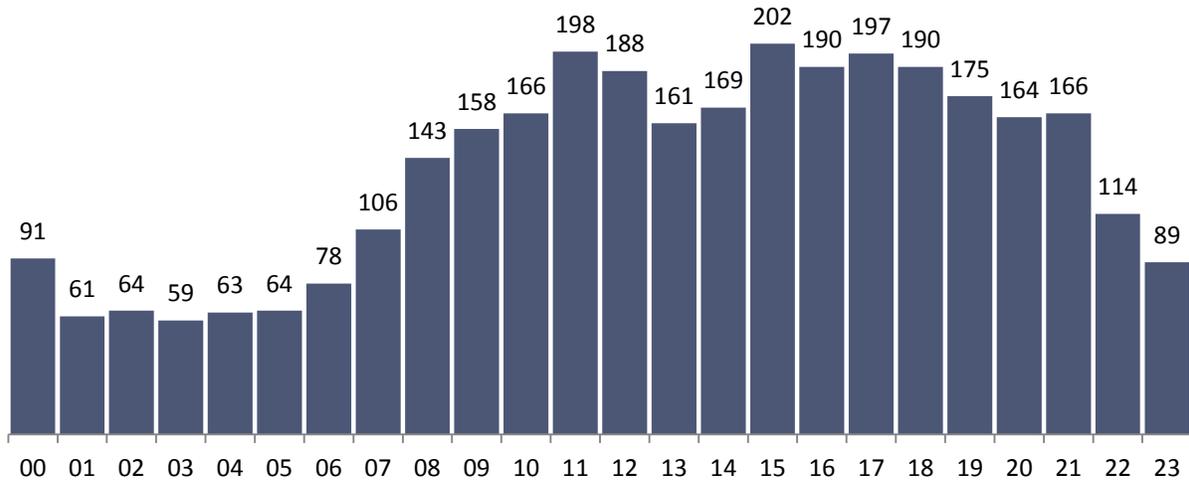
Incident Count by Day of Week, Calendar Years 2011–2015<sup>1</sup>



<sup>1</sup> 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 2011–2015<sup>1</sup>



<sup>1</sup> 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

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10059 General Fund</b>						
5001 Salaries & Wages Union	\$ 953,879	\$ 952,643	\$ 957,753	\$ 1,437,386	\$ 1,437,386	\$ 1,437,386
5003 Vacation Taken Union	134,584	121,114	127,041	194,878	194,878	194,878
5005 Sick Leave Taken Union	5,585	5,999	26,083	36,468	36,468	36,468
5007 Personal Leave Taken Union	12,225	7,901	12,836	20,210	20,210	20,210
5016 Vacation Sold at Retirement			2,336	1,718	1,718	1,718
5017 PEHP Vac Sold at Retirement		1,937	6,227	5,206	5,206	5,206
5020 Deferred Comp Match Union	36,587	46,053	54,092	76,099	76,099	76,099
5101 Vacation Relief	141,102	185,545	121,013	217,211	217,211	217,211
5105 Sick Relief	36,878	32,093	22,989	33,296	33,296	33,296
5106 On the Job Injury Relief	3,879	581	3,670	6,727	6,727	6,727
5107 Short Term Disability Relief		1,089	2,434	2,267	2,267	2,267
5110 Personal Leave Relief	30,234	31,002	14,407	21,316	21,316	21,316
5115 Vacant Slot Relief	4,676	17,334				
5118 Standby Overtime	1,109	1,216	1,063	1,504	1,504	1,504
5120 Overtime Union	17,938	35,408	24,510	40,909	40,909	40,909
5201 PERS Taxes	294,083	305,183	274,743	418,205	418,205	418,205
5203 FICA/MEDI	99,316	100,030	105,302	160,286	160,286	160,286
5206 Worker's Comp	33,349	63,673	38,544	46,096	46,096	46,096
5207 TriMet/Wilsonville Tax	9,525	9,981	9,965	17,261	17,261	17,261
5208 OR Worker's Benefit Fund Tax	529	554	1,631	783	783	783
5210 Medical Ins Union	207,170	210,621	212,520	372,006	372,006	372,006
5220 Post Retire Ins Union	7,200	7,200	7,200	10,800	10,800	10,800
5270 Uniform Allowance	1,108	3,914	3,420	5,130	5,130	5,130
<b>Total Personnel Services</b>	<b>2,030,955</b>	<b>2,141,071</b>	<b>2,029,779</b>	<b>3,125,762</b>	<b>3,125,762</b>	<b>3,125,762</b>
5300 Office Supplies	121	111	420	720	720	720
5301 Special Department Supplies	2,315	2,333	3,840	6,390	6,390	6,390
5302 Training Supplies			100	200	200	200
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		200	275	300	300	300
5320 EMS Supplies	4,477	5,262	5,500	15,500	15,500	15,500
5321 Fire Fighting Supplies	805	661	2,700	4,050	4,050	4,050
5325 Protective Clothing	536	1,258	2,700	4,500	4,500	4,500
5330 Noncapital Furniture & Equip	190					
5350 Apparatus Fuel/Lubricants	6,801	6,767	7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	20,518	13,170	28,141	26,772	26,772	26,772
5365 M&R Firefight Equip		200	125	200	200	200
5367 M&R Office Equip	1,284	1,308	1,550	1,650	1,650	1,650
5414 Other Professional Services	129	90	125	300	300	300
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services	1,073	1,074	1,074	742	742	742
5432 Natural Gas	1,861	1,829	4,110	2,100	2,100	2,100
5433 Electricity	13,394	13,673	16,224	14,500	14,500	14,500
5434 Water/Sewer	1,213	1,415	4,000	4,680	4,680	4,680

Station 59 - Willamette, continued

					100	100	100
		2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5450	Rental of Equip						
5480	Community/Open House/Outreach	40	330	300	150	150	150
5481	Community Education Materials	366	1,262	750	750	750	750
5500	Dues & Subscriptions	78	82	150	150	150	150
5570	Misc Business Exp	434	384	480	720	720	720
5575	Laundry/Repair Expense	142	147	200	200	200	200
<b>Total Materials &amp; Services</b>		<b>55,775</b>	<b>51,556</b>	<b>80,434</b>	<b>92,344</b>	<b>92,344</b>	<b>92,344</b>
<b>Total General Fund</b>		<b>\$ 2,086,730</b>	<b>\$ 2,192,627</b>	<b>\$ 2,110,213</b>	<b>\$ 3,218,106</b>	<b>\$ 3,218,106</b>	<b>\$ 3,218,106</b>



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 now includes a second program, mobile integrated health.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Adopted Budget
Personnel Services		\$ 909,745	\$ 1,279,673	\$ 1,479,830
Materials & Services		287,726	452,616	292,120
<b>Total Expenditure</b>		<b>\$ 1,197,472</b>	<b>\$ 1,732,289</b>	<b>\$ 1,771,950</b>

Personnel Summary<sup>1</sup>

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	2.00
Medical Services Chief	0.00	0.00	0.00	1.00
Battalion Chief	1.00	1.00	1.00	0.00
EMS Officer	1.00	1.00	4.00	4.00
EMS Assistant	1.00	1.00	1.00	1.00
OHS Business Manager	1.00	1.00	0.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>8.00</b>

2016-17 Significant Changes

A new Division Chief position was added with the addition of the mobile integrated health program and the Newberg contract brings the Medical Services Chief position.



Materials and Services expenses for 5320 EMS Supplies are budgeted in 10200 cost center. Medical supervision is provided for in Account 5413 (\$110,000) 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 reduced in account 5418 as the District is planning to bring transport billing in-house.

## Emergency Medical Services, continued

### Status of 2015-16 Service Measures

- 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.  
Status or Outcome: [Awaiting tabulation of 2015 data for accurate numbers.](#)

### Status of 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.  
Status or Outcome: [Completed. New job description written and approved by Civil Service. Testing process completed with successful hiring of three MSOs, bringing EMS Division to strength of four MSOs. Each MSO has specific assignments to support the District's operational needs and monitor EMS performance.](#)

- 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  
Status or Outcome: [First Mobile Integrated Healthcare \(MIH\) contract signed with Legacy following evaluation of pilot data. MIH metrics are being jointly developed with Health Share of Oregon, Family Care and EMS agency partners. MIH proposals were presented/being considered by several potential partners. Phase II of Clackamas County frequent caller pilot program underway.](#)

## Status of 2015-16 Change Strategies

- 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  
 Status or Outcome: Draft Key Performance Indicators (KPIs) were written for Cardiac Arrest, STEMI, Stroke, Sepsis, Pediatrics, Airway and Trauma. Metrics include established system indicators that affect patient outcome. National KPIs from the EMS Compass Project are included as they evolve. Medical Services Officers are assigned management of specific KPIs. January ALS In-service delivered expectations and education on District KPIs to our paramedics.

- 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  
 Status or Outcome: A process was implemented to communicate EMS KPIs to the Training Division. These metrics were used to develop Training KPIs used during cardiac arrest and airway simulations. The process will continue during pediatric simulations being planned for 2016. ALS In-service material reinforced the KPIs developed during the process.

## Additional 2015-16 Accomplishments

- Completed first year of Clackamas County transport subcontract
- Completed EMS equipment upgrade; Trauma/active threat kit, Airway kit, addition of IV pumps, electronic thermometers and laryngoscopes
- Added an Assistant Medical Director

## 2016 – 17 Activities Summary

EMS Service Measures (Calendar year)	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Patient Care Reports Written	16,379	19,699	21,027	22,234
Number of EMS Responses	29,829	32,067	34,472	37,057
Cardiac Arrest Survival % V-Fib / Overall	36%/15.4%	29%/10.4%	40%/16%	42%/18%

2016-17 Tactics

- Define key performance indicators (KPI) for EMS services at the individual, unit, division, and system levels.

Goal/Strategy: Goal 2 – Strategy 2.5 – Tactic 2.5.2, 2.5.3  
Timeframe: 12 months  
Partner(s): Information Technology, Patient Records, Hospital QI, Regional STEMI  
Budget Impact: None  
Measured By: Completed KPI that meet national standards, and generate meaningful outcome/feedback data to Operations and individual crews.

- Develop and expand innovative healthcare partnerships that benefit District goals and Oregon’s Triple Aim initiatives.

Goal/Strategy: Goal 3 – Strategy 3.6 – Tactic 3.6.1  
Timeframe: 18 months  
Partner(s): Integrated Operations, MIH, Finance, Fire Chief’s Office, Coordinated Care Organizations (CCOs), Other Healthcare Systems  
Budget Impact: Increase required  
Measured By: Additional Mobile Integrated Healthcare (MIH) contracts and community partners. Reduced patient hospital readmission rate. Increased revenue.

- Create processes and policy to manage vulnerable populations and high 911 utilization groups.

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.6 – Tactic 3.6.1  
Timeframe: 12 months  
Partner(s): Partner counties, neighboring response agencies, private ambulance, primary care providers, licensed clinical social workers, TC911  
Budget Impact: Increase required  
Measured By: Lowered number of 911 calls placed by frequent callers, lower number of ED visits. Completed written policy.

- Enhance and diversify EMS and ambulance transport services, and provide for the requisite scope of practice, tools, training and system integration.

Goal/Strategy: Goal 3 – Strategy 3.6 – Tactic 3.6.2  
Timeframe: 24 months  
Partner(s): Operations, Fire Chief’s Office, County EMS Offices, Private Ambulance  
Budget Impact: Increase required  
Measured By: Increased service types with requisite scope of practice, tools and training in place. Improved relationships, service delivery, data sharing and billing processes.

## Emergency Medical Services, continued

	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10205 General Fund</b>						
5001 Salaries & Wages Union		\$ 233,720	\$ 524,507	\$ 394,715	\$ 394,715	\$ 394,715
5002 Salaries & Wages Nonunion		197,647	188,932	438,615	438,615	438,615
5003 Vacation Taken Union		30,329	36,390	25,059	25,059	25,059
5004 Vacation Taken Nonunion		13,965	14,534	29,358	29,358	29,358
5005 Sick Leave Taken Union		(3,555)	10,400	6,659	6,659	6,659
5006 Sick Taken Nonunion		1,593	2,907	7,800	7,800	7,800
5007 Personal Leave Taken Union		4,464	5,200	3,527	3,527	3,527
5008 Personal Leave Taken Nonunion		3,657	1,247	4,129	4,129	4,129
5010 Comp Taken Nonunion		726				
5015 Vacation Sold		10,338	13,990	11,026	11,026	11,026
5017 PEHP Vac Sold at Retirement				11,294	11,294	11,294
5020 Deferred Comp Match Union		12,056	23,397	19,578	19,578	19,578
5021 Deferred Comp Match Nonunion		16,316	16,871	37,211	37,211	37,211
5120 Overtime Union		106,378	12,608	2,000	2,000	2,000
5121 Overtime Nonunion		600	1,500	1,500	1,500	1,500
5201 PERS Taxes		123,922	174,534	190,903	190,903	190,903
5203 FICA/MEDI		40,650	62,579	72,026	72,026	72,026
5206 Worker's Comp		16,375	26,847	19,582	19,582	19,582
5207 TriMet/Wilsonville Tax		4,243	6,215	8,228	8,228	8,228
5208 OR Worker's Benefit Fund Tax		178	245	280	280	280
5210 Medical Ins Union		40,856	88,550	82,668	82,668	82,668
5211 Medical Ins Nonunion		35,502	38,381	64,406	85,875	85,875
5220 Post Retire Ins Union		1,400	3,000	2,400	2,400	2,400
5221 Post Retire Ins Nonunion		1,800	1,800	3,600	3,600	3,600
5230 Dental Ins Nonunion		4,200	3,688	4,588	4,588	4,588
5240 Life/Disability Insurance		1,793	2,811	2,923	2,923	2,923
5270 Uniform Allowance		2,194	1,500	2,450	2,450	2,450
5290 Employee Tuition Reimburse		2,637	11,280	6,075	6,075	6,075
5295 Vehicle/Cell Allowance		5,760	5,760	5,760	5,760	5,760
<b>Total Personnel Services</b>		<b>909,745</b>	<b>1,279,673</b>	<b>1,458,360</b>	<b>1,479,830</b>	<b>1,479,830</b>
5300 Office Supplies		151	700	700	700	700
5301 Special Department Supplies		532		60	60	60
5302 Training Supplies		72	3,800	1,000	1,000	1,000
5320 EMS Supplies		57,411	166,810	1,000	1,000	1,000
5321 Fire Fighting Supplies		60	300	300	300	300
5325 Protective Clothing		350	960	1,250	1,250	1,250
5330 Noncapital Furniture & Equip			3,400	2,300	2,300	2,300
5350 Apparatus Fuel/Lubricants		2,465	7,500	7,500	7,500	7,500
5366 M&R EMS Equip		13,132	66,318			
5367 M&R Office Equip		1,870				
5400 Insurance Premium			360	1,000	1,000	1,000
5413 Consultant Fees		93,969	133,480	155,600	155,600	155,600
5414 Other Professional Services		8,325		24,530	24,530	24,530

## Emergency Medical Services, continued

5415 Printing		38				
	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5417 Temporary Services			7,000			
5418 Trustee/Administrative Fees		41,125	31,920			
5461 External Training		7,117	5,910	7,030	7,030	7,030
5462 Travel and Per Diem		7,258	13,400	15,636	15,636	15,636
5471 Citizen Awards		60				
5472 Employee Recog & Awards		2,609	1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping		20	100			
5500 Dues & Subscriptions		1,623	1,983	7,590	7,590	7,590
5502 Certifications & Licensing		49,023	6,075	64,024	64,024	64,024
5570 Misc Business Exp		362	300	300	300	300
5571 Planning Retreat Expense		155	400	400	400	400
<b>Total Materials &amp; Services</b>		<b>287,726</b>	<b>452,616</b>	<b>292,120</b>	<b>292,120</b>	<b>292,120</b>
<b>Total General Fund</b>		<b>\$ 1,197,472</b>	<b>\$ 1,732,289</b>	<b>\$ 1,750,480</b>	<b>\$ 1,771,950</b>	<b>\$ 1,771,950</b>

**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	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,426,047			
Materials & Services	376,664			
<b>Total Expenditure</b>	<b>\$ 1,802,711</b>			

**Personnel Summary**

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00			
Battalion Chief	1.00			
EMS Officer Paramedic	1.00			
Program Manager	1.00			
Wellness Coordinator	1.00			
Program Assistant	1.00			
EMS Specialist	1.00			
Nurse	1.00			
Behavioral Health Specialist	0.50			
<b>Total Full-Time Equivalents (FTE)</b>	<b>8.50</b>			

**2016-17 Significant Changes**

All former department costs, Service Measures, and Change Strategies were previously moved to departments 150, 470, and 205.

