

Tualatin Valley Fire and Rescue

A Rural Fire Protection District, Tigard, Oregon

Annual Budget Document

Fiscal Year 2017-18



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Tualatin Valley Fire & Rescue District
Oregon**

For the Fiscal Year Beginning

July 1, 2016

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, 2016. 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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Table of Contents

Introduction

District Overview

Message from the Fire Chief	1
District Overview	7
Budget Committee and District Staff	12
Organizational Chart	13

Financial Overview

Message from the Chief Financial Officer	15
Analysis of Tax Rate and Collections	23
Fund Summaries for All Funds	24
Financial Forecast.....	27
Resolution to Adopt Budget.....	29
Resolution to Levy Taxes	33

Strategic Plan

Mission Statement	35
Vision.....	35
Shared Principles.....	36
Strategic Goals	37

Budget Policies

Budget Policies	43
Capital Program.....	50
Debt Policies.....	55

Salary Administration

Salary Administration.....	57
Non-Represented Salary Grade Charts	59
Bargaining Unit Employees' Hourly and Monthly Wage Schedules	60

General Fund

General Fund Operations	63
Resources and Requirements by Budget Categories	66
Consolidated Budget Summary by Directorate and Departments.....	67
Personnel Summary	68
District Non-Organizational.....	70

Command Directorate

Board of Directors	75
Civil Service Commission.....	81
Fire Chief's Office	85
Planning.....	97

Table of Contents, continued

Business Operations Directorate

Emergency Management	99
Human Resources	103
Logistics Administration	113
Fleet Maintenance	121
Facilities Maintenance	129
Information Technology	135
Communications	143
Supply	151
Media Services	159
Occupational Health/Wellness	165

Finance Directorate

Finance	175
---------------	-----

Integrated Operations Directorate

Integrated Operations Administration	183
Hazardous Materials Team	199
Technical Rescue Team	203
Water Rescue Team	207
Wildland Program	211
Relief Pool Personnel	213
North Integrated Operations Division	215
North Operating Center	225
Station 17 – North Plains	229
Station 50 – Walnut	235
Station 51 – Tigard	241
Station 53 – Progress	247
Station 60 – Cornell Road	253
Station 61 – Butner Road	259
Station 62 – Aloha	265
Station 64 – Somerset	271
Station 65 – West Slope	277
Station 66 – Brockman Road	283
Station 67 – Farmington Road	289
Station 68 – Bethany	295
Station 69 – Cooper Mountain	301
Station 70 – Raleigh Hills	307
Former North Operating Center	313
South Integrated Operations Division	317
South Operating Center	327
Station 19 – Midway	331
Station 20 – Downtown Newberg	337
Station 21 – Springbrook	343
Station 33 – Sherwood	349
Station 34 – Tualatin	355
Station 35 – King City	361
Station 52 – Wilsonville	367
Station 55 – Rosemont	373
Station 56 – Elligsen Road	375

Station 57 – Mountain Road	381
Station 58 – Bolton.....	387
Station 59 – Willamette	393

EMS/Train/Vols Directorate

EMS/Train/Vols Administration	399
Emergency Medical Services	401
Training	409
External Training	417
Recruits	419
Volunteers.....	423

Special Revenue Funds

Apparatus Fund	427
Capital Improvements Fund	431
Emergency Management Fund	439
Grants Fund.....	441
Retiree Medical Insurance Stipend Fund	443

Debt Service Fund

Debt Service Fund	445
-------------------------	-----

Capital Projects Funds

Property and Building Fund	451
Capital Projects Fund	459

Proprietary Fund

Insurance Fund.....	461
---------------------	-----

Fiduciary Funds

Pension Trust Fund.....	465
Volunteer LOSAP Fund	467

Supplemental Data

Statistics

Property Tax Levies and Collections.....	469
Assessed and Market Value of Taxable Property.....	470
Principal Taxpayers	472
Demographic and Economic Statistics	473

Miscellaneous

Apparatus and Vehicle Replacement Schedule.....	475
Chart of Accounts.....	477
Glossary	487

Table of Contents, continued

Legal Notices	501
Index.....	505



June 27, 2017

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

Dear Budget Committee Members and Citizens:

I am pleased to submit the 2017-18 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2017-18 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 continuing to implement 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 three of the replacement levy allows continued enhancement of response units, cars and medic units. We expect to be able to open new Station 55 in the summer of 2018 staffed by 12 firefighters and will also add a new Medic 33 staffed with two paramedics. Through the award of a grant in 2016-17 that will continue through fiscal year 2018-19, we will be able to add six firefighters to serve Newberg and six to the former Washington County Fire District 2 (District 2) area.

The 2017-18 year reflects the full annexation effective July 1, 2017, of the neighboring District 2 service area and levying of the District's combined tax rate on the newly annexed area. Voters of District 2 approved the dissolution and annexation into the District after service by TVF&R through the former operational contract. The District continues its complete administration and service of the combined City of Newberg and Newberg Rural Fire Protection District (Newberg) through an operational consolidation contract intended to lead to full annexation of the areas into the District. The City of Newberg contract included the transfer of all employees and management of the fire and medical services during the two-year operational contract phase that began July 1, 2016 and ends June 30, 2018.

Message from the Fire Chief, continued

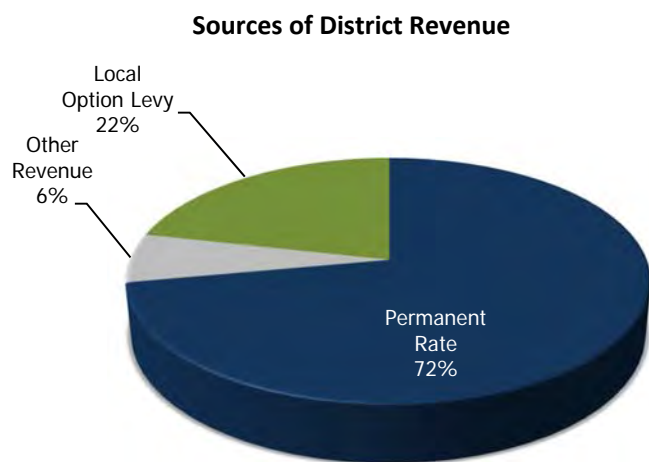
The District has long operated with the philosophy of responding with the right resource and the work to operationally join the departments has resulted in enhanced closest force response improvements as we utilize and share resources from the two former District 2 and two City of Newberg fire stations and multiple emergency response units. The Newberg Rural Fire Protection District was served by the City of Newberg, and the District continues to provide service during the evaluation period whereby each entity determines its best course of action for their respective citizens.

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 third 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 continuing low unemployment levels and another year of continued development. Accordingly, the District's financial forecast for 2017-18 and beyond includes continued modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.21% and the annexation of the former District 2 area is expected to add almost \$1.9 billion dollars of assessed value. 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 4.16% in 2016-17 on AV that our permanent tax rate is levied upon and 4.57% 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 was over \$1.1 billion less than the AV utilized by our county assessors to levy our local option levy of 45 cents per \$1,000 of AV in 2016-17.



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. 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 to purchase land for new stations.

Accomplishments since the replacement levy was approved include the opening of a new fire station 70 staffed by a two person daytime unit, purchase of

station land for future stations 38, 55, 62, 71 as well as ongoing assessment and negotiations for additional sites throughout the District for stations 31, 63, 39 and 54. Station construction for new station 55 continues, and the station is expected to open in the summer of 2018 with the addition of 12 firefighters. Additional response cars and units have been deployed and two tiller trucks have been funded from the general obligation bond with the third one for the new Station 55 to be funded from the enhanced local option levy.

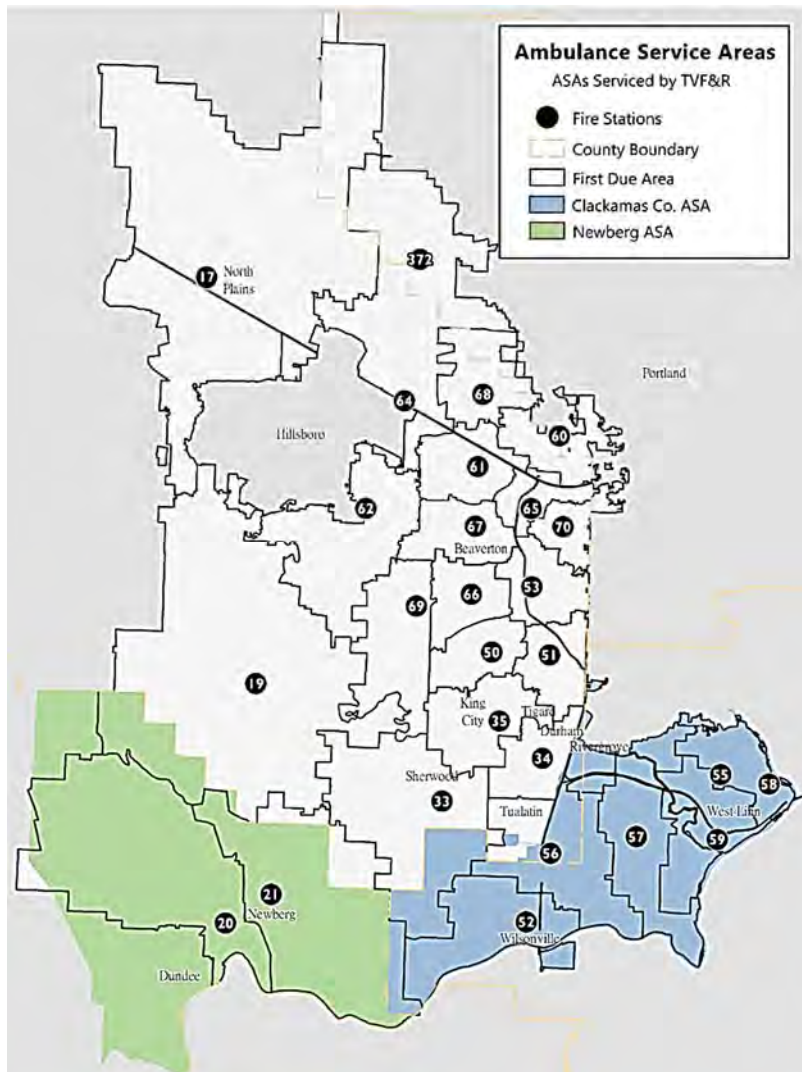
The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (74.5%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2017, when we receive AV data for the 2017-18 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, strong tax base and growing transport revenues, coupled with continued conservative fiscal management, will allow us to support the enhanced operations of the District and contracted service area to provide essential services to our citizens.

Program Revenue

Fire protection revenue will decline for 2017-18 as the former District 2 contract for \$3,348,154 in 2016-17 will be replaced with property tax revenue in 2017-18 as the District levies its tax rates on the annexed territory.

The intergovernmental agreement for fire and emergency response services in Newberg provides for both charges for services to Newberg of \$3,366,703 and for the District to bill and receive direct payment of the transport responses as part of the Yamhill County Ambulance Service Area (ASA) assignment. The District is the assigned provider of ambulance transport within a portion of Yamhill County. That is budgeted at \$2,063,759.

Additional program revenue includes estimated revenue from transport billings in Clackamas County where the District serves as a provider under an assigned ASA (\$740,000) and other Mobile Integrated Health contracts with hospitals 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 2017-18 budget is organized by the operations of the District in five directorates: Command, Business Operations, Finance, Integrated Operations and the EMS/Training/Volunteer Directorate. The Command Directorate represents the Fire Chief's Office including functions of strategic planning, records management, behavioral health, and public affairs. The Business Operations Directorate includes the functions of emergency management, the human resources department, logistics, including fleet, communications, facility maintenance, IT, supply; capital project management, media services, and occupational health and wellness. The Finance Directorate manages all financial, tax, payroll and audit functions of the District. The Integrated Operations Directorate manages the emergency response operations of the District through two Divisions, to which all three Battalions and associated stations are then grouped, reporting to two geographically-based operating centers: North and South. These centers, staffed by Integrated Operations personnel, blend the technical expertise of emergency operations, fire prevention, and public affairs staff. These combined functions and staff within the 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 manages EMS, Mobile Integrated Health, Training, and Volunteers including firefighter, responder, auxiliary volunteers and chaplains.

Fire District personnel continue to focus on creating safer communities through education and outreach. In 2016-17, the District and Local 1660 teamed up with PulsePoint Foundation and Philips Healthcare to launch a new Verified Responder Pilot Program that activates our off-duty, professional firefighters to respond to nearby cardiac arrest calls in both public and private settings. Additional 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 43,500 followers and our public safety stories and advertisements create millions of views.

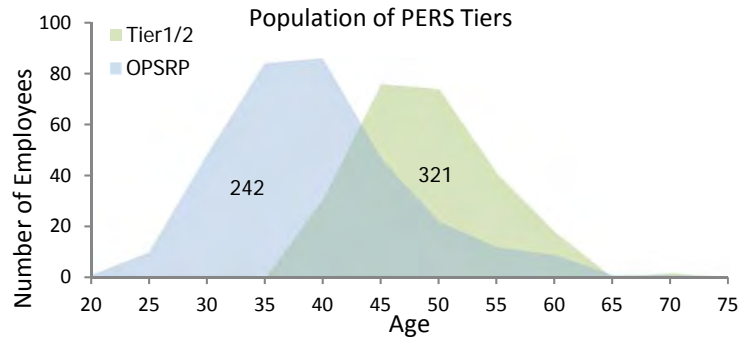
Total District personnel increased by six and a half positions for a combined total of 594.5 (579.5 in the General Fund, 12 in the Grant Fund and three in the Capital Projects fund). Within the General Fund, 12 firefighters are added for new station 55, two paramedics are added to new Medic 33, one additional floater relief Battalion Chief is funded, one facilities maintenance position was added, one net administrative assistant position was funded and one Deputy Chief position was eliminated as well as one EMS Officer and one MIH position. The training time for the time in the academy that the 24 recruits that will be hired and deployed in 2017-18, accounts for a decrease of 7.5 equivalent positions from the prior year recruit budget. The 2016-17 award of the Staffing for Adequate Fire & Emergency Response Grant provides the ability to fund 12 firefighter positions within Grant Fund to supplement station staffing for four fire stations. The District funds three positions in the Capital Projects fund which are budgeted and charged out to the capital construction projects.

The District's Battalion Chiefs, Firefighters, Paramedics, Training Officers, Deputy Fire Marshal and Investigators 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, 2017, of 2.0% in addition to step raises within the range based on years in position. It is expected that negotiations for the following contract will be completed during 2017-18.

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 academy training is accomplished each year. Upon graduation from the recruit training program, these new firefighters and paramedics 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 and meet the needs of our citizens.

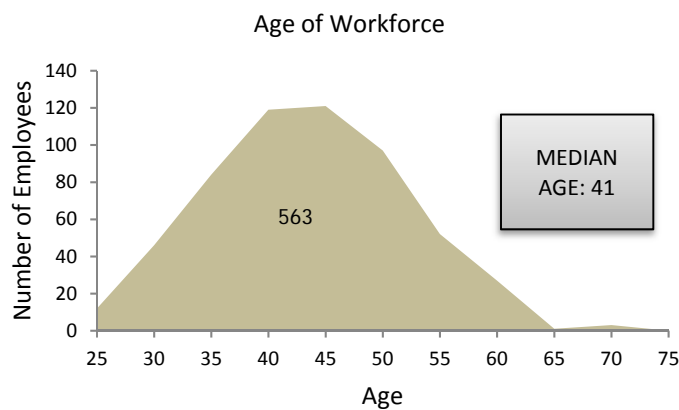
The District has conservatively forecasted medical insurance cost increases for the proposed budget year to the high range allowed under the union contract. All non-union and most union employees contribute to their monthly health insurance premium costs and are partners in our ongoing attention to the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

For line personnel, the District has budgeted a blended contribution rate for the Oregon Public Employee's Retirement System of 22.68% for the first year of the 2017-19 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 2017-19 PERS rates were set actuarially, after the completion of the December 31, 2015 actuarial valuation to set rates for the biennium 2017-19. Rate increases were limited to the maximum of the rate collar this biennia and significant rate increases are expected 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 2017-18 reflects the published rates for non-line personnel and blended budgeted rate for line personnel staffing response units. The District will utilize PERS rate reserve funds set aside in prior years in order to smooth budgeted PERS rate increases. Future District financial forecasts include the effects of expected rate increases.

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 579.5 personnel in the General Fund, 12 in the Grant Fund and three in the Capital Projects Fund. In addition to emergency response, training, fire prevention, fleet, and support personnel, the budget includes staffing for strong fiscal and project management of the increased local option levy and capital projects funded with both levy and bond proceeds.

Apparatus Investment. We have budgeted for the purchase of two fire engine replacements and one new truck for new fire station 55. Replacement fire investigation and other smaller fleet vehicles are budgeted for within the Capital Improvement Fund.

Fire Stations. The budget reflects the construction of station facilities and seismic improvements of Stations 39, 55, 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 \$.1047 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 approximately 4.21%.