EMS / Occupational Health / Wellness, continued

	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10421 General Fund</b>						
5001 Salaries & Wages Union	\$ 85,587					
5002 Salaries & Wages Nonunion	640,470					
5003 Vacation Taken Union	16,665					
5004 Vacation Taken Nonunion	52,422					
5006 Sick Taken Nonunion	12,678					
5007 Personal Leave Taken Union	2,794					
5008 Personal Leave Taken Nonunion	2,273					
5010 Comp Taken Nonunion	1,024					
5015 Vacation Sold	24,088					
5016 Vacation Sold at Retirement	7,855					
5020 Deferred Comp Match Union	4,076					
5021 Deferred Comp Match Nonunion	29,085					
5120 Overtime Union	132,431					
5121 Overtime Nonunion	4,174					
5201 PERS Taxes	175,666					
5203 FICA/MEDI	69,386					
5206 Worker's Comp	15,093					
5207 TriMet/Wilsonville Tax	6,909					
5208 OR Worker's Benefit Fund Tax	318					
5210 Medical Ins Union	19,406					
5211 Medical Ins Nonunion	91,431					
5220 Post Retire Ins Union	650					
5221 Post Retire Ins Nonunion	5,625					
5230 Dental Ins Nonunion	11,569					
5240 Life/Disability Insurance	5,926					
5270 Uniform Allowance	1,220					
5295 Vehicle/Cell Allowance	7,225					
<b>Total Personnel Services</b>	<b>1,426,047</b>					
5300 Office Supplies	1,075					
5301 Special Department Supplies	8,030					
5302 Training Supplies	53					
5303 Physical Fitness	9,022					
5320 EMS Supplies	42,947					
5325 Protective Clothing	6					
5330 Noncapital Furniture & Equip	210					
5350 Apparatus Fuel/Lubricants	6,288					
5366 M&R EMS Equip	12,011					
5367 M&R Office Equip	1,821					
5413 Consultant Fees	104,283					
5414 Other Professional Services	107,275					
5415 Printing	38					
5417 Temporary Services	54,185					
5445 Rent/Lease of Building	2,370					

EMS / Occupational Health / Wellness, continued

5461 External Training		6,435					
		2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5462	Travel and Per Diem	13,355					
5471	Citizen Awards	50					
5472	Employee Recog & Awards	414					
5484	Postage UPS & Shipping	15					
5500	Dues & Subscriptions	1,226					
5502	Certifications & Licensing	3,916					
5570	Misc Business Exp	1,698					
5571	Planning Retreat Expense	359					
5573	Inventory Over/Short/Obsolete	(417)					
5462	Travel and Per Diem	13,355					
5471	Citizen Awards	50					
5472	Employee Recog & Awards	414					
5484	Postage UPS & Shipping	15					
5500	Dues & Subscriptions	1,226					
5502	Certifications & Licensing	3,916					
5570	Misc Business Exp	1,698					
5571	Planning Retreat Expense	359					
5573	Inventory Over/Short/Obsolete	(417)					
<b>Total Materials &amp; Services</b>		<b>376,664</b>					
<b>Total General Fund</b>		<b>\$ 1,802,711</b>					



**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 goal regarding *“Performance: Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response.”*

**Budget Summary**

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 1,612,602	\$ 1,459,432	\$ 1,949,985	\$ 1,824,342
Materials & Services	300,509	261,601	438,462	325,401
<b>Total Expenditure</b>	<b>\$ 1,913,111</b>	<b>\$ 1,721,032</b>	<b>\$ 2,388,447</b>	<b>\$ 2,149,743</b>

**Personnel Summary**

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.00	5.00	6.00	6.00
Operations Technician	1.00	1.00	1.00	1.00
Training Division Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>

**2016-17 Significant Changes**

Within Personnel Services, Union Overtime includes ALS in-service attendance for 239 paramedics for two-four-hour sessions (\$98,411), company officer in-service (\$24,200), fire ground management trainer development (\$24,706), active shooter training with law enforcement (\$8,235), and other training classes for line personnel to teach, evaluate, and take skills training in specialized areas. Tuition was decreased as staff members were rotated to other departments.

The Materials and Services budget, Account 5302, Training Supplies, includes \$21,000 for web-based video capture and debriefing tools to increase efficiency in EMS simulations, \$27,675 for scrap automobiles used for extrication drills and \$5,100 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, covers training prop maintenance and site monitoring, as well as hydrant, general, and landscape maintenance. Account 5414, Other Professional Services, includes funding for instructor fees for a specialized instruction driving in-service and hose and nozzle selection and usage. Account 5416, Custodial and Building Services, reflects the costs of custodial services. External Training 5461 includes Training for District personnel supporting the strategic plan goal of a resilient workforce for \$19,600 as well as ongoing education of Training Officers and Chiefs.

### Status of 2015-16 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; III; IV; VII/F and 4  
Service Type(s): Mandatory  
Measured By: 100% compliance by all District members in their assigned positions.  
Status or Outcome: Ongoing – The Training Division identified critical training requirements that are mandated by external governing bodies or organizationally. Training that met these requirements was delivered throughout the year, and compliance is continually monitored by Division Managers.

- 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.  
Status or Outcome: Ongoing – Developed and implemented AODP, ODP and PDP programs. In addition, Training Staff supported promotional exams for Apparatus Operator and Lieutenant.

- 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.  
Status or Outcome: Ongoing – Target Solutions (LMS) was utilized to generate reports, which allows Division Managers to monitor training compliance within their Division.

- 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.  
Status or Outcome: Ongoing – Training Staff participated and provided Fire Ops QI with data to support the districts PIA process, and worked with North Operating Staff to interface with Beaverton PD for AED/CPR training.

Status of 2015-16 Service Measures, continued

- 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: Ongoing – Training staff established partnerships with local law enforcement agencies to pilot HPCPR/AED programs. Partnerships were formed with local fire agencies to coordinate compliance/mandated training and LMS usage. Established regional partnerships with law enforcement and fire agencies to coordinate training efforts.

- 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: Ongoing

- 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.  
 Status or Outcome: Completed – Delivered Hazmat Technician (weeks 1-4) to selected personnel within the district and state hazmat agencies.

- 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  
 Status or Outcome: Ongoing – The Training Center was utilized for regional CERT disaster training, NW Natural LPG fire school and local law enforcement agency training. Training staff supported these training events.

### Status of 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  
Status or Outcome: Ongoing – Developed and delivered AODP curriculum to prepare AO candidates for the civil service testing process (January 2016).

- 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.

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  
Status or Outcome: Ongoing – The facility improvements to create a collaborative work space have been completed. The drill grounds and training props are still under evaluation.

- 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  
Status or Outcome: Ongoing – Initial training took place February 3-11 2016, and a future timeline/training plan is set. This will allow us to continue to train and build the pool of competent TDA Apparatus Operators.

## Status of 2015-16 Change Strategies, continued

- 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  
 Status or Outcome: Ongoing – The Training Division successfully delivered 3 single unit and 2 task force level simulations. Data gathered from these simulations was analyzed, KPI's were developed, training was delivered targeted towards the KPI's and the overall system was monitored for performance through emergency incidents and simulations.

- 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  
 Status or Outcome: Ongoing – Training content and delivery has been transitioned into Target Solutions (LMS), and used for the AODP, ODP and E92 curriculum.

- 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  
 Status or Outcome: Ongoing – Training worked with an external consultant to develop more robust and measurable data sets. Internal data analysis is now being done utilizing these measurements.

## Additional 2015-16 Accomplishments

- Implemented limited duration administrative assignments to capture content experts
- Increased the performance level of approximately 60-75 employees through development programs
- Enhanced E92 delivery model
- Partnered with local law enforcement agencies to provide HPCPR training
- Utilized external consultant to analyze water flow delivery and system improvements

2016 – 17 Activities Summary

**Training Hours by Method of Delivery**

Method of Delivery	FY 2014-15	* FY 2015-16
<b>Fire</b>		
Lecture	7,375	4,973
Practical	19,892	16,411
Self-Study	2,755	4,831
Video	4,324	3,168
WebEx	47	122
<b>EMS</b>		
Lecture	7,228	4,178
Practical	11,983	6,465
Self-Study	1,523	2,708
Video	3,829	1,496
WebEx	21	12
<b>Academy</b>		
Lecture	1,523	1,835
Practical	2,521	1,990
Self-Study	1,328	2,034
Video	261	239
WebEx	0	0
<b>Specialty</b>		
Lecture	2,611	1,780
Practical	6,943	5,277
Self-Study	207	169
Video	774	196
WebEx	4	0
<b>Total Hours Delivered</b>	<b>75,148</b>	<b>57,884</b>

\*Hours reflect time period 7/1/15 to 3/1/16

**Total Out of Service Hours for Training**

FY11-12	FY12-13	FY13-14	FY14-15
8,496 hours	7,193 Hours	6,524 Hours	4,918 hours

2016-17 Tactics

- Identify and develop key performance indicators (KPI) through data analysis to improve system performance.

Goal/Strategy: Goal 2 – Strategy 2.4, 2.5, 2.7  
 Timeframe: 12 months  
 Partner(s): EMS, Operations, External Consultants  
 Budget Impact: Increase required  
 Measured By: KPI evaluation through simulation training and incident performance

- Refine current and overhaul dormant promotional developmental programs (ODP, AODP, PDP and IC).

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.7  
 Timeframe: 12 months  
 Partner(s): Operations, EMS, Fleet  
 Budget Impact: Increase required  
 Measured By: Increased employee knowledge and overall performance improvement during training simulations, promotional processes, and incidents. Program changes implemented.

- Implement and refine professional development programs that improve performance for incumbent personnel.

Goal/Strategy: Goal 1 – Strategy 1.5, 1.6; Goal 2 – Strategy 2.5, 2.7  
 Timeframe: 12 months  
 Partner(s): All divisions, External Consultants  
 Budget Impact: Increase required  
 Measured By: Individual and system performance improvement. Management of risk and liability.

- Foster an environment of inclusion and effective communication within the Training Division and with other District work groups.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.5  
 Timeframe: 12 months  
 Partner(s): All divisions  
 Budget Impact: None  
 Measured By: Improved employee morale within the Training Division. Consistently improved feedback through designated mediums (e.g., sticky note exercise). More streamlined and direct communication methods in place.

- Reduce duplication of services, education and effort by enhancing current, and fostering new, partnerships with local law enforcement, government agencies and private industry to share resources, build relationships and collaborate on best practices.

Goal/Strategy: Goal 3 – Strategy 3.9, 3.10  
 Timeframe: 12 months  
 Partner(s): Local Law Enforcement, Government Agencies , Private Industry  
 Budget Impact: None  
 Measured By: Gained efficiencies, cost reduction or avoidance and increased number of cooperative activities.

Training, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10402 General Fund</b>						
5001 Salaries & Wages Union	\$ 492,056	\$ 381,704	\$ 576,534	\$ 557,783	\$ 557,783	\$ 557,783
5002 Salaries & Wages Nonunion	308,450	293,501	295,516	299,445	299,445	299,445
5003 Vacation Taken Union	67,857	66,030	40,770	38,022	38,022	38,022
5004 Vacation Taken Nonunion	25,291	24,690	22,733	20,316	20,316	20,316
5005 Sick Leave Taken Union	13,156	(5,983)	11,652	10,104	10,104	10,104
5006 Sick Taken Nonunion	4,079	4,847	4,548	5,398	5,398	5,398
5007 Personal Leave Taken Union	3,081	13,729	5,826	5,352	5,352	5,352
5008 Personal Leave Taken Nonunion	929	2,049	1,951	2,859	2,859	2,859
5009 Comp Taken Union	4,568	74				
5010 Comp Taken Nonunion	10					
5015 Vacation Sold	11,635	10,192	21,807	7,630	7,630	7,630
5016 Vacation Sold at Retirement	315					
5017 PEHP Vac Sold at Retirement	65,228	109,586		14,281	14,281	14,281
5019 Comp Time Sold Nonunion	545					
5020 Deferred Comp Match Union	22,395	21,585	26,214	29,706	29,706	29,706
5021 Deferred Comp Match Nonunion	14,080	21,756	22,598	23,011	23,011	23,011
5090 Temporary Services-Backfill	2,466					
5120 Overtime Union	74,697	55,608	285,921	220,062	220,062	220,062
5121 Overtime Nonunion	3,082	288	1,758	490	490	490
5201 PERS Taxes	217,489	204,473	268,778	248,138	248,138	248,138
5203 FICA/MEDI	72,216	61,650	97,133	89,463	89,463	89,463
5206 Worker's Comp	21,524	33,073	36,291	25,355	25,355	25,355
5207 TriMet/Wilsonville Tax	7,108	5,978	9,547	10,073	10,073	10,073
5208 OR Worker's Benefit Fund Tax	325	269	350	350	350	350
5210 Medical Ins Union	96,713	74,611	106,260	124,002	124,002	124,002
5211 Medical Ins Nonunion	61,308	61,798	66,280	52,695	74,164	74,164
5220 Post Retire Ins Union	3,350	2,600	3,600	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	3,750	3,600	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	7,135	6,753	6,220	4,543	4,543	4,543
5240 Life/Disability Insurance	3,088	2,758	4,838	3,545	3,545	3,545
5270 Uniform Allowance	3,533	1,507	3,400	2,450	2,450	2,450
5290 Employee Tuition Reimburse	894	105	25,260			
5295 Vehicle/Cell Allowance	250	600	600			
<b>Total Personnel Services</b>	<b>1,612,602</b>	<b>1,459,432</b>	<b>1,949,985</b>	<b>1,802,873</b>	<b>1,824,342</b>	<b>1,824,342</b>
5300 Office Supplies	2,668	1,429	2,520	2,315	2,315	2,315
5301 Special Department Supplies	7,633	6,173	9,524	7,810	7,810	7,810
5302 Training Supplies	40,815	37,383	52,300	81,057	81,057	81,057
5305 Fire Extinguisher	338	467	500	1,000	1,000	1,000
5320 EMS Supplies	11,672	4,929	500	1,000	1,000	1,000
5321 Fire Fighting Supplies	1,263	308	1,750	1,750	1,750	1,750
5325 Protective Clothing	1,115	939	1,946	1,991	1,991	1,991
5330 Noncapital Furniture & Equip	17,037	2,288				
5350 Apparatus Fuel/Lubricants	19,795	9,784	25,500	15,000	15,000	15,000