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 2017-18 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue



Michael R. Duyck
Fire Chief/Administrator

District Overview

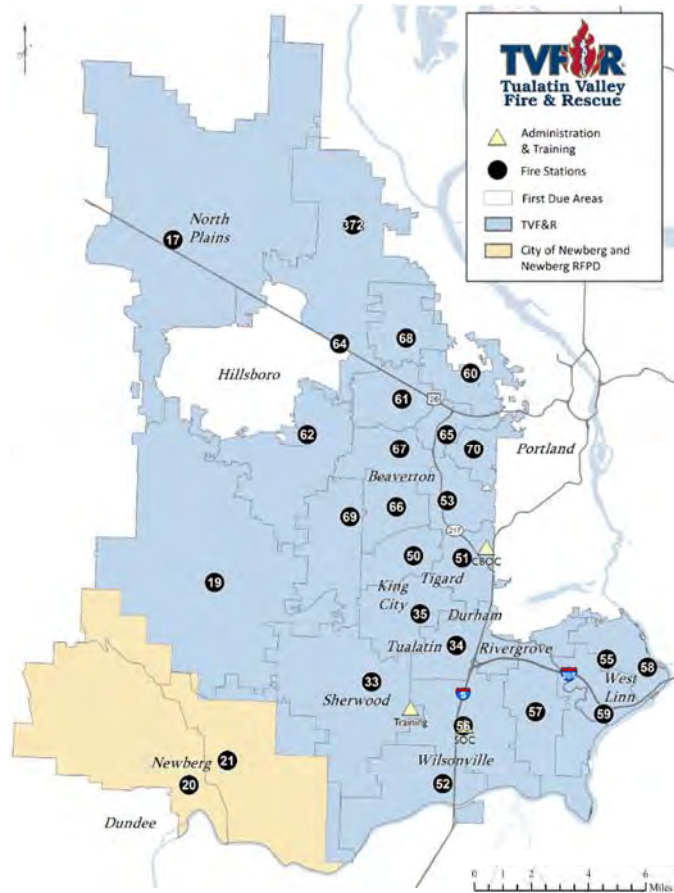
Tualatin Valley Fire and Rescue

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 City of West Linn was legally annexed on July 1, 2004 after the District provided services to the City's residents through a fire protection contract. The District's most recent annexation of Washington County Rural Fire Protection District 2 (District 2) is effective July 1, 2017, after District 2 voters approved the annexation into the District.

Similarly, the City of Newberg and Newberg Rural Protection District elected to contract for services with the District under a 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 contracting with or 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 328 square miles and an additional 61 square miles with the City of Newberg and Newberg Rural Fire Protection District service contract areas. It provides services to northeast Washington County, northwest Clackamas County, and the western edge of Multnomah County and portions of Yamhill County through the Newberg service contract. The District is a special service district supported by the property owners within its boundaries, and contract areas, currently serving an estimated total 2016 population of 491,376 (including the City of Newberg and Newberg Rural Fire Protection District) and growing to an estimated 501,204 in 2017-18 fiscal year.



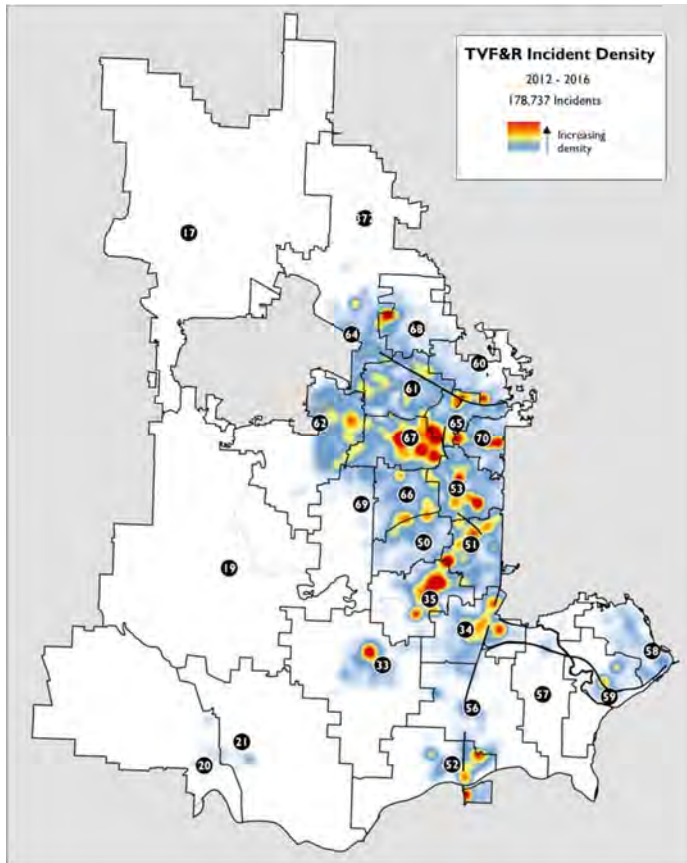
The District will have approximately 594.5 employees (579.5 in the General Fund, 12 in the Grant Fund, and three in the Capital Projects fund charged out to capital construction projects completely), supplemented by approximately 100 volunteers. The area served in portions of four counties includes the 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

District Overview, continued

industrial complexes. The Newberg contract area also covers 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 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 **255** professional firefighters and paramedics 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 maintain a highly certified skill level through several specialized programs.

The area serves as the home to companies such as Nike, CUI Global, Columbia Sportswear, Reser's Fine Foods, Flir Systems Inc., Electro Scientific Industries, Inc., A-dec Inc., Touchmark and Digimarc, in addition to several fast growing private companies such as ID Experts, Future State, Centrex Construction, Leupold & Stevens, and Vanguard EMS¹. 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 others¹. 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. Nike employs over 12,000 locally². Intel has continued to invest in multi-million-dollar facility expansions to manufacture state-of-the-art computer chips, largely in the City of Hillsboro with a recently announced agreement for Intel to invest another \$100 billion in Washington County over the next 30 years³.

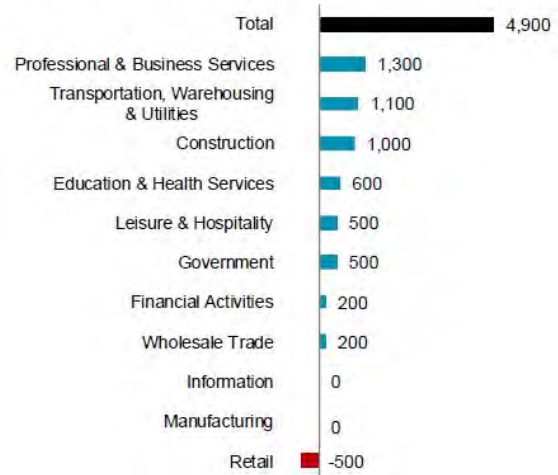
Economy

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 retail and manufacturing, and the April 2017 unemployment has dropped to 3.1%. This is the lowest unemployment level since the 1990s. Professional and business services, as well as transportation, warehousing and utilities are areas which 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 4,900 jobs since April 2017.

Net Job Growth in Washington County

Net change, April 2016 to April 2017
Oregon Employment Department, Current Employment Estimates



Unemployment Rate

April 2007 to April 2017, seasonally adjusted
Oregon Employment Department, Local Area Unemployment Statistics



¹ Portland Business Journal, Book of Lists 2016-17

² Mathew Kish, "Mike's Oregon Employment Climbs above 12,000." Portland Business Journal, May 30, 2017

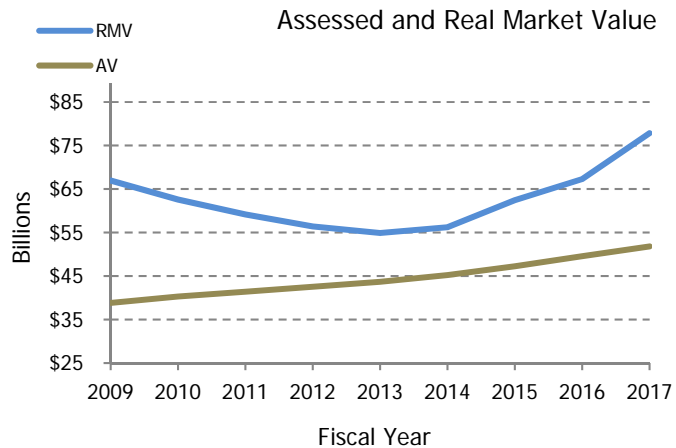
³ Spencer Malia, "Intel's deal essential for future Oregon Investment." Portland Business Journal, August 11, 2014

District Overview, continued

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.