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
5361 M&R Bldg/Bldg Equip & Improv	56,486	74,911	125,070	42,564	42,564	42,564
5365 M&R Firefight Equip	723		800	400	400	400
5367 M&R Office Equip	6,080	4,797	4,900	5,706	5,706	5,706
5400 Insurance Premium		532	550	550	550	550
5414 Other Professional Services	4,098	17,758	71,750	21,033	21,033	21,033
5415 Printing	76	175	2,600	300	300	300
5416 Custodial & Bldg Services	20,298	19,628	27,903	28,182	28,182	28,182
5417 Temporary Services						
5432 Natural Gas	19,861	9,835	21,000	13,750	13,750	13,750
5433 Electricity	43,030	40,672	45,000	44,500	44,500	44,500
5436 Garbage	13,993	13,132	14,000	15,600	15,600	15,600
5450 Rental of Equip	13,723	2,863	5,280	3,390	3,390	3,390
5461 External Training	4,847	7,013	9,985	25,185	25,185	25,185
5462 Travel and Per Diem	1,618	2,338	8,102	6,302	6,302	6,302
5473 Employ Safety Pro & Incent	9,080					
5484 Postage UPS & Shipping	768	78	200	200	200	200
5500 Dues & Subscriptions	1,545	1,393	2,392	1,895	1,895	1,895
5502 Certifications & Licensing		581	470	235	235	235
5570 Misc Business Exp	1,602	1,971	2,800	2,728	2,728	2,728
5571 Planning Retreat Expense	124		1,000	550	550	550
5575 Laundry/Repair Expense	221	224	120	408	408	408
<b>Total Materials &amp; Services</b>	<b>300,509</b>	<b>261,601</b>	<b>438,462</b>	<b>325,401</b>	<b>325,401</b>	<b>325,401</b>
<b>Total General Fund</b>	<b>\$ 1,913,111</b>	<b>\$ 1,721,032</b>	<b>\$ 2,388,447</b>	<b>\$ 2,128,274</b>	<b>\$ 2,149,743</b>	<b>\$ 2,149,743</b>





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 was folded into the Training department budget beginning in 2015-16 fiscal year.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 18,492	\$ 31		
Materials & Services	13,448	397		
<b>Total Expenditure</b>	<b>\$ 31,940</b>	<b>\$ 428</b>		

External Training, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10420 General Fund</b>						
5120 Overtime Union	\$ 14,106	\$ 25				
5201 PERS Taxes	2,939	4				
5203 FICA/MEDI	1,064	2				
5206 Worker's Comp	277					
5207 TriMet/Wilsonville Tax	100					
5208 OR Worker's Benefit Fund Tax	6					
<b>Total Personnel Services</b>	<b>18,492</b>	<b>31</b>				
5300 Office Supplies	145					
5301 Special Department Supplies	81					
5302 Training Supplies	2,002					
5305 Fire Extinguisher	797	397				
5414 Other Professional Services	9,353					
5450 Rental of Equip	780					
5570 Misc Business Exp	290					
<b>Total Materials &amp; Services</b>	<b>13,448</b>	<b>397</b>				
<b>Total General Fund</b>	<b>\$ 31,940</b>	<b>\$ 428</b>				

Program Description

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training academy engine (Engine 92) for six-months. The full-time equivalent recruit employees represent this 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 several months in order to complete their first year of probation.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 710,674	\$ 1,219,576	\$ 1,757,012	\$ 3,050,924
Materials & Services	74,055	197,765	108,662	254,350
<b>Total Expenditure</b>	<b>\$ 784,729</b>	<b>\$ 1,417,341</b>	<b>\$ 1,865,674</b>	<b>\$ 3,305,274</b>

2016-17 Significant Changes

The budget reflects plans for two fifteen-person six-month Engine 92 models serving as an entry level firefighter academy, which requires funding for the equivalent of fifteen 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 additional units and replace projected retirements. Uniforms and protective clothing budgets reflect the costs of outfitting each recruit and for their training supplies.

Status of 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.  
 Status or Outcome: Ongoing – Academy Cadre and Operations personnel evaluated Probationary Firefighters through the FTEP program, with an overall success rate of 95%.

- 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).  
 Status or Outcome: Ongoing- The E92 training model was increased to a 2:1 ratio from the previous model, and the lateral entry model maintained a 4:1 ratio.

## Recruits, continued

### Status of 2015-16 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: Ongoing – Existing programs for instruction have been memorialized, but are continuing to be developed as the program evolves.

- 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  
Status or Outcome: Ongoing – Academy curriculum is being delivered using Target Solutions (LMS) and is continually being updated/ enhanced. FTEP program curriculum is yet to be delivered using Target Solutions (LMS).

- 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  
Status or Outcome: Not Completed – Human Resources is currently building structure within newly acquired software that will manage performance evaluations. The goal will still be to utilize this platform for Probationary Firefighter performance evaluations.

### Status of 2015-16 Service Measures, continued

- 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
Status or Outcome:	Adopted and Ongoing – A thorough business analysis was completed and the E92 model has proven to be more efficient and cost effective.

### Additional 2015-16 Accomplishments

- Response on emergency incidents occurred much sooner with the E92 model compared to the legacy model from years past. This allowed Probationary Firefighters to understand training concepts in a real world environment.
- Issues with Probationary Firefighters were identified much sooner in the E92 model, which allowed Training Cadre, Operations and HR staff to begin addressing them.
- Increased opportunities occurred for leadership and skill development for the Training Cadre staff



## 2016-17 Tactics

- Conduct an analysis of the E92, Lateral Recruit and FTEP programs and identify areas for improvement.

Goal/Strategy: Goal 1 – Strategy 1.5, Goal 2 – Strategy 2.5, 2.7  
Timeframe: 12 months  
Partner(s): Integrated Operations, EMS Operations  
Budget Impact: None  
Measured By: Validation of, or revisions to, existing programs.

- Develop a process to capture and address acute medical events within probationary academies.

Goal/Strategy: Goal 1 – Strategy 1.4, 1.7  
Timeframe: 12 months  
Partner(s): Occupational Health and Wellness, Human Resources  
Budget Impact: None  
Measured By: Completion of a defined workflow document outlining procedures for coordination between divisions.

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10230 General Fund</b>						
5001 Salaries & Wages Union	\$ 413,253	\$ 661,750	\$ 740,672	\$ 1,482,872	\$ 1,482,872	\$ 1,482,872
5003 Vacation Taken Union	1,067	16,224	36,881	38,902	38,902	38,902
5005 Sick Leave Taken Union	1,284	1,307	7,573	7,280	7,280	7,280
5007 Personal Leave Taken Union	2,735	1,845	3,726	4,034	4,034	4,034
5016 Vacation Sold at Retirement	672	1,942	374	193	193	193
5017 PEHP Vac Sold at Retirement			996	584	584	584
5020 Deferred Comp Match Union	7,105	16,111	15,703	15,499	15,499	15,499
5101 Vacation Relief		7,670	35,131	44,238	44,238	44,238
5105 Sick Relief			6,675	6,782	6,782	6,782
5106 On the Job Injury Relief			1,065	1,371	1,371	1,371
5107 Short Term Disability Relief			708	463	463	463
5110 Personal Leave Relief		1,406	4,184	4,342	4,342	4,342
5118 Standby Overtime		224	309	307	307	307
5120 Overtime Union	28,055	33,936	54,528	66,600	66,600	66,600
5201 PERS Taxes	43,925	90,312	181,343	334,026	334,026	334,026
5203 FICA/MEDI	33,896	54,519	69,504	128,022	128,022	128,022
5206 Worker's Comp	16,761	77,224	25,440	36,818	36,818	36,818
5207 TriMet/Wilsonville Tax	3,206	5,196	6,577	13,786	13,786	13,786
5208 OR Worker's Benefit Fund Tax	217	380	1,313	783	783	783
5210 Medical Ins Union	130,484	205,317	513,590	785,347	785,347	785,347
5220 Post Retire Ins Union	1,000	2,700	17,400	22,800	22,800	22,800
5270 Uniform Allowance	27,017	41,511	33,320	55,875	55,875	55,875
<b>Total Personnel Services</b>	<b>710,674</b>	<b>1,219,576</b>	<b>1,757,012</b>	<b>3,050,924</b>	<b>3,050,924</b>	<b>3,050,924</b>
5300 Office Supplies	217	43	300	750	750	750
5301 Special Department Supplies	1,286	2,385	1,500	3,000	3,000	3,000
5302 Training Supplies	5,678	5,837	5,910	10,850	10,850	10,850
5305 Fire Extinguisher	416	256	960	2,400	2,400	2,400
5320 EMS Supplies	4,157	1,931	7,060	21,000	21,000	21,000
5321 Fire Fighting Supplies	4,136	9,494	6,300	15,750	15,750	15,750
5325 Protective Clothing	51,799	174,867	74,820	188,400	188,400	188,400
5365 M&R Firefight Equip	400	2,527	3,500	3,000	3,000	3,000
5415 Printing						
5417 Temporary Services	3,136		4,800			
5445 Rent/Lease of Building	375		350			
5484 Postage UPS & Shipping			60	150	150	150
5570 Misc Business Exp	1,423	425	1,950	2,300	2,300	2,300
5575 Laundry/Repair Expense	1,032		1,152	6,750	6,750	6,750
<b>Total Materials &amp; Services</b>	<b>74,055</b>	<b>197,765</b>	<b>108,662</b>	<b>254,350</b>	<b>254,350</b>	<b>254,350</b>
<b>Total General Fund</b>	<b>\$ 784,729</b>	<b>\$ 1,417,341</b>	<b>\$ 1,865,674</b>	<b>\$ 3,305,274</b>	<b>\$ 3,305,274</b>	<b>\$ 3,305,274</b>



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 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 collocated with career personnel, and Volunteer Firefighters are assigned to standalone Station 372 in the Skyline area. With the addition of Washington County Fire District #2 and the Newberg Fire Department into District operations, Volunteer Firefighters will also be assigned to Stations 17, 19, 20 and 21 operating several pieces of firefighting equipment. 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 80 and 100.

Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services	\$ 39,433	\$ 54,190	\$ 52,200	\$ 76,710
Materials & Services	130,938	102,940	203,013	258,718
<b>Total Expenditure</b>	<b>\$ 170,371</b>	<b>\$ 157,130</b>	<b>\$ 255,213</b>	<b>\$ 335,428</b>

Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Volunteer Coordinator	1.00	0.00	0.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



### 2016-17 Significant Changes

The two contract service areas have long standing and active volunteers as well. The associations will begin coordinating but remain separate legal entities until an annexation may occur. The District budget for volunteers includes funding for all volunteer groups. Account 5150, Pension Benefit, accounts for contributions to the District's replacement 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 5270 was increased to allow for uniform replacements as needed for all volunteers in the District, Newberg and District 2. Account 5301 includes \$6,000 for the remodeled Skyline Station 372 (formerly known as 368), and account 5330 includes \$20,000 for furniture in the station which is being reconstructed and remodeled to improve all facets of this critical volunteer response station in the former Skyline Fire District area. The District moved in fiscal year 2009-10 to a fully accountable reimbursement plan for its volunteers, primarily oriented toward mileage and education 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 372 post construction 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 372 open house.

### Status of 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.  
Status or Outcome: Significant progress has been made on this service measure including defining the roles of Auxiliary, Responder and Firefighter Volunteer. Training has been aligned with these definitions and new policies have been in place to support the process.

- 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.  
Status or Outcome: Volunteer recruitment was successful and resulted in the intake of approximately 30 new Volunteers. The new recruitment format also proved successful and will be repeated in future years.

## Status of 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
Status or Outcome:	This change strategy is complete and does not need to move forward for the third year.

## Additional 2015-16 Accomplishments

- Developed functional requirements for the station 368 remodel.
- Developed specifications for two new Squad Apparatus.
- Promoted a second Volunteer Battalion Chief.
- Researched and recommended a volunteer utility apparatus.
- Completely redeveloped and adopted a new Volunteer SOG that matches the organizational structure.

## 2016-17 Tactics

- Recruit Volunteers to meet the District' operational need.

Goal/Strategy:	Goal 1 – Strategy 1.3; Goal 2 – Strategy 2.2
Timeframe:	12 months
Partner(s):	Fire Chief's Office, Operations, Human Resources
Budget Impact:	Increase required
Measured By:	Onboarding of up to 30 additional Volunteers.

- Enhance the uniforms, PPE and apparatus that assigned to or being utilized by Volunteers.

Goal/Strategy:	Goal 1 – Strategy 1.2; Goal 2 – Strategy 2.2
Timeframe:	12 months
Partner(s):	Fire Chief's Office, Logistics
Budget Impact:	Increase required
Measured By:	Volunteers having the appropriate uniforms, PPE and apparatus assigned to function in their defined role.

## 2016-17 Tactics

- Fully implement the deployment of scheduled Volunteers out of station 372.

Goal/Strategy: Goal 2 – Strategy 2.2  
Timeframe: 12 months  
Partner(s): Operations, Logistics  
Budget Impact: Increase required  
Measured By: Having at least 50% staffing (four or more) four days per week in Q4 of 2016.



	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10300 General Fund</b>						
5121 Overtime Nonunion	\$ 553					
5150 Pension Benefit	15,000	\$ 18,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
5201 PERS Taxes	76					
5203 FICA/MEDI	42					
5206 Worker's Comp	468					
5207 TriMet/Wilsonville Tax	4					
5208 OR Worker's Benefit Fund Tax						
5240 Life/Disability Insurance	12,499	12,693	13,200			
5270 Uniform Allowance	10,791	22,323	14,000	51,710	51,710	51,710
5290 Employee Tuition Reimburse		1,174	5,000	5,000	5,000	5,000
<b>Total Personnel Services</b>	<b>39,433</b>	<b>54,190</b>	<b>52,200</b>	<b>76,710</b>	<b>76,710</b>	<b>76,710</b>
5300 Office Supplies	255	155	500	740	740	740
5301 Special Department Supplies	1,945	1,934	8,500	10,630	10,630	10,630
5302 Training Supplies			2,500	2,700	2,700	2,700
5305 Fire Extinguisher	283		300	360	360	360
5320 EMS Supplies	661	1,308	1,000	4,000	4,000	4,000
5321 Fire Fighting Supplies	3,151	995	5,570	6,350	6,350	6,350
5325 Protective Clothing	15,220	12,897	20,000	71,500	71,500	71,500
5330 Noncapital Furniture & Equip	3,163	495	20,000	20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	4,592	3,169	7,500	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	21,032	14,034	25,915	25,361	25,361	25,361
5363 Vehicle Maintenance	3,899	2,978	8,100	5,000	5,000	5,000
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip				1,650	1,650	1,650
5414 Other Professional Services				3,500	3,500	3,500
5415 Printing	57		200	350	350	350
5416 Custodial & Bldg Services	324	396	1,125	1,125	1,125	1,125
5417 Temporary Services	5,118	6,688	15,000	10,000	10,000	10,000
5432 Natural Gas	2,830	3,034	3,900	3,720	3,720	3,720
5433 Electricity	5,645	5,864	7,500	6,120	6,120	6,120
5434 Water/Sewer	96	96	96	96	96	96
5436 Garbage	269	347	300	360	360	360
5450 Rental of Equip	870	870	870	876	876	876
5461 External Training	7,248	2,268	6,900	6,900	6,900	6,900
5462 Travel and Per Diem	27,596	23,606	31,600	31,600	31,600	31,600
5472 Employee Recog & Awards	457	576	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	9,795	8,412	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach			2,500	3,500	3,500	3,500
5481 Community Education Materials	2,451	1,282	3,000	1,700	1,700	1,700
5484 Postage UPS & Shipping		30	100	100	100	100
5500 Dues & Subscriptions	628	928	1,337	1,340	1,340	1,340
5501 Volunteer Assn Dues	8,000	8,000	12,000	16,000	16,000	16,000
5502 Certifications & Licensing	970		1,000	1,000	1,000	1,000

**Volunteers, continued**

5570 Misc Business Exp	4,384	2,561	5,000	5,240	5,240	5,240
	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>2016-17 Approved Budget</b>	<b>2016-17 Adopted Budget</b>
5571 Planning Retreat Expense				500	500	500
5575 Laundry/Repair Expense		18	200	700	700	700
<b>Total Materials &amp; Services</b>	<b>130,938</b>	<b>102,940</b>	<b>203,013</b>	<b>258,718</b>	<b>258,718</b>	<b>258,718</b>
<b>Total General Fund</b>	<b>\$ 170,371</b>	<b>\$ 157,130</b>	<b>\$ 255,213</b>	<b>\$ 335,428</b>	<b>\$ 335,428</b>	<b>\$ 335,428</b>

**Program Description**

District has long supported a chaplain program within Integrated Operations at emergency incidents, as requested by the family or crew. The volunteer chaplains are a means to both assist responding employees and to act as an integral part of our resources for the community, especially when a family or citizen experiences a tragic event or loss. These services are provided on an on-call basis by chaplains in the District.