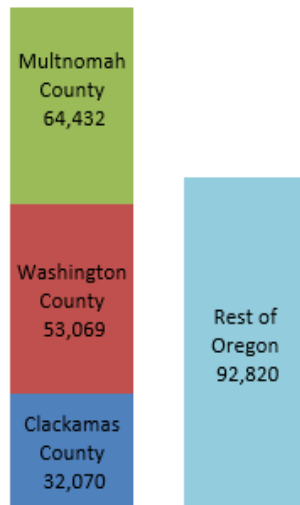
Assessed value grew 4.57% for the property tax year 2016-17, and it is forecasted to continue to grow 7.7% for 2017-18, based upon the expected addition of assessed value from the former District 2 area combined with a forecasted growth rate of 4.21% for current District assessed value due to continued strength in the residential and multi-family real estate real market and increased commercial development.



Population

Population Growth By County 2010 to 2016 - US Census Estimate

The three Portland area counties: Multnomah, Washington, and Clackamas counties represent most of Oregon's (61.7%) population growth over the five years.



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 funding.

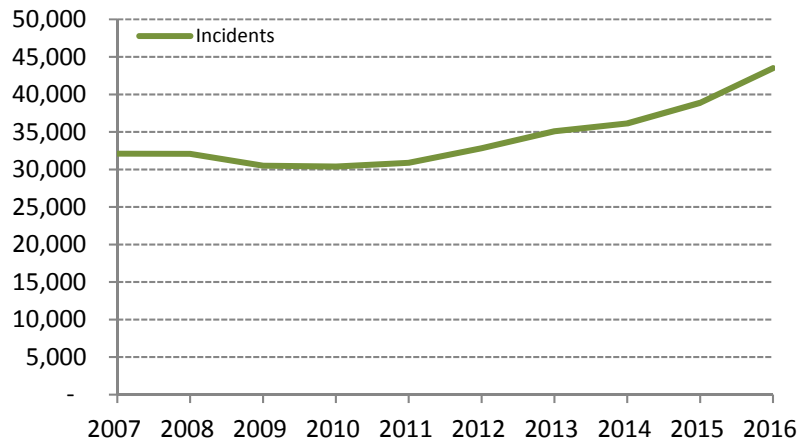
Creating Safer Communities

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 is to 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 11.9% increase in call volume in 2016 (which includes incidents since July 1, 2016 for District 2 and Newberg), while the Incident Type trends within the dataset remained largely consistent. The District continues to experience low numbers of working fires, while the majority of the call volume centers on emergency medical services (EMS), fire, explosion 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.



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

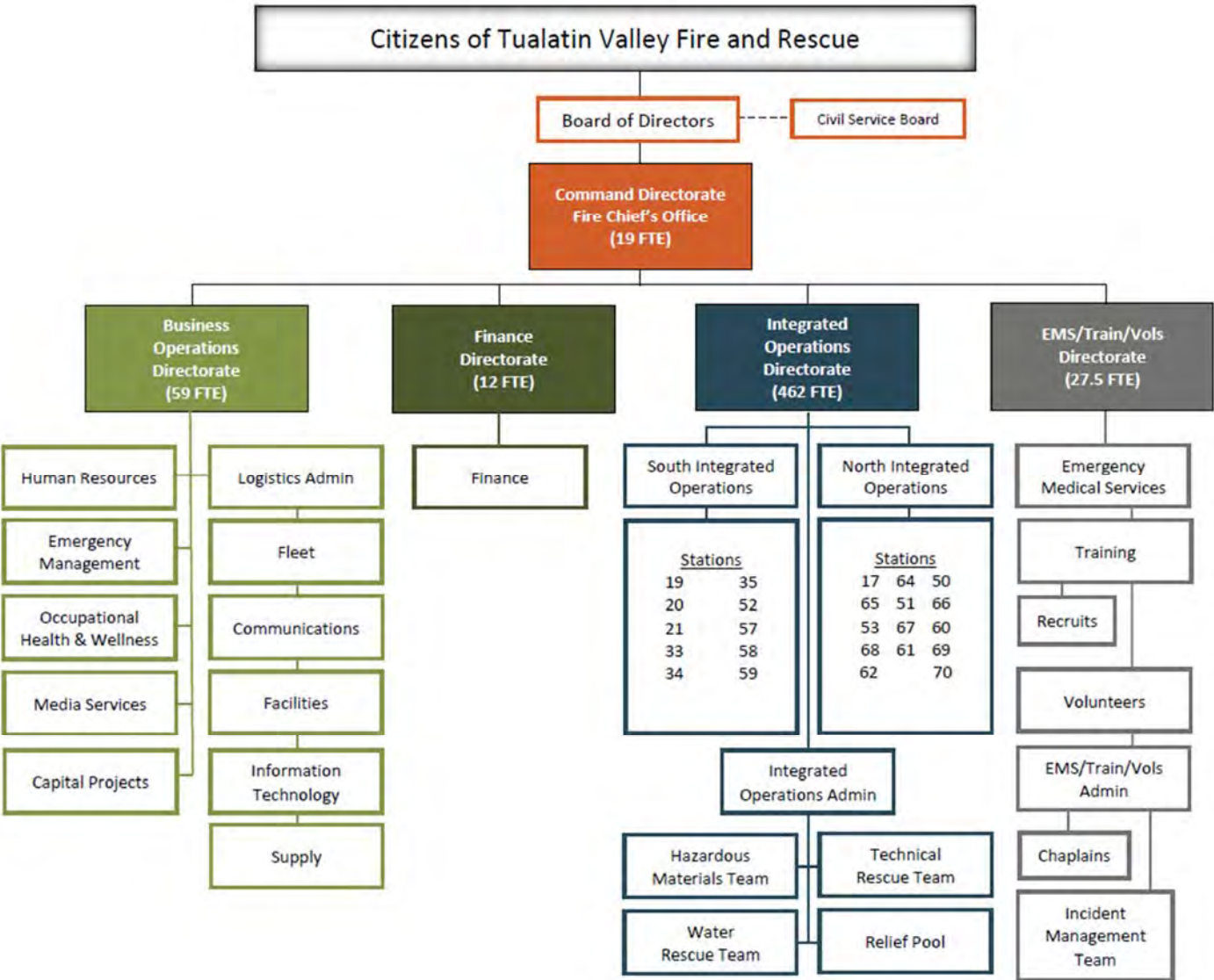
Budget Committee as of June 30, 2017

Board Members	Term Expiration
Gordon L. Hovies, President	June 30, 2021
Clark I. Balfour, Vice President	June 30, 2021
Brian J. Clopton, Secretary-Treasurer	June 30, 2019
Robert C. Wyffels, Member	June 30, 2021
Randy J. Lauer, Member	June 30, 2019
Citizen Members	
Angie R. Fong, Member	June 30, 2018
Paul A. Leavy, Member	June 30, 2018
Michael T. Mudrow, Member	June 30, 2019
James W. Petrizzi, Member	June 30, 2020
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 27, 2017

Budget Committee Members and Citizens
Tualatin Valley Fire & Rescue
Washington, Clackamas, Multnomah, and Yamhill 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 2017-18, beginning July 1, 2017 and ending June 30, 2018, 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 2017-18 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 and Capital Improvements 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, and Grants Fund; the Debt Service Fund; and the *capital projects fund type*: Property and Building 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	2016-17 Revised Budget	2017-18 Budget	Increase (Decrease)
Personnel Services	\$ 97,148,646	\$ 102,201,265	\$ 5,052,619
Materials and Services	14,034,590	14,427,312	392,722
Capital Outlay	19,921,415	26,259,907	6,338,492
Debt Service	6,273,986	6,462,236	188,250
Operating Transfers Out	6,500,000	7,480,286	980,286
Operating Contingency	9,090,531	9,175,307	84,776
Ending Fund Balance	37,325,850	31,241,298	(6,084,552)
Total Requirements	\$ 190,295,018	\$ 197,247,611	\$ 6,952,593

The budget requirements for fiscal year 2017-18 for all funds totals \$197,247,611, which is \$6,952,593 higher than the \$190,295,018 in the current year. The largest change relates to the increased number of employees associated with new station 55, the new firefighters added through federal grant funding, and a new Medic Unit, as well as changes in wages and benefits of employees over the prior year through CPI-W based negotiated wage increases, PERS system rate changes and expected increases to the cost of healthcare. Capital outlay budgeted was increased, funding both fire engines and a truck, and the construction of fire stations and continued purchase of fire station land sites. Additionally, there is an increase 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 and spend down of ending fund balance for construction within the Property and Building Fund. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2017-18 Significant Changes

Personnel Services

Personnel Services increased 5.2% over all funds or \$5,052,619. The increase is due to the General Fund's increase in full-time employee (FTE) equivalent positions of six and a half positions in 2016-17, and the scheduled wage and benefit increases, significant PERS rate increases and projected medical cost increases. The net additional six and a half positions are due to the additional 12 firefighters added for new station 55, a new Medic unit 33, an additional line Battalion Chief position, a new facilities maintenance technician and a position to support line shift filling, offset in part by seven and a half equivalent positions in recruits as prior year recruits are out of their academies and placed onto units, and four less positions throughout the operations of the District. Twelve firefighters are also added and funded in the Grant Fund that was awarded mid 2016-17 fiscal year.