**Budget Summary**

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Adopted Budget
Personnel Services				\$ 400
Materials & Services				44,900
<b>Total Expenditure</b>				<b>\$ 45,300</b>

**2016-17 Budget Highlights**

As part of the new EMS/Training/Volunteer Directorate, the chaplain program has been transferred to this newly created department. Costs were previously accounted for within the Integrated Operations Directorate. Within Materials and Services, funding is providing for nominal compensation through a temporary agency for up to four chaplains through account 5417. Mileage reimbursement for chaplain responses is included in account 5462.

## Chaplains, continued

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Proposed Budget	2016-17 Approved Budget	2016-17 Adopted Budget
<b>10317 General Fund</b>						
5270 Uniform Allowance				\$ 400	\$ 400	\$ 400
<b>Total Personnel Services</b>				<b>400</b>	<b>400</b>	<b>400</b>
5417 Temporary Services				36,000	36,000	36,000
5462 Travel and Per Diem				7,500	7,500	7,500
5500 Dues & Subscriptions				400	400	400
5570 Misc Business Exp				1,000	1,000	1,000
<b>Total Materials &amp; Services</b>				<b>44,900</b>	<b>44,900</b>	<b>44,900</b>
<b>Total General Fund</b>				<b>\$ 45,300</b>	<b>\$ 45,300</b>	<b>\$ 45,300</b>

**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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital Outlay			\$ 1,470,600	\$ 105,000
Contingency			400,000	933,000
<b>Total Expenditures</b>			<b>\$ 1,870,600</b>	<b>\$ 1,038,000</b>

**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 through the Apparatus Fund utilizing local option levy revenues.

Apparatus	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Engines						\$ 2,500,000
Trucks	\$ 980,124			\$ 1,000,000		
Brush Units						
Elevated Waterway Units		\$ 835,000		835,000	\$ 835,000	
Medic Units						500,000
Rescue Pumpers						
Special Purpose						670,000
Tenders			\$ 350,000		350,000	
<b>Total</b>	<b>\$ 980,124</b>	<b>\$ 835,000</b>	<b>\$ 350,000</b>	<b>\$ 1,835,000</b>	<b>\$ 1,185,000</b>	<b>\$ 3,670,000</b>

## Apparatus Fund, continued

### Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected	2016-17 Estimated
Engines	\$ 23,352	\$ 25,919	\$ 27,784	\$ 33,600	\$ 36,960
Trucks	37,313	45,521	56,210	62,400	76,750
Aerial Pumps	47,991	52,472	55,708	69,600	73,500
Light/Heavy Brush Rigs	4,525	4,964	7,248	5,000	6,000
Specialty <sup>1</sup>	5,353	8,260	9,904	18,800	15,000
Medics		4,034	11,993	6,339	11,000
Cars <sup>2</sup>		3,269	3,566	3,500	3,800
Tenders	7,649	6,484	3,611	5,000	6,500
Code 3 Staff Vehicles		4,193	2,337	2,500	3,000
Battalion Chief Vehicles		9,034	10,343	8,000	9,000
Other Staff Vehicles		2,597	2,815	2,700	2,900

<sup>1</sup> Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, and Rehab units.

<sup>2</sup> 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 10% to 15%. 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>			<i>Budget for Next Year 2016-17</i>			
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 3,691,112	\$ 3,711,080	\$ 3,783,430	Beginning Fund Balance	\$ 4,885,493	\$ 4,885,493	\$ 4,885,493
19,967	19,748	17,500	Temporary Investments Earnings	17,500	17,500	17,500
	102,100		Surplus Property Income			
		1,750,000	Transfer from Other Funds			
<b>\$ 3,711,080</b>	<b>\$ 3,832,927</b>	<b>\$ 5,550,930</b>	<b>Total Resources</b>	<b>\$ 4,902,993</b>	<b>\$ 4,902,993</b>	<b>\$ 4,902,993</b>
<b>Requirements</b>						
		\$ 1,445,600	Fire Apparatus	\$ 105,000	\$ 105,000	\$ 105,000
		25,000	Firefighting Equipment			
		1,470,600	Total Capital Outlay	105,000	105,000	105,000
		400,000	Contingency	933,000	933,000	933,000
		1,870,600	Total Expenditures	1,038,000	1,038,000	1,038,000
\$ 3,711,080	\$ 3,832,927	3,680,330	Reserved for Future Expenditures	3,864,993	3,864,993	3,864,993
<b>\$ 3,711,080</b>	<b>\$ 3,832,927</b>	<b>\$ 5,550,930</b>	<b>Total Requirements</b>	<b>\$ 4,902,993</b>	<b>\$ 4,902,993</b>	<b>\$ 4,902,993</b>



**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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital Outlay	\$ 1,364,042	\$ 1,662,876	\$ 2,203,873	\$ 2,463,725
Contingency			1,737,600	1,790,358
<b>Total Expenditures</b>	<b>\$ 1,364,042</b>	<b>\$ 1,662,876</b>	<b>\$ 3,941,473</b>	<b>\$ 4,254,083</b>

**2016-17 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	New: Crash Kelly Mannequins for simulation training. Currently borrowing mannequins from outside agencies. No significant operating budget impact. 2 @ \$3,250	6,500
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	<b>Total 5603 - TC Training Props:</b>	<b>6,500</b>
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### 5615 Vehicles & Apparatus

#### 22571 Fleet Maintenance

Fleet Maintenance	Replacement: Duty Chief's (BC) Vehicles; These replacement requests (vehicles 1-598, 1-701) are in line with the scheduled replacement plan. The life cycles of these vehicles were extended for seven additional years. The vehicles will have an estimated average of 145,000 miles at time of replacement. The requested amount per vehicle will include the purchase of the vehicle and the canopy attached to the pickup bed. No significant operating budget impact. 2 @ \$60,000	120,000
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Fleet Maintenance	New: Fire Chief's Office request to install Allison Automatic transmissions in Washington County District 2's current Tenders. This will be a third party install to include all required parts and fabrication to replace the existing manual transmissions with Allison Automatic transmissions, including hot shift PTO's for fire pump operations. 2 @ \$25,000	50,000
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Fleet Maintenance	New CARS response vehicles to support Operations deployment. Request to purchase one additional FJ Cruiser for the CARS response staff program to use as a reserve in the Fleet. Currently a less optimal pick up truck is used for a reserve. This unit does not provide an adequate ability to perform in the same manner as the front line units. This request has been approved in Pre Plan. No significant operating budget impact.	35,000
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Fleet Maintenance	New: Fire Chief's Office request to repaint Washington County District 2's current Tenders to TVF&R District standard paint color and paint scheme. This will be a third party service to include all that is required to repaint the vehicles and install new FCO approved logos. Repaint - \$13,000 per unit; logos - \$3,500 per unit. No significant operating budget impact.	33,000
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	<b>Total 5615 - Vehicles &amp; Apparatus:</b>	<b>238,000</b>
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### 5620 Firefighting Equip

#### 22200 Integrated Operations Admin

Integrated Operations Admin	New: Extrication complement for the deployment of one Truck (complement not needed for reserve). No significant operating budget impact in 2016-17 as additional staffing will occur in future year.	15,000
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#### 22571 Fleet Maintenance

Fleet Maintenance	Replacement: Duty Chief (BC) Pickup Equipment. Set-up equipment including brackets, fabrication of compartments to store EMS, Fire Fighting and Personal Protective Equipment. Installation of decals and miscellaneous consumables as needed. Equipment requested: Joey-bed \$5,800; misc. bracket and hardware \$150; tire chains (2 sets per each)@ \$175 each; 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., \$650. No significant operating budget impact. 4 @ \$7,120	28,480
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Fleet Maintenance	Replacement: Fire Investigation Vehicle Equipment. Set up equipment including brackets, fabrication of boxes to store Investigation and FF equipment, PPE, installation of decals and miscellaneous consumables as needed. Equipment needed to outfit these units: Joey-bed \$5,800; misc. bracket and hardware \$250; tire chains (2 sets)@ \$150 each; 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. 4 @ \$6,970	27,880
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Fleet Maintenance	New: Budget request to purchase SCBA packs for new 100' Tiller apparatus #2. 4 @ \$6,000 ea. No significant operating budget impact.	24,000
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Fleet Maintenance	New: Equipment for Facilities Maintenance service trucks. Set up equipment including brackets, fabrication of tool and parts compartments, decals, Equipment needed to outfit these one (1) unit: Compartment tool boxes, shelves, and bins \$6,000; Compartment parts storage boxes, bins and dividers \$2,800; logos \$95; flair kit and first aid kit \$75; tire chains (1 set) \$115; high visibility warning lighting \$400. No significant operating budget impact. 2 @ \$9,830	19,660
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**Capital Improvements Fund, continued**

Fleet Maintenance	New: Equipment setup for new 100' Tractor Drawn Aerial (TDA) #2. 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/magnetic placards and miscellaneous consumables as needed. No significant operating budget impact.	15,000
<hr style="border-top: 1px dashed black;"/>		
Fleet Maintenance	Carry Forward: Equipment and set up for Volunteer Rescue Squad. 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
<hr style="border-top: 1px dashed black;"/>		
Fleet Maintenance	New: Reserve 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. Equipment needed to outfit this vehicle: Compartmentation \$3,500; misc. bracket and hardware \$150; tire chains (2 sets)@ \$125 ea; logos and vehicle decal rap \$ 4,000; 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.	8,425
<hr style="border-top: 1px dashed black;"/>		
Fleet Maintenance	New: Washington County District 2 Tender Apparatus setup equipment including: brackets; fabrication of compartments for storage of Fire Fighting and Personal Protective Equipment; aluminum sheet stock, brackets and hardware \$1,000; tire chains for front and rear axles (1 set) \$510; District approved logos and magnetic placards \$4,500; cab map box/glove holder fabrication, helmet storage and live load circuitry installation \$650. No significant operating budget impact.	8,190
<hr style="border-top: 1px dashed black;"/>		
Fleet Maintenance	Replacement: REE Technician Vehicle Equipment. Set up equipment including brackets, fabrication of boxes to store REE equipment, PPE, and miscellaneous consumables as needed, installation of decals and high visibility lighting. Equipment needed to outfit these units: misc. bracket and hardware \$250; tire chains (2 sets)@ \$175 ea; door logos \$95; high visibility lighting \$500; flare kit and first aid kit \$75; miscellaneous brackets and hardware for securing staff equipment such as SCBA's, Mask Fit Test Machine, SCBA parts, tools, books, etc., \$1,000. No significant operating budget impact.	2,270
<hr style="border-top: 1px dashed black;"/>		
<b>Total 5620 - Firefighting Equip:</b>		<b>160,905</b>

**5625 EMS Equip**

22200 Integrated Operations Admin

Integrated Operations Admin	Video laryngoscopes (VL) for medic units to improve patient care in high risk patients. VL is becoming the standard of care. Purchase contingent upon AMP process approval. Possible expense offset by Clackamas county system enhancement funds. No significant operating budget impact. 9 @ \$10,000	90,000
<hr style="border-top: 1px dashed black;"/>		
Integrated Operations Admin	New: Stair chair for Engine 92. It is standard for engine response and can be used for initial recruit training. Outcome is less firefighter and patient injuries. No significant operating budget impact other than reduced risk of injuries impacting workers compensation insurance.	3,000
<hr style="border-top: 1px dashed black;"/>		
<b>Total 5625 - EMS Equip:</b>		<b>93,000</b>

**5630 Office Equip & Furn**

22064 Station 64 Somerset

Station 64 Somerset	New: Office furniture needed after the remodel. No significant operating budget impact as station is currently staffed.	22,000
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22069 Station 69 Cooper Mountain

Station 69 Cooper Mountain	New: Office furniture needed after the remodel. No significant operating budget impact as station is currently staffed.	22,000
<hr style="border-top: 1px dashed black;"/>		

22300 Volunteers

Volunteers	New: Office furniture needed after the remodel of station 372. No significant operating budget impact as volunteer program is currently in place.	30,000
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**Total 5630 - Office Equip & Furn: 74,000**

## Capital Improvements Fund, continued

### 5635 Building Equipment

#### 22035 Station 35 King City

Station 35 King City	Replacement: Install district standard stove and hood unit Current model is residential stove/oven/hood. Includes modification to the surrounding cabinet to allow for install. No significant operating budget impact.	10,500
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#### 22060 Station 60 Cornell Road

Station 60 Cornell Road	New: Install new furnace and outside units. Heat exchange is starting to break which could allow carbon dioxide in the station at some point. Furnace was installed in 1996. No significant operating budget impact.	27,000
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#### 22200 Integrated Operations Admin

Integrated Operations Admin	Continuous: Major appliance replacement funds for the Integrated Operations directorate. No significant operating budget impact.	40,000
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#### 22300 Volunteers

Volunteers	New: Appliances needed after the remodel of 372. No significant operating budget impact as utility costs are expected to be insignificant.	20,000
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**Total 5635 - Building Equipment: 97,500**

### 5640 Physical Fitness Equip

#### 22470 Occupational Health/Wellness

Occupational Health/Wellness	New: This request is for a treadmill to complete cardiac stress tests. This would enable the district to be more effective in processing employees through Cardiac Stress test. ROI would be expected in three years based upon current costs/ test w/ and outside provider. Testing cost is \$240 per person. 2014-15 Testing Population Quantity 57. 2015-16 projected to be 57+. Budget impact is a reduction in cardiac stress testing costs over time.	25,000
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Occupational Health/Wellness	Continuation: Physical fitness equipment replacement funds to be used District wide to replace worn out and broken equipment. No significant budget impact.	15,000
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**Total 5640 - Physical Fitness Equip: 40,000**

### 5650 Communications Equip

#### 22175 Communications

Communications	New: Mobile Emergency Responder Radio Coverage (MERRC) designation of revenues for use in defined projects. Operating impact and program is not yet completely defined.	1,100,000
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Communications	Replacement: Communications equipment and Code 3 lighting package for replacement of four (4) Duty Chief (BC) Staff Vehicles. Request includes; Mobile 800 MHZ radio (4) @ \$4,700 ea; portable radios and chargers (8) @ \$5,000 ea ; MDC and OMG system \$7,500; External Code 3 lighting \$8,000; and EQ2B siren system \$1,700. No significant operating budget impacts beyond periodic planned replacement. 2 @ \$76,000	152,000
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Communications	New: Communications equipment for TDA #2. Request includes; 800 Mhz mobile radio \$4,700; portable radios and chargers (2) @ \$5,000 ea; MDC and OMG \$7,500; Five position wireless Firecom system \$7,500.	39,700
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Communications	New: Communications equipment for Washington County District 2 tender apparatus. Request includes: VHF radio \$1,000; 800 Mhz Mobile Radio \$4,700; Portable radios and chargers (2) @ \$5000 ea; Firecom system \$2,750.	31,400
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Communications	New: Communications equipment and Code 3 lighting package for additional CAR (FJ Cruiser). Request includes; lighting package \$8,000; 800Mhz mobile radio \$4,700; 800Mhz portable radio with charger \$5,000; Miscellaneous components and hardware to install second battery and charging/protection system \$2,800; OMG \$1,500; Data 911 (MDC) tablet and dock \$4,000; EQ2B siren system \$1,700; (Cost based on previous custom build, adjusted for inflation).	27,700
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Communications	New: Communications equipment and Code 3 lighting package for additional Division Chief Staff Vehicles. Request includes; Mobile 800 MHZ radio 4,700; Portable radio and charger \$5,000; iPad mount \$150; Code 3 lighting (stealth) \$2,000; EQ2B siren system \$1,700. 2 @ \$9,500	19,000
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**Capital Improvements Fund, continued**

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 impact as staffing is from existing firefighting personnel.	14,200
<hr/>		
Communications	New: MDC and OMG for Reserve Apparatus 1-108. This Apparatus was previously used as a volunteer engine, volunteer apparatus are not equipped with MDC's and OMG's. Because it has been redeployed as a viable reserve pumper the need to install an OMG is critical so it can be used as a front line reserve. Request to purchase communications equipment to include MDC and OMG.. No significant operating budget impact.	7,500
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Communications	Request for one spare Data 911 M7 MDC for front line and reserve apparatus when there is an MDC failure. This will help to keep existing apparatus in service with limited downtime. MDC's are out of warranty. No significant operating budget impact.	4,000
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<b>Total 5650 - Communications Equip:</b>		<b><u>1,395,500</u></b>

**5655 Data Processing Software**

22150 Fire Chief's Office

Fire Chief's Office	Carry Forward: EGIS system customization per the 2016 Scope of Work (TVF&R Briefing, SitStat updates, pre-plan updates, EMS module, E-Planning). No significant operating budget impact.	174,000
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22215 Information Technology

Information Technology	Continuous: First OnScene Estimated cost for engineering of potential new enhancements. No significant operating budget impact.	35,000
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**Total 5655 - Data Processing Software: 209,000**

**5660 Computer Equip**

22215 Information Technology

Information Technology	Carry Forward: Carry forward from FY 2015-16, Studio Video System Solution for Media Services. No significant operating budget impact.	75,000
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Information Technology	Replacement: Aruba Network Hardware to replace existing Hardware, 2 Controller upgrades. Creates total redundant Wi-Fi system. No significant operating budget impact.	25,500
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Information Technology	Carry Forward: 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
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Information Technology	New: VMware View server. A physical server dedicated to host View desktops due to district expansion. Cost for one purpose-built View server which will provide the required support. No significant operating budget impact.	15,000
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Information Technology	Upgrade: Request is to purchase ShoreTel Mobility Hardware. No significant operating budget impact.	7,000
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**Total 5660 - Computer Equip: 149,320**

**Total Capital Improvements Fund Capital Outlays: 2,463,725**

## Capital Improvements Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2016-17</i>			
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 8,425,591	\$ 8,382,792	\$ 8,228,010	Beginning Fund Balance	\$ 7,566,180	\$ 7,566,180	\$ 7,566,180
30,299	2,490	3,500	Surplus Property Income	2,500	2,500	2,500
44,869	45,901	36,000	Interest Income	35,000	35,000	35,000
			Program Fees	400,000	400,000	400,000
17,542			Donations and Grants			
	146		Miscellaneous			
1,228,534	1,725,000	1,725,000	Transferred from Other Funds			
<b>\$ 9,746,834</b>	<b>\$ 10,156,329</b>	<b>\$ 9,992,510</b>	<b>Total Resources</b>	<b>\$ 8,003,680</b>	<b>\$ 8,003,680</b>	<b>\$ 8,003,680</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
\$ 17,433	\$ 4,129	\$ 25,548	TC Training Props	\$ 6,500	\$ 6,500	\$ 6,500
10,434	3,864		Building & Improvements			
	305,536	465,800	Vehicles & Apparatus	238,000	238,000	238,000
45,647	422,172	306,305	Firefighting Equipment	160,905	160,905	160,905
807,836	213,795	184,500	EMS Equipment	93,000	93,000	93,000
16,875		214,000	Office Equipment & Furniture	74,000	74,000	74,000
31,245	40,367	56,000	Building Equipment	97,500	97,500	97,500
21,095	15,023	30,100	Physical Fitness Equipment	40,000	40,000	40,000
31,620			Shop Equipment			
59,431	197,368	293,300	Communications Equipment	1,395,500	1,395,500	1,395,500
134,351	348,971	393,320	Data Processing Software	209,000	209,000	209,000
188,076	111,650	235,000	Computer Equipment	122,500	122,500	149,320
1,364,042	1,662,876	2,203,873	Total Capital Outlay	2,436,905	2,436,905	2,463,725
		1,737,600	Contingency	1,817,178	1,817,178	1,790,358
1,364,042	1,662,876	3,941,473	Total Expenditures	4,254,083	4,254,083	4,254,083
8,382,792	8,493,453	6,051,037	Reserved for Future Expenditures	3,749,597	3,749,597	3,749,597
<b>\$ 9,746,834</b>	<b>\$ 10,156,329</b>	<b>\$ 9,992,510</b>	<b>Total Requirements</b>	<b>\$ 8,003,680</b>	<b>\$ 8,003,680</b>	<b>\$ 8,003,680</b>

## 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	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Budget
Personnel Services	\$ 188,716	\$ 190,686	\$ 254,446	\$ 212,939
Materials & Services	28,972	28,695	28,249	30,000
Contingency				58,224
<b>Total Expenditures</b>	<b>\$ 236,668</b>	<b>\$ 238,844</b>	<b>\$ 282,695</b>	<b>\$ 301,163</b>

### Personnel Summary

Position	2013-14 Actual	2014-15 Actual	2015-16 Revised Budget	2016-17 Budget
Emergency Management Director	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### 2016-17 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 2016-17</i>			
Actual Second Preceding Year 2013-14	Actual First Preceding Year 2014-15	Revised Budget This Year 2015-16	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
	\$ 18,980	\$ 19,187	Beginning Fund Balance	\$ 37,655	\$ 37,655	\$ 37,655
\$ 207,696	219,864	233,508	Charges for Services	233,508	233,508	233,508
28,972		30,000	Operating Transfers In	30,000	30,000	30,000
<b>\$ 236,668</b>	<b>\$ 238,844</b>	<b>\$ 282,695</b>	<b>Total Resources</b>	<b>\$ 301,163</b>	<b>\$ 301,163</b>	<b>\$ 301,163</b>
			<b>Requirements</b>			
\$ 188,716	\$ 190,686	\$ 254,446	Personnel Services	\$ 212,939	\$ 212,939	\$ 212,939
28,972	28,695	28,249	Materials and Services	30,000	30,000	30,000
18,980	19,464		Operating Contingency	58,224	58,224	58,224
<b>\$ 236,668</b>	<b>\$ 238,844</b>	<b>\$ 282,695</b>	Ending Fund Balance			
			<b>Total Requirements</b>	<b>\$ 301,163</b>	<b>\$ 301,163</b>	<b>\$ 301,163</b>

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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel Services	\$ 3,424		\$ 26,227	
Materials and Services	39,522	\$ 13,500	19,000	\$ 32,600
Capital Outlay		181,286	2,458,000	1,185,000
Operating Transfer Out	149,113			
<b>Total Expenditures</b>	<b>\$ 192,059</b>	<b>\$ 194,786</b>	<b>\$ 2,503,227</b>	<b>\$ 1,217,600</b>

Grant Descriptions

The 2016-17 budget represents grant activity associated with Hazardous Materials Emergency Preparedness (HMEP) grant program for training staff and equipment, and the planned expenditure of a two year seismic improvement grant to provide upgrades to two fire stations over the 2015-16 and 2016-17 fiscal years.

## Grants Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2016-17</i>			
Actual Second Preceding Year 2013-14	Actual First Preceding Year 2014-15	Adopted Budget This Year 2015-16	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 149,113			Beginning Fund Balance			
42,946	\$ 285,745	\$ 2,503,227	Grant Revenue	\$ 1,217,600	\$ 1,217,600	\$ 1,217,600
<b>\$ 192,059</b>	<b>\$ 285,745</b>	<b>\$ 2,503,227</b>	<b>Total Resources</b>	<b>\$ 1,217,600</b>	<b>\$ 1,217,600</b>	<b>\$ 1,217,600</b>
			<b>Requirements</b>			
\$ 3,424		\$ 26,227	Personnel Services			
39,522	\$ 13,500	19,000	Materials and Services	\$ 32,600	\$ 32,600	\$ 32,600
	181,286	2,458,000	Capital Outlay	1,185,000	1,185,000	1,185,000
149,113			Operating Transfers Out			
192,059	194,786	2,503,227	Total Expenditures	1,217,600	1,217,600	1,217,600
	90,959		Reserved for Future Expenditures			
<b>\$ 192,059</b>	<b>\$ 285,745</b>	<b>\$ 2,503,227</b>	<b>Total Requirements</b>	<b>\$ 1,217,600</b>	<b>\$ 1,217,600</b>	<b>\$ 1,217,600</b>

## 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, 2016, four retirees remain on the plan with none reaching Medicare-eligible age in 2016-17. The final retiree on the plan will reach Medicare-eligible age in fiscal year 2020-21.

### Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel Services	\$ 34,655	\$ 18,689		
Operating Transfers Out		24,151		
<b>Total Expenditures</b>	<b>\$ 34,655</b>	<b>\$ 42,840</b>		

## Retiree Medical Insurance Stipend Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2016-17</i>			
Actual Second Preceding Year 2013-14	Actual First Preceding Year 2014-15	Adopted Budget This Year 2015-16	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 77,025	\$ 42,681		Beginning Fund Balance			
312	159		Earnings from Investments			
			Transfer from Other Funds			
<b>\$ 77,337</b>	<b>\$ 42,840</b>		<b>Total Resources</b>			
			<b>Requirements</b>			
\$ 34,655	\$ 18,689		Post-Employment Health Program			
	24,151		Operating Transfers Out			
			Unappropriated			
			Ending Fund Balance			
42,681			<b>Total Requirements</b>			
<b>\$ 77,337</b>	<b>\$ 42,840</b>					

Fund Description

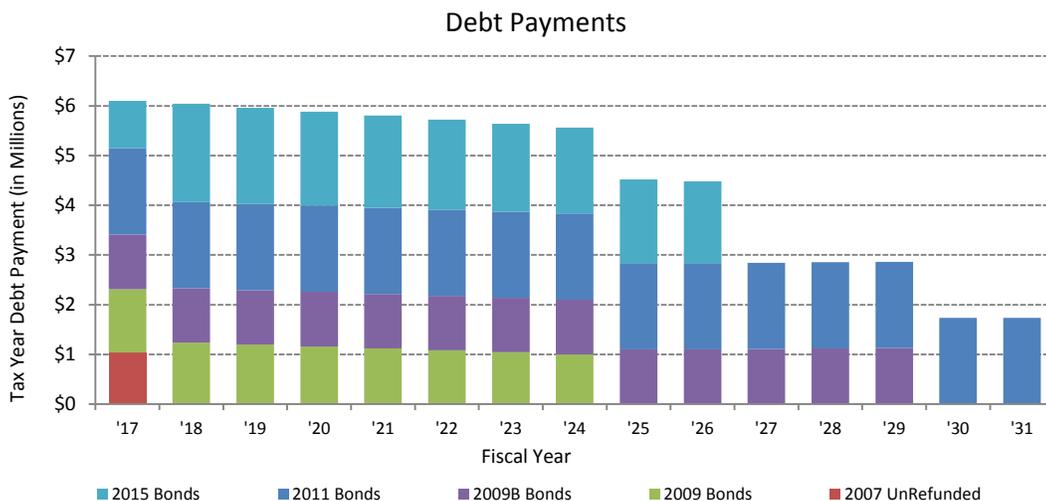
The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund future capital projects has provided the authorization for all outstanding bond issuances.

The 2007 bonds mature in one million dollar increments, which began in April 2008, and continue through April 2017. 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 combined sale had an effective interest rate of 1.62%.

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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
2015 Debt Service			\$ 1,122,226	\$ 1,130,202
2011 Debt Service	\$ 1,732,362	\$ 1,734,463	1,736,164	1,732,462
2009 Debt Service, Series B	1,101,873	1,099,022	1,100,724	1,100,522
2009 Debt Service	1,359,600	1,330,800	1,302,000	1,270,800
2007 Debt Service	1,572,000	1,326,000	1,080,000	1,040,000
<b>Total Expenditures</b>	<b>\$ 5,765,835</b>	<b>\$ 5,490,285</b>	<b>\$ 6,341,114</b>	<b>\$ 6,273,986</b>



## Debt Service Fund, continued

### Maturity Schedules

Fiscal Year	Series 2007 Revised <sup>1</sup>		Series 2009		Series 2009 B	
	Principal	Interest	Principal	Interest	Principal	Interest
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
2019-20			960,000	202,800	730,000	364,323
2020-21			960,000	164,400	755,000	335,122
2021-31			2,880,000	248,400	7,385,000	1,460,904
	<b>\$ 1,000,000</b>	<b>\$ 40,000</b>	<b>\$ 7,680,000</b>	<b>\$ 1,444,800</b>	<b>\$ 10,900,000</b>	<b>\$ 3,417,516</b>

Fiscal Year	Series 2011		Series 2015 Refunding <sup>1</sup>		Series 2015 New	
	Principal	Interest	Principal	Interest	Principal	Interest
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
2019-20	1,050,000	684,162	1,365,000	251,275	570,000	112,075
2020-21	1,095,000	642,163	1,370,000	196,675	595,000	89,275
2021-31	13,925,000	70,763		259,825	1,193,000	121,225
	<b>\$ 19,010,000</b>	<b>\$ 7,001,338</b>	<b>\$ 9,850,000</b>	<b>\$ 1,713,750</b>	<b>\$ 4,560,000</b>	<b>\$ 768,300</b>

<sup>1</sup> Maturities 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 at the time of the refunding.