Materials and Services

Materials and Services increased \$392,722 overall, which is largely due to the General Fund increase of \$283,065 or 2.1%.

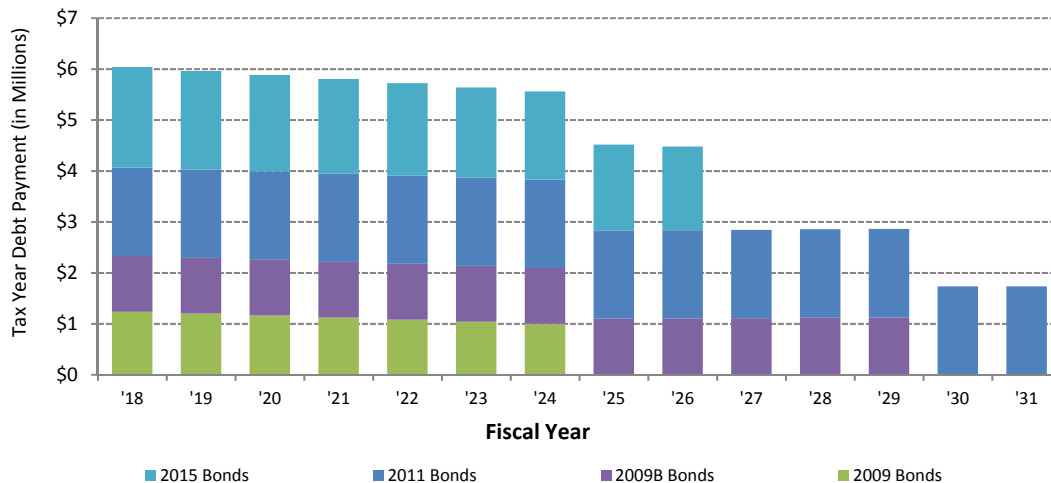
Capital Outlay

Capital Outlay increased \$6,338,492 or approximately 31.8%, to a total of \$26,259,907. Capital budget requests in the Capital Improvement Fund decreased \$5,583, to a total of \$2,558,442, reflecting the ongoing capital replacements of operating equipment. The Apparatus Fund increased \$2,160,000 due to a local option levy committed fire truck and two scheduled replacement fire engines, and the Grants Fund decreased \$907,000, reflecting the planned final closing expenditures of two seismic improvement grants for two fire stations as the projects continue toward completion. Property and Building Fund increased \$10,649,549, largely reflecting planned land acquisition and station design and permit fees for station additions and final completion of stations 64 and 69, construction completion of new station 55, beginning of construction of new station 39 and the final construction expenditures to completion of Station 372. The Capital Projects Fund decreased \$5,558,474, reflecting the usage of all remaining bond proceeds on the final projects during fiscal year 2016-17.

Debt Service

Total budgeted debt service expenditures are scheduled to increase by \$188,250 to a total of \$6,462,236 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 increased by \$980,286, to \$7,480,286. Transfers are made to the Apparatus Fund, Property and Building Fund, and the Pension Trust Fund. The Apparatus Fund will receive \$1,000,000 toward continued scheduled apparatus replacement, and the Property and Building Fund will receive \$6,113,228 for new station sites and stations as part of the local option levy station commitments, and the Pension Trust Fund will receive \$367,058 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 \$9,175,307 for 2017-18, a decrease of \$84,776 from the prior year. The contingency budget in the General Fund is \$5,322,705. Under Oregon law, Ending Fund Balance may not be appropriated for use during the year, so the contingency appropriation provides for flexibility in operations should an unexpected major natural disaster occur, a major apparatus fail, or other such event occur that cannot be 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, \$23,930,455; the Apparatus Fund, \$3,319,645; the Capital Improvements Fund, \$3,870,598; and the Bonded Debt Service Fund, \$120,600. The District seeks a stable General Fund balance and conservatively forecasts the actual Ending Fund Balance to be approximately \$42,500,000, which equates to approximately five months of operating funds.

Debt Administration

Debt outstanding consists of Series 2007, Series 2009, Series 2009B, Series 2011, and Series 2015 Advance Refunding and New General Obligation Bonds. The District's legal debt limit is approximately \$841,000,000, with remaining debt capacity of \$786,000,000 as of June 30, 2016. 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 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. In the future, to complete construction of the future station sites, it is expected the District will request its voters support further construction of new station sites with additional general obligation bond approval.

Budget Summary for Revenues

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

Revenues	2016-17 Budget	2017-18 Budget	Increase (Decrease)
Beginning Fund Balance	\$ 66,279,572	\$ 70,318,149	\$ 4,038,577
Property Tax, Current Year	101,268,156	107,664,723	6,396,567
Property Tax, Prior Year	1,477,979	1,126,222	(351,757)
Other Taxes and Interest on Tax	31,526	37,720	6,194
Interest on Investments	227,984	375,290	147,306
Program Revenue	11,193,681	6,212,743	(4,980,938)
Special Service Charges	2,000	2,000	
Program Fees	400,000	500,000	100,000
Regional Hazardous Response	5,000	5,000	
Accounting Service Revenues	500	350	(150)
Training Center Revenues	5,000	10,000	5,000
Rental Income	85,600	75,600	(10,000)
Insurance Refund	225,400	232,500	7,100
Donations and Grants	1,893,526	2,634,028	740,502
Surplus Property	607,500	462,500	(145,000)
Other Revenues	91,594	110,500	18,906
Transfers from Other Funds	6,500,000	7,480,286	980,286
Total Revenues	\$ 190,295,018	\$ 197,247,611	\$ 6,952,593

Beginning Fund Balance

Beginning Fund Balance has increased 6.1%, to \$70,318,149 for all funds. The General Fund's budgeted beginning fund balance was increased by \$4,092,311, to \$39,403,543, reflecting the practice of increasing fund balance toward our goal of maintaining approximately five months fund balance and as a result of revenues greater than forecast. 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 \$181,652, 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 \$658,662. The Property and Building Fund's beginning fund balance increased by \$5,487,536, 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 \$4,952,184 is a result of the prior year bond proceeds being completely utilized on apparatus and station construction projects, as planned.

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 and the 2017-18 fiscal year will be the third year of five of the levy. Planning for the timing of the renewal request for a subsequent five year levy will be undertaken in the 2017-18 fiscal year. Under current law, assessed value is generally significantly less than market value and is based upon the relationship of other similar properties. For 2016-17, the Washington County Assessor reported assessed value was 66.6% of District Measure 5 (M5) market value of \$61,886,587,399 and a similar relationship exists for our other counties in which we levy taxes. Unless M5 market value falls near assessed value and potentially restricts the levy of taxes, the spread between market value and assessed value indicates we can expect to collect the majority of the property taxes levied. For purposes of our 2017-18 budget, we assumed a 4.21% assessed valuation increase for property in our service area, and a 3.5% assessed valuation increase in the annexed area.

Message from the Chief Financial Officer, continued

previously served by Washington County Fire District No. 2 which is annexed into the District effective July 1, 2017. Our projections for assessed valuation growth are based on our analysis of residential real estate trends, the local economy and current property tax collections. A collection rate of 94.4% was assumed. Tax levies for general obligation bonds are exempt from the property tax limitation measures and accordingly, the District levies the total dollar amount necessary for payment of the general obligation bonds.

Assessed Value Growth

Taxes levied at \$1.5252 for general operations against an estimated \$55.0 billion in assessed valuation are expected to provide approximately \$78.8 million in collections. The local option levy of \$.45 per thousand dollars of assessed valuation on an estimated \$56.0 billion of assessed value is expected to provide collections of \$23.0 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 \$5,728,162 for our general obligation bonds. This bond levy is expected to result in a levy rate of 10.47 cents per thousand dollars of assessed valuation and approximately \$5,407,385 in collections.

Property Tax – Prior Year

Total taxes outstanding totaled \$4,567,303 at the fiscal year ended June 30, 2016. At the beginning of the previous fiscal year, that amount totaled \$3,992,465. Of the June 30, 2016 amount, \$1,820,212 was for taxes levied during that fiscal year, while \$2,747,091 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2017 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 2017-18 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 transport revenue (\$2,833,180), and emergency services contracts for Newberg City and Rural areas totaling (\$3,366,703).

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. An additional \$100,000 is budgeted in the General Fund as part of participation fees from other fire departments toward the development of GEMT legislative efforts, which is expected to provide funding for prehospital care provided by emergency responders.