**Debt Service Fund, continued**

<i>Historical Data</i>			<i>Budget for Next Year 2016-17</i>			
Actual Second Preceding Year 2013-14	Actual First Preceding Year 2014-15	Adopted Budget This Year 2015-16	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 1,166,993	\$ 1,166,993	\$ 1,166,993
\$ 1,606,709	\$ 1,541,173	\$ 1,106,192	Previously Levied Taxes Est. to be Rec'd	60,000	60,000	60,000
106,398	103,619	75,000	Earnings from Temporary Investments	12,275	12,275	12,275
17,815	16,655	14,275	Interest on Taxes	250	250	250
1,092	1,242	250	Tax in Lieu of Property Tax	350	350	350
850	583	350	Other Financing Proceeds			
	11,026,873		Total Resources, Except Taxes to be Levied	1,239,868	1,239,868	1,239,868
1,732,864	12,690,142	1,196,067	Taxes Necessary to Balance	5,976,238	5,976,238	5,976,238
		6,192,038	Taxes Collected in Year Levied			
5,574,144	5,176,279		<b>Total Resources</b>	<b>\$ 7,216,106</b>	<b>\$ 7,216,106</b>	<b>\$ 7,216,106</b>
<b>\$ 7,307,008</b>	<b>\$ 17,866,422</b>	<b>\$ 7,388,105</b>	<b>Requirements</b>			
	\$ 115,390		Materials & Services			
			<b>Bond Principal Payments</b>			
\$ 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
595,000	610,000	630,000	2009B - Jun 15	655,000	655,000	655,000
895,000	915,000	935,000	2011 - Jun 01	950,000	950,000	950,000
		55,000	2015 Refunding Jun 01	235,000	235,000	235,000
		440,000	2015 Jun 01	380,000	380,000	380,000
3,450,000	3,485,000	4,020,000	Total Principal	4,180,000	4,180,000	4,180,000
			<b>Bond Interest Payments</b>			
286,000	266,000	40,000	2007 - Oct 01	20,000	20,000	20,000
286,000	60,000	40,000	2007 - Apr 01	20,000	20,000	20,000
199,800	185,400	171,000	2009 - Sep 01	155,400	155,400	155,400
199,800	185,400	171,000	2009 - Mar 01	155,400	155,400	155,400
253,436	244,511	235,362	2009B - Dec 15	222,761	222,761	222,761
253,437	244,511	235,362	2009B - Jun 15	222,761	222,761	222,761
418,681	409,731	400,582	2011 - Dec 01	391,231	391,231	391,231
418,681	409,731	400,582	2011 - Jun 01	391,231	391,231	391,231
		242,805	2015 Refunding Dec 01	176,838	176,838	176,838
		177,663	2015 Refunding Jun 01	176,838	176,838	176,838
		119,395	2015 - Dec 01	80,763	80,763	80,763
		87,363	2015 - Jun 01	80,763	80,763	80,763
2,315,835	2,005,281	2,321,114	Total Interest	2,093,986	2,093,986	2,093,986
	10,905,290		Other Financing Uses			
			<b>Reserves</b>			
		20,000	Unappropriated Balance for Next Year			
		155,400	2007 - Oct 01			
		22,762	2009 - Sep 01	120,600	120,600	120,600
		391,232	2009B - Dec 15	196,162	196,162	196,162
		176,838	2011 - Dec 01	376,982	376,982	376,982
		80,763	2015 Refunding Dec 01	173,313	173,313	173,313
			2015 - Dec 01	75,063	75,063	75,063
1,541,173	1,355,457	1,046,991	Total Unappropriated Ending Fund Balance	942,120	942,120	942,120
<b>\$ 7,307,008</b>	<b>\$ 17,866,422</b>	<b>\$ 7,388,105</b>	<b>Total Requirements</b>	<b>\$ 7,216,106</b>	<b>\$ 7,216,106</b>	<b>\$ 7,216,106</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital Outlay	\$ 224,310	\$ 596,730	\$ 5,494,000	\$10,508,916
Contingency			1,964,600	1,500,000
<b>Total Expenditures</b>	<b>\$ 224,310</b>	<b>\$ 596,730</b>	<b>\$ 7,458,600</b>	<b>\$12,008,916</b>

2016-17 Project Descriptions

5601 Land

51031 Station 31 West Bull Mt

Station 31 West Bull Mt New: Remaining costs after utilization of bond proceeds to purchase station property for future Station 31. The future significant operating impacts for annual station operating costs and additional firefighters is planned for after 2023 when construction may be completed. Construction of this future station is expected to be funded with future bond sale authority. 850,000

51039 Station 39 Rivergrove

Station 39 Rivergrove 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 after 2021. 850,000

51054 Station 54 Charbonneau

Station 54 Charbonneau New: Costs to purchase future station 54 site and consultant fees during due diligence period. The future significant operating budget impact planned for includes annual station operating costs and additional firefighters beginning after station construction is completed after 2025. Construction of this future station is expected to be funded with future bond sale authority. 1,100,000

51055 Station 55 Rosemont

Station 55 Rosemont New: Costs to purchase future station 55 site and consultant fees during due diligence period. The future significant operating budget impact planned for includes annual station operating costs and additional firefighters beginning after station construction is completed after 2019. Construction of this future station is expected to be funded with future local option levy proceeds. 100,000

51062 Station 62 Aloha

Station 62 Aloha New: Cost to purchase land and consultant fees during due diligence period. Because this would be a movement of an existing station with existing personnel, currently no significant operating budget impacts are anticipated. 850,000

51063 Station 63 185th

Station 63 185th New: Costs to purchase future station 63 site and consultant fees during due diligence period. The future significant operating budget impact planned for includes annual station operating costs and additional firefighters beginning after station construction is completed after 2024. Construction of this future station is expected to be funded with future bond sale authority. 850,000

**Total 5601 - Land: 4,600,000**

## Property And Building Fund, continued

### 5610 Building & Bldg Improv

#### 51055 Station 55 Rosemont

Station 55 Rosemont	New: Design, permitting and construction start for station 55. The operating budget impact for the twelve firefighters is planned for late in the 2016-17 year and station operating and construction costs will begin within two years.	1,858,982
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#### 51062 Station 62 Aloha

Station 62 Aloha	Relocated: Design, permitting, construction start for station 62. The station is currently staffed and no future significant operating cost changes are planned.	100,000
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#### 51064 Station 64 Somerset

Station 64 Somerset	Ongoing: Project costs associated with seismic upgrade. No significant operating budget impact as station is already staffed and operational.	917,227
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#### 51069 Station 69 Cooper Mountain

Station 69 Cooper Mountain	Ongoing: Project costs associated with seismic upgrade. No significant operating budget impact as station is already staffed and operational.	1,004,730
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#### 51368 Vol Station 368 Skyline

Vol Station 368 Skyline	Remodel: FY17 cost to remodel Station 372. No significant operating budget impact as station will remain a volunteer station and operating costs of the current station are ongoing operating expenditures.	2,027,977
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**Total 5610 - Building & Bldg Improv: 5,908,916**

**Total Property and Building Fund Capital Outlays: 10,508,916**

### Status of 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.  
 Status or Outcome: Site search continuing and land acquisition ongoing will roll forward to fiscal year 2016-17.

- 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.  
 Status or Outcome: Site search and land acquisition complete fiscal year 2015-16. Land use approval process started.

- 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.

Status or Outcome: Land purchase for future station 38 complete fiscal year 2015-16. Site search and land acquisition underway for five additional sites projected through fiscal year 2016-17.

- 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.  
 Status or Outcome: During schematic design the construction scope increased the schedule and budget revised to reflect the increased scope of work. Construction has begun.

### Status of 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.  
 Status or Outcome: Staff continues to look at lessons learned and cost accountability during land acquisition and construction activities through After Action Reviews.

- 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).

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  
 Status or Outcome: Capital Projects worked with three new architectural firms. Workshops to define Type I, II, III Station prototypes were held with key decision makers and internal and external stakeholders. Prototype designs completed and submitted for Leadership/Decision maker approval.

- 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

## Property And Building Fund, continued

Budget Description: Evaluate and implement increase in staffing resources if appropriate.  
Partner(s): Finance, Human Resources  
Status or Outcome: The Capital Projects team staffing has been augmented with a salaried professional Project Manager. The Project Coordinator hired when the previous coordinator retired was promoted within TVF&R and transitioned to the Finance Department. The department manager and Human Resources are working to fill the open Project Coordinator position.

### Additional 2015-16 Accomplishments

- The former Station 68 plan amendment from Institutional to Residential was completed. The property was sold for \$617,000 and the sale was completed in February 2016.
- In consideration of TVF&R's support and cooperation with Polygon Homes for obtaining development approvals TVF&R acquired additional land for the Station 71 site for \$1.00. This additional land will increase the usability of the existing lot. All public improvements to this previously undeveloped land were also completed by Polygon. This represents a substantial cost savings to TVF&R for site improvements when the construction of future Station 71 is undertaken.

### 2016-17 Tactics

- Complete acquisition of four new fire station sites.

Goal/Strategy: Goal 2 – Strategy – 2.2 – Tactic 2.2.1  
Timeframe: 12 months  
Partner(s): None  
Budget Impact: Increase required  
Measured By: Acquisition of four new sites completed.

- Station 55 design and construction.

Goal/Strategy: Goal 2 – Strategy – 2.2 – Tactic 2.2.2  
Timeframe: 24 months  
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors  
Budget Impact: Increase required  
Measured By: Station 55 design and construction completed.

- Station 368 remodel.

Goal/Strategy: Goal 1 – Strategy 1.6  
Timeframe: 6 months  
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors  
Budget Impact: Increase required  
Measured By: Station 368 remodel completed.

Property and Building Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2016-17</i>			
Actual Second Preceding Year 2013-14	Actual First Preceding Year 2014-15	Adopted Budget This Year 2015-16	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 8,260,339	\$ 9,669,124	\$10,436,546	Beginning Fund Balance			
			Working Capital	\$11,943,655	\$11,943,655	\$11,393,655
47,870	52,891	45,000	Earnings from			
1,000,000	1,153,922	4,101,085	Temporary Investments	42,000	42,000	42,000
585,225	5,000		Transfers from Other Funds	6,110,138	6,110,138	6,110,138
			Surplus Property			
<b>\$ 9,893,434</b>	<b>\$10,880,937</b>	<b>\$14,582,631</b>	<b>Total Resources</b>	<b>\$18,095,793</b>	<b>\$18,095,793</b>	<b>\$17,545,793</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
	\$ 62,957		Training Center			
	3,035		Future	\$ 1,000,000	\$ 1,000,000	
	6,993	\$ 203,000	Station 31	650,000	650,000	\$ 850,000
		157,800	Station 33			
	36,499	850,000	Station 35			
	264		Station 38			
		21,000	Station 39	850,000	850,000	850,000
	9,749	1,600,000	Station 52			
	36,274	1,650,000	Station 54	1,100,000	1,100,000	1,100,000
		35,400	Station 55	1,876,780	1,876,780	1,958,982
	34,942	27,000	Station 56			
	15,444		Station 57			
	7,002		Station 59			
	7,394		Station 60			
\$ 224,310	58,296	6,800	Station 61			
	2,251		Station 62	1,876,780	1,876,780	950,000
		30,500	Station 63	850,000	850,000	850,000
	8,386		Station 64	300,000	300,000	917,227
		222,500	Station 67			
	1,314	30,000	Station 69	300,000	300,000	1,004,730
	164,955		Station 71			
		60,000	North Operating Center			
	93,580	550,000	Central Operating Center			
	47,393	50,000	Station 372	750,000	750,000	2,027,977
			Facilities			
224,310	596,730	5,494,000	Total Capital Outlay	9,553,560	9,553,560	10,508,916
		1,964,600	Contingency	1,500,000	1,500,000	1,500,000
9,669,124	10,284,207	7,124,031	Reserved for Future Expenditures	7,042,233	7,042,233	5,536,877
<b>\$ 9,893,434</b>	<b>\$10,880,937</b>	<b>\$14,582,631</b>	<b>Total Requirements</b>	<b>\$18,095,793</b>	<b>\$18,095,793</b>	<b>\$17,545,793</b>



# 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 emergency response vehicles land purchases, station construction and seismic remodeling projects, and other items. The District issued the bonds in phases from 2007 through 2015 to meet construction and apparatus purchase needs.

## Budget Summary

Expenditures	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital Outlay	\$ 6,113,416	\$ 5,216,198	\$12,561,200	\$ 5,558,474
Materials and Services		51,585		
Contingency			389,100	
<b>Total Expenditures</b>	<b>\$ 6,113,416</b>	<b>\$ 5,267,783</b>	<b>\$12,950,300</b>	<b>\$ 5,558,474</b>

## 2016-17 Project Descriptions

### 5601 Land

52031 Station 31 West Bull Mt

Station 31 West Bull Mt	New: Cost to purchase land and consultant fees during due diligence period for future Station 31. The future significant operating impact for annual station operating costs and additional firefighters is planned for years after 2023 when construction may be completed. Construction of this future station is expected to be funded with future bond sale authority.	295,460
		<b>Total 5601 - Land: 295,460</b>

### 5610 Building & Bldg Improv

52064 Station 64 Somerset

Station 64 Somerset	New: Design, land use, permitting and completion of construction for seismic remodel and upgrade. Operating costs are not expected to change significantly as the station is currently staffed and operated.	2,564,875
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52069 Station 69 Cooper Mountain

Station 69 Cooper Mountain	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.	2,698,139
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<b>Total 5610 - Building &amp; Bldg Improv:</b>	<b>5,263,014</b>
<b>Total Capital Projects Fund Capital Outlays:</b>	<b>5,558,474</b>

## Capital Projects Fund, continued

### Status of 2015-16 Service Measures

- Station 62 – complete design, permitting and start of seismic upgrades and construction during fiscal year 2015-16.

Goal(s)/Call(s) for Action: III, VI/1 and 2  
Service Type(s): Essential  
Measured By: Design complete, permits obtained, construction started.  
Status or Outcome: Project was canceled when construction documents were 90% complete.

- Station 64 – complete design, permitting and start of seismic upgrades and construction during fiscal year 2015-16.

Goal(s)/Call(s) for Action: III, VI/1 and 2  
Service Type(s): Essential  
Measured By: Design complete, permits obtained, construction started.  
Status or Outcome: During schematic design the construction scope increased the schedule and budget revised to reflect the increased scope of work. Construction has begun.

- Station 69 – complete design, permitting and start of seismic upgrades and construction during fiscal year 2015-16.

Goal(s)/Call(s) for Action: III, VI/1 and 2  
Service Type(s): Essential  
Measured By: Design complete, permits obtained, construction started.  
Status or Outcome: During schematic design the construction scope increased the schedule and budget revised to reflect the increased scope of work. Construction has begun.

- 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.  
Status or Outcome: Construction completed on schedule and on budget.

## Status of 2015-16 Service Measures, continued

- 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.  
 Status or Outcome: [Site search and land acquisition for additional sites projected through fiscal year 2016-17.](#)

## Status of 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  
 Status or Outcome: [The Capital Projects team staffing has been augmented with a salaried professional Project Manager. The Project Coordinator hired when the previous coordinator retired, was promoted within TVF&R and transitioned to the finance department. The department manager and Human Resources are working to fill the open Project Coordinator position.](#)

## Additional 2015-16 Accomplishments

- TVF&R received \$92,097 of the \$777,000 grant funds awarded under the Seismic Rehabilitation Grant Program for design phase work on Station 64.
- TVF&R received \$77,633 of the \$576,000 grant funds awarded under the Seismic Rehabilitation Grant Program for design phase work on Station 69.

## 2016-17 Tactics

- Complete acquisition of three new sites for Stations 31, 39 and 62.

Goal/Strategy: Goal 2 – Strategy – 2.2 – Tactic 2.2.1  
 Timeframe: 12 months  
 Partner(s): None  
 Budget Impact: Increase required  
 Measured By: Site acquisitions completed.

- Complete Station 64 seismic upgrade and architectural remodel.

Goal/Strategy: Goal 1 – Strategy 1.6  
 Timeframe: 24 months  
 Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors  
 Budget Impact: Increase required  
 Measured By: Seismic upgrade complete remodel completed.

## Capital Projects Fund, continued

### 2016-17 Tactics, continued

- Complete Station 69 seismic upgrade and architectural remodel.