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 funding of 12 firefighter positions and 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 land no longer needed is included in surplus property sales for \$455,000 in the Capital Projects fund for 2017-18, comprising the largest portion of the \$462,500 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 \$7,480,286. Monies are transferred from this fund to three funds, where they are listed as a resource. These transfers provide operating resources to the Apparatus Fund, the Property and Building Fund and the Pension Trust Fund.

Summary

The budget for fiscal year 2017-18 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 2017-18 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, completing the annexation of District 2 and assisting Newberg area residents determine their desired fire service provider.

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 2017-18 budget.

Sincerely,

Tualatin Valley Fire and Rescue



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



Financial Overview

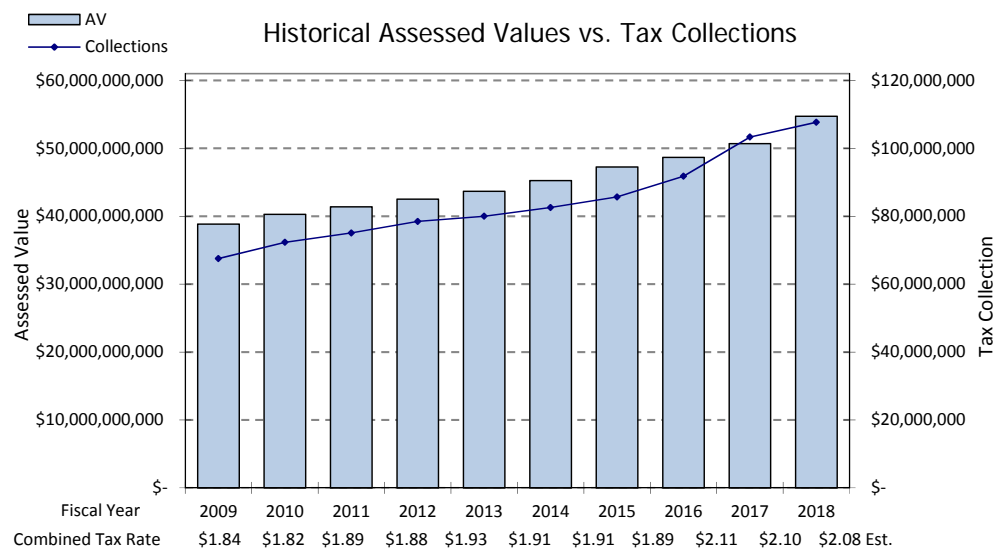
Tax Rates

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$ 54,710,781,608	Expected Assessed Valuation:	\$ 55,824,810,288	Expected Assessed Valuation:	\$ 54,710,781,608
Tax Rate Levied:	\$ 1.5252/\$1,000	Tax Rate Levied:	\$ 0.45/\$1,000	Estimated Tax Rate:	\$ 0.1047/\$1,000
Estimated General Fund Total Levy:	\$ 83,444,884	Estimated Net Local Option Levy after M5 Compression:	\$ 24,893,413	Bonded Debt Total Levy:	\$ 5,728,162
Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%	Expected Collection Rate:	94.4%
Expected Collections:	\$ 78,771,971	Expected Collections:	\$ 23,485,367	Expected Collections:	\$ 5,407,385

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
2016	\$102,942,662	\$98,293,871	95.48%	\$1,378,066	\$99,671,937	96.82%
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

Assessed Values vs. Tax Collections

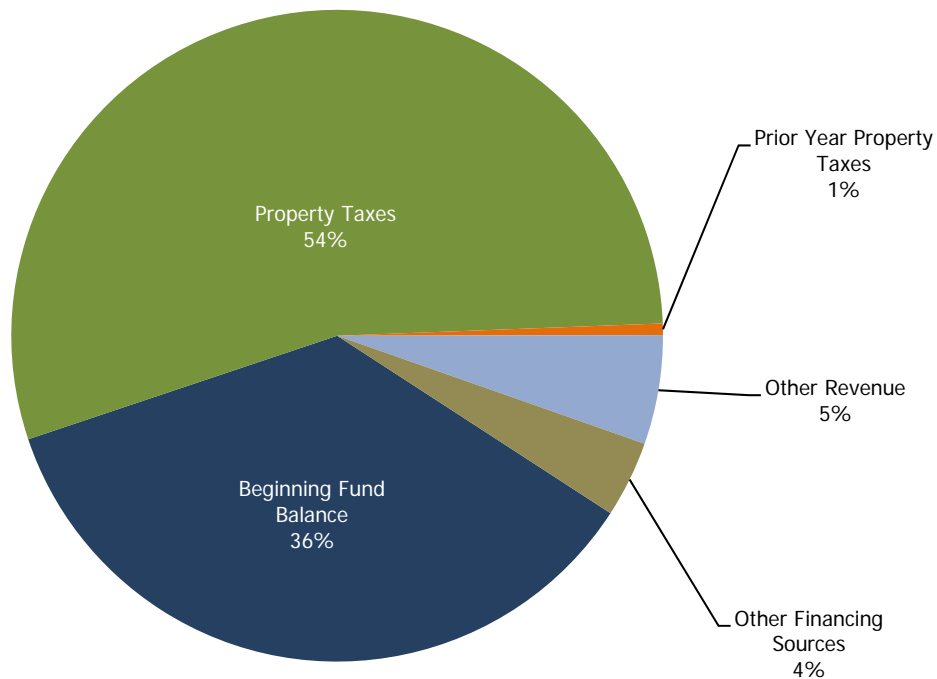


Financial Overview, continued

2017-18 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2017-18 Budget
Major Funds						
General	\$ 39,403,543	\$ 102,257,338	\$ 1,066,222	\$ 7,054,958		\$ 149,782,061
Property and Building	16,881,191			570,670	\$ 6,113,228	23,565,089
Non-Major Funds						
Apparatus	5,067,145			17,500	1,000,000	6,084,645
Capital Improvements	6,907,518			467,500		7,375,018
Grants				2,524,028		2,524,028
Bonded Debt Service	1,107,576	5,407,385	60,000	7,875		6,582,836
Insurance	625,000			4,500		629,500
Pension Trust					367,058	367,058
Volunteer LOSAP	326,176			11,200		337,376
Total 2017-18 Budgeted Resources	\$ 70,318,149	\$ 107,664,723	\$ 1,126,222	\$ 10,658,231	\$ 7,480,286	\$ 197,247,611
Total 2016-17 Budgeted Resources	\$ 66,279,572	\$ 101,268,156	\$ 1,477,979	\$ 14,765,311	\$ 6,500,000	\$ 190,291,018
Total 2015-16 Actual Resources	\$ 69,573,365	\$ 98,492,730	\$ 1,097,893	\$ 4,583,716	\$ 7,227,016	\$ 180,974,720

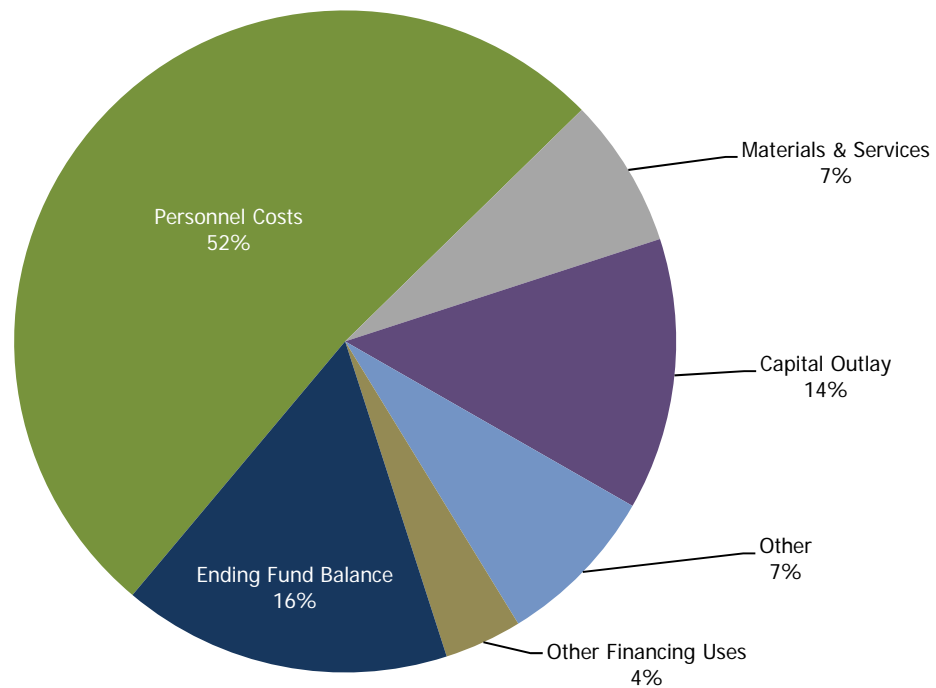
2017-18 Budgeted Resources



2017-18 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2017-18 Budget
Major Funds							
General	\$ 99,446,803	\$13,601,812		\$ 5,322,705	\$ 7,480,286	\$ 23,930,455	\$149,782,061
Property and Building			\$21,158,465	2,406,624			23,565,089
Non-Major Funds							
Apparatus			2,265,000	500,000		3,319,645	6,084,645
Capital Improvements			2,558,442	945,978		3,870,598	7,375,018
Grants	2,050,028	196,000	278,000				2,524,028
Bonded Debt Service				6,462,236		120,600	6,582,836
Insurance		629,500					629,500
Pension Trust	367,058						367,058
Volunteer LOSAP	337,376						337,376
Total 2017-18 Budgeted Requirements	\$102,201,265	\$14,427,312	\$26,259,907	\$15,637,543	\$ 7,480,286	\$ 31,241,298	\$197,247,611
Total 2016-17 Budgeted Requirements	\$ 97,134,646	\$14,044,590	\$19,921,415	\$15,364,517	\$ 6,500,000	\$ 37,325,850	\$190,291,018
Total 2015-16 Actual Requirements	\$ 77,161,576	\$10,652,672	\$ 9,197,899	\$ 6,341,111	\$ 7,227,016	\$ 70,394,446	\$180,974,720

2017-18 Budgeted Requirements



Financial Overview, continued

2017-18 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Change in Fund Balance
Major Funds					
General	\$ 39,403,543	\$ 5,322,705	\$ 23,930,455	(\$15,473,088)	-39.3%
Property and Building	16,881,191	2,406,624		(16,881,191)	-100.0%
Non-Major Funds					
Apparatus	5,067,145	500,000	3,319,645	(1,747,500)	-34.5%
Capital Improvements	6,907,518	945,978	3,870,598	(3,036,920)	-44.0%
Grants					
Debt Service	1,107,576		120,600	(986,976)	-89.1%
Insurance	625,000			(625,000)	-100.0%
Pension Trust					
Volunteer LOSAP	326,176			(326,176)	-100.0%
Total 2017-18 Budgeted Balances	\$ 70,318,149	\$ 9,175,307	\$ 31,241,298	(\$39,076,851)	-55.6%
Total 2016-17 Budgeted Balances	\$ 66,279,572	\$ 9,516,582	\$ 37,325,850	(\$28,953,722)	-43.7%
Total 2015-16 Actual Balances	\$ 69,573,365		\$ 70,394,446	\$ 821,081	1.2%

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

The District expects to return to fund balance the majority of any contingency budgeted, unless it were to experience a catastrophic, emergency event. The District budgets for a significant decrease in fund balance in the General Fund while not expecting the decrease to occur from actual operations. Within the General Fund, actual personnel services are expected to be 5-7% less than budgeted, materials and services to be 12-18% under budget, and ending fund balance to slightly increase toward the District's goal of carrying five months of operational costs in ending fund balance. The forecasted result of General Fund operations for 2017-18 and in the future is depicted on the following page based on conservative revenue scenario. The Property and Building Fund will be utilized to complete station construction and purchase land for future fire station sites meeting the intent of the voters in approving local option levy projects. Accordingly reserves are expected to decline.

The District has budgeted for apparatus purchases in the Apparatus Fund, such that the fund will decline by planned usage.

The Capital Improvements Fund's fund balance is expected to decrease after unused contingency is returned to fund balance.

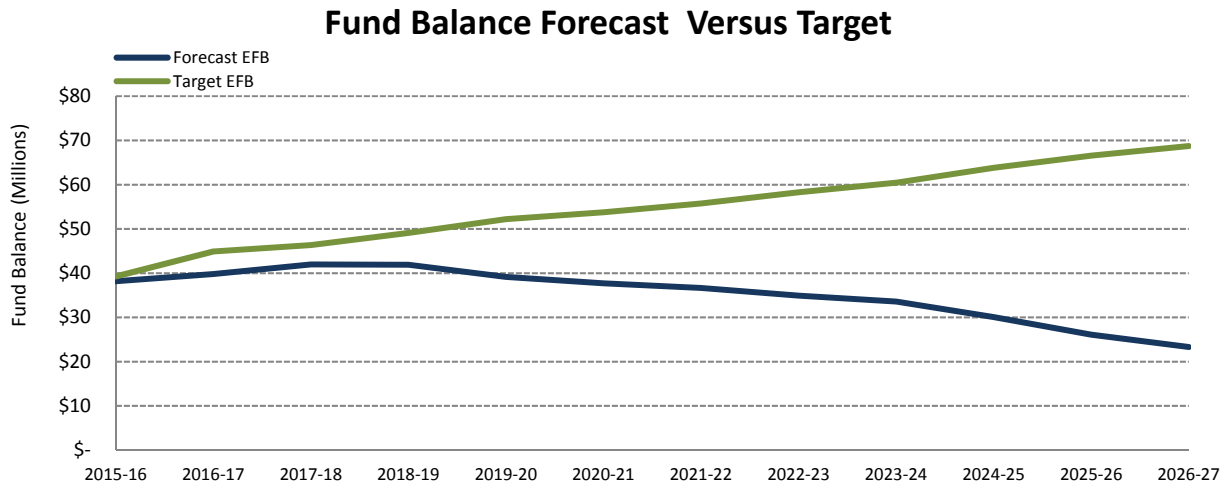
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits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

Financial Forecast – General Fund

	2017-18	2018-19	2019-20	2020-21	2021-22
Beginning Fund Balance	\$ 42,000,000	\$ 42,000,000	\$ 41,900,000	\$ 39,100,000	\$ 37,700,000
Property Tax Revenue	103,300,000	113,100,000	117,800,000	122,700,000	127,800,000
Investment & Interest	200,000	200,000	200,000	300,000	300,000
Charges for Services	7,000,000	3,800,000	3,900,000	4,000,000	4,100,000
Insurance Refunds	400,000	400,000	400,000	400,000	400,000
Miscellaneous	200,000	200,000	200,000	200,000	200,000
Total Revenues	\$153,100,000	\$159,700,000	\$164,400,000	\$166,700,000	\$170,500,000
Personnel Costs	\$ 91,900,000	\$ 99,500,000	\$107,800,000	\$111,400,000	\$116,700,000
Materials and Services	12,000,000	12,700,000	13,300,000	13,800,000	14,200,000
Transfers Out	7,200,000	5,600,000	4,200,000	3,800,000	2,900,000
Total Expenditures	111,100,000	117,800,000	125,300,000	129,000,000	133,800,000
Ending Fund Balance	\$ 42,000,000	\$ 41,900,000	\$ 39,100,000	\$ 37,700,000	\$ 36,700,000
Months of Fund Balance	4.5	4.3	3.8	3.5	3.3

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 desired local option levy-supported enhanced service levels in Integrated Operations. The above forecast reflects desired 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 and growing PERS, healthcare and dispatch costs. The District also will utilize Transfers Out to capital funds as a balancing technique in order to avoid fund balance decreases. The District's management seeks to constantly monitor operations – both response and economically – in order to constantly adjust to the best outcome and avoid the projected fund balance decrease.

Fund Balance Projected Against Target





RESOLUTION 2017-02

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,
A RURAL FIRE PROTECTION DISTRICT
TO ADOPT 2017-18 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, 2017 and ending June 30, 2018, was approved by the District Budget Committee on May 18, 2017 and the budget hearing has been held on June 27, 2017 on the budget as approved by the budget committee; and

WHEREAS, new information affecting resources and expenditures should be considered by the governing body; and

WHEREAS, within the General Fund, the closing of the Mobile Integrated Health Program within EMS effective July 1, 2017 allowed the elimination of two positions and the transfer of one Division Chief to the Training Program; the announced retirement of a Division Chief in Training requires the budgeting of paid leaves and retirement; whereas a Human Resources-led job analysis project suggested changes in compensation for evaluated department personnel in several departments, such that budgeted personnel services were updated for these anticipated recommendations; and whereas in the Volunteer Program, it was discovered that disability insurance and funding for former District 2 volunteer pension benefits had not been budgeted, thus increasing Personnel Services by \$25,000 within the Volunteer Program; for a combined General Fund reduction in Personnel Services of \$51,000. The reduced Mobile Integrated Health activities allowed the reduction in the appropriation for EMS Materials and Services by \$36,705; and thus Contingency is increased by \$87,705; and