Goal/Strategy: Goal 1 – Strategy 1.6  
Timeframe: 18 months  
Partner(s): Logistics, Finance, Integrated Operations, Architects,  
Engineers, Contractors  
Budget Impact: Increase required  
Measured By: Station 69 seismic complete remodel completed.

- Complete Station 55 and 62 design and construction.

Goal/Strategy: Goal 2 – Strategy – 2.2 – Tactic 2.2.1  
Timeframe: 24 months  
Partner(s): Logistics, Finance, Integrated Operations, Architects,  
Engineers, Contractors  
Budget Impact: Increase required  
Measured By: Station 55 and 62 construction 90% completed.

Capital Projects Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2016-17</i>		
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$14,211,991	\$ 8,141,197	\$12,935,300	Beginning Fund Balance			
	5,514,167		Working Capital	\$ 5,725,000	\$ 5,725,000	\$ 4,952,184
			Proceeds from Debt Issuance			
31,478	16,866	15,000	Earnings from			
	35,050		Temporary Investments	6,290	6,290	6,290
11,143	229,932		Surplus Property	600,000	600,000	600,000
			Miscellaneous			
<b>\$14,254,613</b>	<b>\$13,937,211</b>	<b>\$12,950,300</b>	<b>Total Resources</b>	<b>\$ 6,331,290</b>	<b>\$ 6,331,290</b>	<b>\$ 5,558,474</b>
			<b>Requirements</b>			
	51,585		Materials and Services			
\$ 5,407,800	\$ 4,396,937	\$ 8,600,000	Buildings and Improvements	\$ 5,263,014	\$ 5,263,014	\$ 5,263,014
184,621	2,867	2,000,000	Land and Improvements	1,068,276	1,068,276	295,460
520,995	816,394	1,961,200	Fire Apparatus			
6,113,416	5,267,783	12,561,200	Total Expenditures	6,331,290	6,331,290	5,558,474
		389,100	Contingency			
8,141,197	8,669,428		Reserved for Future Expenses			
<b>\$14,254,613</b>	<b>\$13,937,211</b>	<b>\$12,950,300</b>	<b>Total Requirements</b>	<b>\$ 6,331,290</b>	<b>\$ 6,331,290</b>	<b>\$ 5,558,474</b>



**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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Materials and Services	\$ 3,066	\$ 61,622	\$ 648,428	\$ 649,243
<b>Total Requirements</b>	<b>\$ 3,066</b>	<b>\$ 61,622</b>	<b>\$ 648,428</b>	<b>\$ 649,243</b>

**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 \$78,601,502 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 Occupational Health and 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.

Insurance Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2016-17</i>		
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 638,697	\$ 640,178	\$ 645,178	Beginning Fund Balance	\$ 645,843	\$ 645,843	\$ 645,843
3,451	3,368	3,250	Earnings from Temporary Investments	3,400	3,400	3,400
1,096	31,197		Insurance Refunds			
<b>\$ 643,244</b>	<b>\$ 674,743</b>	<b>\$ 648,428</b>	<b>Total Resources</b>	<b>\$ 649,243</b>	<b>\$ 649,243</b>	<b>\$ 649,243</b>
			<b>Requirements</b>			
\$ 3,066	\$ 61,622	\$ 648,428	Property & Liability Losses	\$ 649,243	\$ 649,243	\$ 649,243
640,178	613,121		Ending Fund Balance			
<b>\$ 643,244</b>	<b>\$ 674,743</b>	<b>\$ 648,428</b>	<b>Total Requirements</b>	<b>\$ 649,243</b>	<b>\$ 649,243</b>	<b>\$ 649,243</b>



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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel Services	\$ 337,512	\$ 340,865	\$ 351,085	\$ 359,862
<b>Total Expenditures</b>	<b>\$ 337,512</b>	<b>\$ 340,865</b>	<b>\$ 351,085</b>	<b>\$ 359,862</b>

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 2016-17</i>			
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 337,512	\$ 340,865	\$ 351,085	Transfer from Other Funds	\$ 359,862	\$ 359,862	\$ 359,862
<b>\$ 337,512</b>	<b>\$ 340,865</b>	<b>\$ 351,085</b>	<b>Total Resources</b>	<b>\$ 359,862</b>	<b>\$ 359,862</b>	<b>\$ 359,862</b>
			<b>Requirements</b>			
\$ 337,512	\$ 340,865	\$ 351,085	Pension Benefit Costs	\$ 359,862	\$ 359,862	\$ 359,862
			Unappropriated Ending Fund Balance			
<b>\$ 337,512</b>	<b>\$ 340,865</b>	<b>\$ 351,085</b>	<b>Total Requirements</b>	<b>\$ 359,862</b>	<b>\$ 359,862</b>	<b>\$ 359,862</b>

**Fund Description**

The Volunteer LOSAP Fund accounts for remaining plan assets and liabilities, and the monthly benefit payments to volunteers under the former 1992 and 1998 plans closed Length of Service Award Program plan.

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	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel Services	\$ 416,220	\$ 9,300	\$ 326,537	\$ 331,537
<b>Total Requirements</b>	<b>\$ 416,220</b>	<b>\$ 9,300</b>	<b>\$ 326,537</b>	<b>\$ 331,537</b>

**Pension Benefit**

In addition to monthly plan benefits paid, for 2016-17 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. The District continues to monitor pricing of annuities and, as well, locate certain past volunteers with vested benefits under the prior plan.

The District’s replacement plan for current volunteers is a defined contribution plan and is accounted for within the General fund.

## Volunteer LOSAP Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2016-17</i>		
<b>Actual Second Preceding Year 2013-14</b>	<b>Actual First Preceding Year 2014-15</b>	<b>Adopted Budget This Year 2015-16</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 320,337	\$ 320,337	\$ 320,337
\$ 659,128	\$ 318,662	\$ 313,837	Earnings from Investments	11,200	11,200	11,200
75,754	12,835	12,700	Transfer from Other Funds			
<b>\$ 734,882</b>	<b>\$ 331,497</b>	<b>\$ 326,537</b>	<b>Total Resources</b>	<b>\$ 331,537</b>	<b>\$ 331,537</b>	<b>\$ 331,537</b>
			<b>Requirements</b>			
\$ 416,220	\$ 9,300	\$ 326,537	Pension Benefit Costs	\$ 331,537	\$ 331,537	\$ 331,537
318,662	322,197		Unappropriated Ending Fund Balance			
<b>\$ 734,882</b>	<b>\$ 331,497</b>	<b>\$ 326,537</b>	<b>Total Requirements</b>	<b>\$ 331,537</b>	<b>\$ 331,537</b>	<b>\$ 331,537</b>

## 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 Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2015	\$ 87,970,033	\$ 83,994,211	95.48 %	\$ 1,694,488	\$ 85,688,699	97.41 %
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

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
2015	\$ 44,577,290,966	\$ 62,081,929,253	\$ 1,339,967,930	\$ 1,376,810,979	\$ 40,555,755	\$ 52,654,310
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

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**

Fiscal Year	Utility Property		Total		Total Assessed to Total Market Value	Total District Tax Rate
	Assessed Value	Market Value	Assessed Value	Market Value		
2015	\$ 1,288,074,094	\$ 1,380,966,990	\$ 47,245,888,745	\$ 64,892,361,532	72.81 %	\$1.89
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

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 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 - within TVF&R Service Area in Washington County**  
 Current Year and Nine Years Ago

	Year: 2015			Year: 2006		
	Rank <sup>(1)</sup>	Taxable Assessed Value <sup>(2)</sup>	Percentage of Total Taxable Assessed Valuation	Rank <sup>(1)</sup>	Taxable Assessed Value <sup>(2)</sup>	Percentage of Total Taxable Assessed Valuation
<b>Private enterprises:</b>						
Nike, Inc.	1	\$ 355,195,922	0.75 %	1	\$ 331,195,000	0.99 %
Comcast Corporation	3	234,597,800	0.50			
Pacific Realty Associates	4	227,815,801	0.48	5	167,764,000	0.50
PPR Washington Square, LLC	7	138,610,228	0.29			
BV Centercal, LLC	8	130,741,858	0.28			
PS Business Parks, LP	9	103,695,691	0.22			
Maxim Integrated Products, Inc.	10	116,922,300	0.25	9	110,835,000	0.33
Intel Corporation				2	291,710,000	0.87
Verizon Communications				3	252,570,000	0.76
Tektronix, Inc.				7	128,076,000	0.38
Novellus Systems, Inc.				8	124,255,000	0.37
Washington Square, Inc.				10	85,486,000	0.26
<b>Public utilities:</b>						
Portland General Electric	2	267,106,691	0.57	4	192,371,000	0.58
Northwest Natural Gas Co	5	213,753,270	0.45	6	158,539,000	0.47
Frontier Communications	6	178,363,000	0.38			
All other taxpayers		45,279,086,184	95.83		31,535,450,419	94.49
Total Assessed Value <sup>(2)</sup>		\$ 47,245,888,745	100.00 %		\$ 33,378,251,419	100.00 %

Source: 2014-15 property value data provided by Washington County Department of Assessment and Taxation

<sup>(1)</sup> Principal taxpayers are in Washington County only.

<sup>(2)</sup> Total assessed value is reflective of TVF&R's portion of the totals collectible for Washington, Clackamas and Multnomah counties.

Tualatin Valley Fire and Rescue  
**Demographic and Economic Statistics**  
 Last Ten Fiscal Years

Fiscal Year	Population <sup>(1)</sup>	Per Capita Income <sup>(2)</sup>	Total Personal Income (in thousands) <sup>(2)</sup>	School Enrollment <sup>(3)</sup>	Unemployment <sup>(4)</sup>
2015	454,598	\$ 44,757	\$ 20,346,443	56,036	4.60 %
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

<sup>(1)</sup> US Census/Portland State University

<sup>(2)</sup> Worksource Oregon Employment Department (Washington County Only)

<sup>(3)</sup> Oregon Dept of Education (Washington County Only)

<sup>(4)</sup> 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
- 017 Station 17 - North Plains
- 019 Station 19 - Midway
- 020 Station 20 - Downtown Newberg
- 021 Station 21 - Springbrook
- 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

## Chart Of Accounts, continued

### Departments, continued

066	Station 66 - Brockman Road
067	Station 67 - Farmington Road
068	Station 68 - Bethany
069	Station 69 - Cooper Mountain
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

#### 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

Investments, continued

- 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

## Chart Of Accounts, continued

### Salaries & Wages, continued

- 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
- 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

## Supplies, continued

- 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
- 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

## Chart Of Accounts, continued

### Training & Travel

- 5461 External Training
- 5462 Travel and Per Diem

### Award Programs

- 5471 Citizen Awards
- 5472 Employee Recognition and Awards
- 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

## Chart Of Accounts, continued

### Project, continued

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  
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<sup>th</sup> 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<sup>th</sup>  
3531 Station 67 – Farmington Road

Project, continued

- 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
- 3712 Station 70 – Raleigh Hills Land
- 3713 Station 38 – Borland Land
- 3714 Station 54 – Charbonneau Land
- 3715 Station 55 – Rosemont Land
- 3716 Station 63 – 185<sup>th</sup> 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

<b>Account</b>	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
<b>Accrual Basis of Accounting</b>	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).
<b>Ad Valorem</b>	In proportion to value. A basis for levying tax upon property.
<b>Alarm</b>	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
<b>AED</b>	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.
<b>Alarm Assignment</b>	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD) based upon the type of incident dispatched.
<b>ALS</b>	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.
<b>AMP</b>	Asset Management Program. Business model that assists with management of Integrated Operations assets.
<b>AODP</b>	Apparatus Operator Development Program
<b>Appropriation</b>	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.
<b>ARU</b>	Alternate response vehicle, e.g., Car.
<b>Assess</b>	To establish an official property value for taxation.
<b>Assessed Valuation</b>	The total taxable value placed on real estate and other property as a basis for levying taxes.
<b>Assets</b>	Property owned by a government that has monetary value.
<b>Auxiliary Volunteer</b>	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.
<b>Balanced Budget</b>	Resources equal the requirements in every fund.
<b>Battalion</b>	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.
<b>BC</b>	Battalion Chief
<b>Battalion Chief</b>	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

<b>Behavioral Health</b>	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).
<b>BLS</b>	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.
<b>Bond</b>	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.
<b>Bonded Debt</b>	The portion of indebtedness represented by outstanding bonds.
<b>Box Alarm</b>	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.
<b>Brush Rig</b>	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
<b>Budget</b>	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>
<b>Budget Document</b>	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.
<b>Budget Message</b>	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.
<b>Budgetary Control</b>	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.
<b>BUG</b>	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.
<b>CAD</b>	Computer Aided Dispatch. Method of dispatching emergency response apparatus and personnel via a mobile data terminal.

<b>Capital Assets</b>	Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.
<b>Capital Budget</b>	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>
<b>Capital Outlay</b>	Expenditures for the acquisition of capital assets.
<b>Capital Projects</b>	Projects that purchase or construct capital assets.
<b>Capital Projects Fund</b>	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.
<b>Capital Program</b>	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
<b>Captain</b>	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
<b>Category A Zones</b>	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
<b>Category B Zones</b>	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
<b>Category C Zones</b>	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.
<b>CCFD#1</b>	Clackamas Fire District #1
<b>CFAI</b>	Commission on Fire Accreditation International
<b>Code 1</b>	Non-emergency response mode; lights and sirens are not used and traffic laws are followed.
<b>Code 3</b>	Use of red lights and sirens by apparatus during emergency response.
<b>Company</b>	A work unit comprised of a piece of apparatus and its assigned crew.
<b>Core Volunteer</b>	A group of trained citizen firefighters who are "on call" to augment the District's career firefighters.
<b>CPR</b>	Cardiopulmonary Pulmonary Resuscitation
<b>CPSE</b>	Center for Public Safety Excellence
<b>CRR</b>	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.

## Glossary, continued

<b>Current Funds</b>	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>
<b>Current Liabilities</b>	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
<b>Current Taxes</b>	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.
<b>Debt</b>	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>
<b>Debt Limit</b>	The maximum amount of gross or net debt that is legally permitted.
<b>Debt Service Fund</b>	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.
<b>Delinquent Taxes</b>	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>
<b>Depreciation</b>	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.
<b>Dispatch</b>	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
<b>Division</b>	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.
<b>Division Chief</b>	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.
<b>Door-to-Balloon</b>	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.
<b>E-GIS</b>	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.
<b>EMC</b>	Emergency Management Cooperative
<b>EMD</b>	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.

<b>EMT</b>	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.
<b>EOP</b>	Emergency Operations Plan
<b>ERP</b>	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
<b>Evolution-Data Optimized</b>	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
<b>Engine</b>	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
<b>Engineer</b>	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.
<b>EOC</b>	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).
<b>Equipment</b>	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).
<b>Expenditures</b>	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.
<b>Expenses</b>	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.
<b>FEMA</b>	Federal Emergency Management Agency
<b>Firefighter</b>	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.
<b>Fiscal Year</b>	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.
<b>FireRMS</b>	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
<b>First Due Area</b>	Clusters of G-Zones that are assigned to the station that can travel faster to a specified point within that zone.
<b>First Pass</b>	The first attempt to place an endotracheal tube into a patients trachea.
<b>Fixed Assets</b>	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."

## Glossary, continued

<b>FMZ</b>	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.
<b>FOC</b>	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).
<b>FSAB</b>	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.
<b>FTE</b>	Full Time Equivalent employee, based on the hours worked by a full-time employee in that job classification.
<b>FTEP</b>	Field Training Evaluation Program
<b>FTO</b>	Field Training Officer
<b>Function</b>	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
<b>Fund</b>	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.
<b>Fund Balance</b>	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.
<b>G-Zone</b>	Geographic zones distributed throughout the entire District that are the basis for establishing response orders in CAD.
<b>General Fund</b>	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
<b>General Long-Term Debt</b>	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
<b>General Obligation Bonds</b>	Bonds for which payment the full faith and credit of the issuing body are pledged.
<b>GIS</b>	Geographic Information Systems
<b>GEMT Funds</b>	GEMT draws funds from the federally-backed Medicaid entitlement program, allowing public EMS providers the ability to collect a percentage of their uncompensated costs for providing care to Medicaid patients.
<b>Gross Bonded Debt</b>	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.
<b>Hazardous Material</b>	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.

<b>Heavy Rescue</b>	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.
<b>HFD</b>	Hillsboro Fire Department
<b>IAFC</b>	International Association of Fire Chiefs
<b>IC</b>	Incident Command.
<b>IMT</b>	Incident Management Team
<b>Incident</b>	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
<b>In-service</b>	Training session/class held for District employees.
<b>Interface</b>	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.
<b>Internet</b>	An electronic communications network that connects computer networks and organizational computer facilities around the world.
<b>Intranet</b>	Internal communications network based upon Internet technology used for departmental exchanges of information.
<b>Internal Control</b>	<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"> <li>▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end;</li> <li>▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and,</li> <li>▶ Records and procedures are arranged appropriately to facilitate effective control.</li> </ul>
<b>Just Culture</b>	A system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes.
<b>Kelly Day</b>	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
<b>KPI</b>	Key Performance Indicator
<b>LOFD</b>	Lake Oswego Fire Department
<b>Lateral Entry</b>	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.
<b>Lieutenant</b>	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
<b>Mass Casualty Incident (MCI)</b>	An emergency incident with ten or more patients needing medical care.
<b>Maverick Map</b>	A package of features, revolving around an accurate digital map, which improves the efficiency and the effectiveness of emergency service delivery and administration.

## Glossary, continued

<b>Medic</b>	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.
<b>Modified Accrual Basis</b>	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.
<b>Multiple Patient Scene (MPS)</b>	An emergency incident with fewer than ten patients needing medical care.
<b>Munis</b>	The District's integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
<b>NAPSG Net Bonded Debt</b>	National Alliance for Public Safety GIS Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.
<b>NFIRS</b>	National Fire Incident Reporting System
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>OCEM</b>	Office of Consolidated Emergency Management
<b>ODP</b>	Officer Development Program
<b>Occupancy</b>	The use to which property is put into: an occupied building or part of a building (as an apartment or office).
<b>OFCA</b>	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.
<b>OFSOA</b>	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.
<b>OnSceneRMS</b>	Computer program acquired in 2007, used to track incident response information.
<b>Operating Budget</b>	A budget that applies to all outlays other than capital outlays. <i>See Budget.</i>
<b>Operating Center</b>	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.
<b>Operating Expenses</b>	Expenses for general governmental purposes.
<b>Operating Statement</b>	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.
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Paramedic</b>	The highest level of training an EMT can reach in the state of Oregon.

<b>PAT</b>	Process Action Team
<b>PERS</b>	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers contribute.
<b>PDP</b>	Paramedic Development Program
<b>PF&amp;R</b>	Portland Fire & Rescue
<b>POD</b>	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
<b>PPE</b>	Personal Protective Equipment, utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.
<b>Prior Years Tax Levies</b>	Taxes levied for fiscal periods preceding the current one.
<b>PSBT</b>	Public Safety Broadband Trust
<b>QI</b>	Quality improvement
<b>Quantum</b>	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.
<b>Rate Collar</b>	The Oregon PERS system has adopted a contribution rate stabilization method whereby contribution rates for a rate pool are confined to a collar based on the rate pool's prior pension contribution rate.
<b>Resources</b>	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.
<b>Response</b>	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.
<b>Response Orders</b>	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
<b>Revenue</b>	The term designates an increase to a fund's assets that: <ul style="list-style-type: none"> <li>▶ Does not increase a liability (e.g., proceeds from a loan).</li> <li>▶ Does not represent a repayment of an expenditure already made.</li> <li>▶ Does not represent a cancellation of certain liabilities.</li> <li>▶ Does not represent an increase in contributed capital.</li> </ul>
<b>RFOG</b>	Regional Fire Operations Group
<b>RMS</b>	Records Management System, software that is part of the Sunpro suite.
<b>Saber</b>	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
<b>SB 122</b>	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>Shift</b>	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.

## Glossary, continued

<b>Skyboom</b>	An engine with an elevated master stream of 61 feet.
<b>SOG</b>	Standard Operating Guidelines
<b>Special Revenue Fund</b>	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.
<b>Squad</b>	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.
<b>Squirt</b>	An engine with a top mounted ladder that can extend to approximately 65 feet.
<b>STEMI</b>	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
<b>Talent Management</b>	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.
<b>Task Force</b>	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).
<b>Tax Levy</b>	The total amount to be raised by general property taxes.
<b>Tax Rate</b>	The amount of tax levied for each \$1,000 of assessed valuation.
<b>TDA</b>	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
<b>Taxes</b>	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
<b>Technical Rescue</b>	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.
<b>Tender</b>	A piece of apparatus that carries water to supply an engine in a rural area.
<b>TIF</b>	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.
<b>Truck</b>	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
<b>Turnouts</b>	Protective gear worn by firefighters.
<b>UASI</b>	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.
<b>Unappropriated Fund Balance</b>	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.

<b>Urban Growth Boundary</b>	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.
<b>Urban Renewal</b>	A program of land re-development in areas of moderate to high density urban land use.
<b>VoIP</b>	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.
<b>WCCCA</b>	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.
<b>WFCA</b>	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.
<b>Wildland Area</b>	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

## Glossary, continued

<b>North Operating Center</b>	Located at the Command and Business Operations Center on SW Dartmouth St. in Tigard.
<b>Station 17</b>	This station is known as the North Plains Station for the city it serves.
<b>Station 50</b>	This fire station is located at SW Walnut Street, near the corner of Gaarde in Tigard.
<b>Station 51</b>	This fire station is located within the core area of the City of Tigard.
<b>Station 53</b>	The Progress fire station is located on Scholls Ferry Rd, near Washington Square Mall.
<b>Station 60</b>	This station serves the District's northeast area, including a portion of Multnomah County.
<b>Station 61</b>	This station is located on SW Murray and Butner Roads in north Beaverton.
<b>Station 62</b>	The fire station located on SW 209th near Blanton Street, and is known as the Aloha Station.
<b>Station 64</b>	Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.
<b>Station 65</b>	The fire station located on SW 103 <sup>rd</sup> Avenue in Beaverton, is also known as the West Slope station.
<b>Station 66</b>	This station is located at SW Brockman Road in south Beaverton.
<b>Station 67</b>	This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.
<b>Station 68</b>	This station is located on NW Evergreen Street and is referred to as the Bethany station.
<b>Station 69</b>	Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.
<b>Station 70</b>	This station is located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, and is referred to as the Raleigh Hills station.
<b>Volunteer Station 372</b>	The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

<b>South Operating Center</b>	The South Division offices are collocated with Station 56 in Wilsonville.
<b>Station 19</b>	This station is also known for the road on which it is situated - Midway Road.
<b>Station 20</b>	This station is known as the Downtown Newberg Station for the city it serves.
<b>Station 21</b>	This station is known as the Springbrook Station for the city it serves.
<b>Station 33</b>	This fire station is located within the City of Sherwood, Oregon.
<b>Station 34</b>	This fire station is located within the City of Tualatin.
<b>Station 35</b>	This station is known as the King City Station for the city it serves.
<b>Station 52</b>	This fire station is located within the City of Wilsonville.
<b>Station 56</b>	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.
<b>Station 57</b>	This station is also known for the road on which it is situated - Mountain Road.
<b>Station 58</b>	The Bolton fire station, formerly of the City of West Linn.
<b>Station 59</b>	Also known as the Willamette Station, located in historic downtown West Linn.



1st Notice of Budget Committee Meeting

# OREGONIAN MEDIA GROUP

1515 SW 5th Ave, Suite 1000 Portland, OR 97201-5615

Affidavit of Publication

I, Gerald Brickel, being first duly sworn depose and say that I am the Principal Clerk Of The Publisher of The Oregonian, a newspaper of general circulation, published at Portland, in Multnomah County, Oregon; that I know from my personal knowledge that the advertisement, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper in the following issues:

5/7/2016

Gerald Brickel

Principal Clerk of the Publisher

Subscribed and sworn to before me this date: 16th day of May, 20 16.

Christine D. Casel  
Notary Public for Oregon

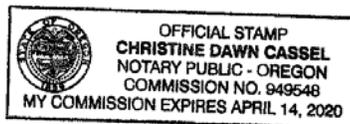
My commission expires 14th day of April, 20 20.

Ad Order Number: 0003766790

**Legal Notice of Budget Committee Meeting**

A public meeting of the Budget Committee of Tualatin Valley Fire and Rescue, a Rural Fire Protection District, Washington County, Clackamas County, and Multnomah County, Oregon, to discuss the budget for the fiscal year July 1, 2016 to June 30, 2017, will be held at the Command & Business Operations Center, 11945 SW 70th Ave, Tigard, Oregon. The meeting will take place on the 19th of May 2016, at 6:30 p.m. The purpose is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected or obtained on or after May 6, 2016, at the Command and Business Operations Center, between the hours of 8:00 am and 4:30 pm, Monday through Friday. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. See [www.tvfr.com](http://www.tvfr.com) for further notice.

Debra L. Grabler, CPA, CITP, CGMA Budget Officer



2nd Notice of Budget Committee Meeting

# OREGONIAN MEDIA GROUP

1515 SW 5th Ave, Suite 1000 Portland, OR 97201-5615

Affidavit of Publication

I, Gerald Brickel, being first duly sworn depose and say that I am the Principal Clerk Of The Publisher of The Oregonian, a newspaper of general circulation, published at Portland, in Multnomah County, Oregon; that I know from my personal knowledge that the advertisement, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper in the following issues:

5/14/2016

*Gerald Brickel*

Principal Clerk of the Publisher

Subscribed and sworn to before me this date: 16th day of May, 20 16.

*Christine D. Cassef*

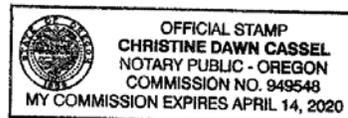
Notary Public for Oregon

My commission expires 14th day of April, 20 20.

Ad Order Number: 0003767738

**Legal Notice of Budget Committee Meeting**

A public meeting of the Budget Committee of Tualatin Valley Fire and Rescue, a Rural Fire Protection District, Washington County, Clackamas County, and Multnomah County, Oregon, to discuss the budget for the fiscal year July 1, 2016 to June 30, 2017, will be held at the Command & Business Operations Center, 11945 SW 70th Ave, Tigard, Oregon. The meeting will take place on the 19th of May 2016, at 6:30 p.m. The purpose is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected or obtained on or after May 6, 2016, at the Command and Business Operations Center, between the hours of 8:00 am and 4:30 pm, Monday through Friday. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. See [www.tvfr.com](http://www.tvfr.com) for further notice. Debra L. Grabler, CPA, CITP, CGMA Budget Officer



Notice of Budget Hearing Meeting

# OREGONIAN MEDIA GROUP

1515 SW 5th Ave, Suite 1000 Portland, OR 97201-5615

Affidavit of Publication

I, Gerald Brickel, being first duly sworn depose and say that I am the Principal Clerk Of The Publisher of The Oregonian, a newspaper of general circulation, published at Portland, in Multnomah County, Oregon; that I know from my personal knowledge that the advertisement, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper in the following issues:

6/8/2016

Gerald Brickel  
Principal Clerk of the Publisher

Subscribed and sworn to before me this date: 9th day of June, 2016.

Christine D. Casse  
Notary Public for Oregon

My commission expires 14th day of April, 2020.

Ad Order Number: 0003770616



Legal Notices, continued

Notice of Budget Hearing - continued

FORM LB-1 NOTICE OF BUDGET HEARING			
<p>A public meeting of Tualatin Valley Fire and Rescue will be held on June 25, 2016 at 6:00 pm at 11945 SW 70th Ave, Tigard, OR 97223. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2016 as approved by the Tualatin Valley Fire and Rescue Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at 11945 SW 70th Ave, Tigard, OR 97223, between the hours of 8:30 a.m. and 4:30 p.m. This is for an annual budget period. This budget was prepared on a basis of accounting that is the same as used the preceding year.                      Contact: Debra Grabler Telephone: (503) 849-8577 Email: Debra.Grabler@tvfr.com</p>			
FINANCIAL SUMMARY - RESOURCES			
TOTAL ALL FUNDS	Actual Amount 2014-15	Adopted Budget This Year 2015-16	Approved Budget Next Year 2016-17
Beginning Fund Balance/Net Working Capital	69,185,604	73,993,677	67,602,388
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	1,505,162	540,267	9,412,921
Federal, State and All Other Grants, Gifts, Allocations and Donations	699,265	2,953,227	1,597,826
Revenue from Bonds and Other Debt	16,541,936	0	0
Interfund Transfers / Internal Service Reimbursements	3,243,938	7,957,170	6,500,000
All Other Resources Except Current Year Property Taxes	3,337,450	2,720,949	4,940,643
Current Year Property Taxes Estimated to be Received	84,230,360	86,561,934	101,368,156
<b>Total Resources</b>	<b>178,737,837</b>	<b>184,034,544</b>	<b>191,122,134</b>
FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	72,641,554	82,241,513	96,426,195
Materials and Services	8,226,314	12,851,435	13,920,590
Capital Outlay	7,607,061	24,187,673	19,611,759
Debt Service	16,396,575	6,341,112	6,273,966
Interfund Transfers	3,243,938	7,957,170	6,500,000
Contingencies	0	0,780,958	9,558,402
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	69,573,365	40,674,682	38,831,206
<b>Total Requirements</b>	<b>178,737,837</b>	<b>184,034,544</b>	<b>191,122,134</b>
FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM*			
Name of Organizational Unit or Program			
FTE for that unit or program			
Command Directorate	3,830,478	4,643,444	5,647,868
PTE	17.00	17.00	21.00
Business Operations Directorate	12,353,928	17,283,033	15,133,774
PTE	56.00	55.00	57.00
Finance Directorate	1,619,447	1,884,283	2,080,490
FTE	9.50	10.00	12.00
Integrated Operations Directorate	66,155,250	82,318,604	98,268,832
FTE	388.00	398.00	446.00
EMS/Training/Volunteers Directorate	4,777,721	6,655,671	7,864,195
FTE	27.08	26.60	36.00
Non-Departmental/Non-Program	90,007,013	71,639,509	64,317,175
FTE	0.00	0.00	0.00
<b>Total Requirements</b>	<b>178,737,837</b>	<b>184,034,544</b>	<b>191,122,134</b>
<b>Total FTE</b>	<b>498.58</b>	<b>506.00</b>	<b>572.00</b>
STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING*			
PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (rate limit \$1.5252 per \$1,000)	1.5252	1.5252	1.5252
Local Option Levy	0.25	.045	0.45
Levy For General Obligation Bonds	5,457,426	6,539,362	6,330,760
STATEMENT OF INDEBTEDNESS			
LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1	
General Obligation Bonds	\$53,000,000	\$0	
Other Bonds			
Other Borrowings			
<b>Total</b>	<b>\$53,000,000</b>	<b>\$0</b>	

\*If more space is needed to complete any section of this form, insert lines (rows) on this sheet or add sheets. You may delete unused lines. c7-377661W10

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