WHEREAS, within the Capital Improvements Fund, \$18,300 of equipment for Battalion Chief vehicles is not expected to be received by June 30, 2017 but rather in fiscal year 2017-18; the delay in occupancy of Station 372 has caused delay in ordering and receiving office furniture for the station in the amount of \$30,000; and delay in receipt of two AEDs for the Volunteers requires an increase in 2017-18 expenditures of \$5,722; and thus the appropriation for Capital Outlay is increased by \$54,022 and Contingency reduced by \$54,022; and

WHEREAS, the Property and Building Fund beginning fund balance should be increased by \$1,458,528 due to updated projected beginning fund balance including prior District 2 capital reserves and expected General Fund transfers in during the 2016-17 fiscal year; Surplus Property Revenue should be increased by \$455,000 to account for the sale of property previously planned to be accounted for in the Capital Projects Fund; Station Land should be reduced by \$545,000 reflecting a 2016-17 station site purchase not needed to be re-budgeted in 2017-18; Building and Building Improvements should be increased to reflect the transfer of project budget to this fund as bond proceeds have been fully expended in the Capital Projects Fund, thus increasing appropriations to Stations 55 (by \$545,000), 64 (by \$937,824) and 69 (by \$975,704) for a total increase to Capital Outlay of \$1,913,528 which does not exceed 10% of fund expenditures as approved by the Budget Committee, and

WHEREAS, the Capital Projects Fund has been completely utilized on station construction projects as bills have been processed in late May and early June 2017; therefore all 2017-18 revenues and budgeted appropriations are reduced to a zero balance, and the fund will be closed effective June 30, 2017. Surplus property revenue and station construction appropriations will be accounted for in the Property and Building Fund;

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

Resolution to Adopt Budget, continued

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2017-18 fiscal year in the amount of \$166,006,313 and which is now on file in the Command and Business Operations Center at 11945 SW 70th Ave., Tigard, Oregon; and

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2017, for the purposes shown are hereby appropriated as follows:

GENERAL FUND

By Fund

Personnel Services	\$ 99,446,803
Materials and Services	13,601,812
Transfers	7,480,286
Contingency	<u>5,322,705</u>
Total	\$125,851,606

By Function

Command Division	
Personnel Services	\$ 3,742,807
Materials and Services	<u>1,686,038</u>
Total	\$ 5,428,845

Integrated Operations Division	
Personnel Services	\$ 80,611,863
Materials and Services	<u>3,560,107</u>
Total	\$ 84,171,970

Finance Division	
Personnel Services	\$ 1,591,180
Materials and Services	<u>586,055</u>
Total	\$ 2,177,235

Business Operations Division	
Personnel Services	\$ 7,939,068
Materials and Services	<u>6,567,008</u>
Total	\$ 14,506,076

EMS/Training/Volunteers Division	
Personnel Services	\$ 5,561,885
Materials and Services	<u>1,202,604</u>
Total	\$ 6,764,489

District Non-Organizational	
Transfers	\$ 7,480,286
Contingency	<u>5,322,705</u>
Total	\$ 12,802,991

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 4,515,000
Debt Service - Interest	<u>1,947,236</u>
Total	\$ 6,462,236

APPARATUS FUND

Capital Outlay	\$ 2,265,000
Contingency	<u>500,000</u>
Total	\$ 2,765,000

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 2,558,442
Contingency	<u>945,978</u>
Total	\$ 3,504,420

GRANTS FUND

Personnel Services	\$ 2,050,028
Materials and Services	196,000
Capital Outlay	<u>278,000</u>
Total	\$ 2,524,028

INSURANCE FUND

Materials and Services	\$ <u>629,500</u>
Total	\$ 629,500

PROPERTY AND BUILDING FUND

Capital Outlay	\$ 21,158,465
Contingency	<u>2,406,624</u>
Total	\$ 23,565,089

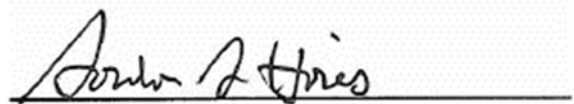
PENSION TRUST FUND

Personnel Services	\$ <u>367,058</u>
Total	\$ 367,058

VOLUNTEER LOSAP FUND

Personnel Services	\$ <u>337,376</u>
Total	\$ 337,376

APPROVED AND ADOPTED, on June 27, 2017



Gordon L. Hovies, President

ATTEST:



Brian C. Clopton, Secretary-Treasurer

RESOLUTION 2017-03

**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 \$5,728,162, for bonds, and that these taxes are hereby imposed and categorized for tax year 2017-18, upon the assessed value of all taxable property with the District.

Subject to the General Government Limitation:

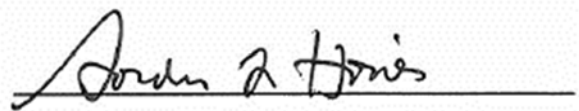
General Fund Levy:	\$1.5252/\$1,000
Local Option Tax Levy:	\$.45/\$1,000

Excluded from the General Government Limitation:

Debt Service Fund Levy	\$ 5,728,162
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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 27, 2017



Gordon L. Hovies, President

ATTEST:



Brian C. Clopton, Secretary-Treasurer



2016-18 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.



Overview of Goals, Strategies and Organizational Tactics

NOTE: The 2016-18 Strategic Plan has a two-year scope. A high-level, mid-term progress report is provided below. A more detailed report will be provided in the 2018-19 budget document. Leadership reviews the performance elements of the plan quarterly and communicates focal points for emphasis in group and individual work plans.

1. HEALTH

GOAL: Build an organization with a shared mission, effective communication, and engaged, resilient personnel.				
EXPECTATIONS: <ul style="list-style-type: none"> • 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. 				STATUS OF TACTICS: → Ongoing ✓ Complete ✗ No longer Relevant
STRATEGIES		ORGANIZATIONAL TACTICS		STATUS
1.1	Operate with a people-first focus.	1.1.1	Leadership maintains availability for our people.	→ Ongoing
1.2	Build an environment that supports improved employee engagement.	1.2.1	Organizational responsiveness to personnel needs; personnel responsiveness to organizational needs.	→ Ongoing
		1.2.2	Conduct a workforce survey to determine if relationships are being fostered across the organization.	→ Ongoing
		1.2.3	Build collaborative, respectful and sustaining internal relationships at all levels.	→ Ongoing
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. <i>Routine update/review of projections in place.</i>	✓ Complete
1.4	Develop a comprehensive internal communications framework.	1.4.1	Create a digital communications medium that remains current.	✓ Complete
1.5	Support development of individual and organizational success.	1.5.1	Implement the full scale of the Talent Management program.	✓ Complete
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.	→ Ongoing
1.7	Optimize resources to support personal wellness and resilience.	1.7.1	Implement Field Decontamination Processes post fire incidents.	✓ Complete
		1.7.2	Evaluate and replace where needed, personal infectious disease PPE.	✓ Complete
		1.7.3	Expand the scope of mindfulness based resilience training.	→ Ongoing

Mid-Term Progress Report (Year 1 of 2): Amid major expansion and dynamic change, the current affairs information provided both electronically and face-to-face was elevated. A perpetual staffing matrix, now reviewed and adjusted monthly, improved projection and prioritization of resource needs. All health and wellness data was integrated into one system and an electronic injury tracking tool was added, which improved trend identification and analysis. A notable decrease in lost workdays was identified for 2016 as compared to 2015.

Strategic Plan, continued

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.

STATUS OF TACTICS:

→ Ongoing
✓ Complete
≠ No longer Relevant

STRATEGIES		ORGANIZATIONAL TACTICS		STATUS
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.	→ Ongoing
		2.1.2	Move to “speed and weight” deployment.	✓ Complete
		2.1.3	Accurate data reporting by all companies.	→ Ongoing
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.	→ Ongoing
		2.2.2	Complete construction of Stations 55.	→ Ongoing
		2.2.3	Based upon analysis, move, staff and deploy operational assets as needed.	→ Ongoing
2.3	Support the WCCCA Computer Aided Dispatch (CAD) replacement to reduce system delays.	2.3.1	Develop “collaborative dispatch” policy position.	→ Ongoing
2.4	Establish an organizational data strategy.	2.4.1	Refresh all staff on EGIS vision and subsequent planned actions.	→ Ongoing
		2.4.2	Understand current data strategies used by comparable agencies.	→ Ongoing
		2.4.3	Understand current NFPA and NAPSG data standards and how they can apply to the creation of a District data strategy.	→ Ongoing
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.	→ Ongoing
		2.5.2	Division/department heads identify top three KPI for next 12 months.	→ Ongoing
		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.	→ Ongoing
2.6	Define competency models for all positions.	2.6.1	Identify leads for each model and conduct discovery process.	→ Ongoing

2. PERFORMANCE cont.	STRATEGIES		ORGANIZATIONAL TACTICS		STATUS
	2.7	Provide training and support systems for individual employee performance and development.	2.7.1	Institutionalize the formal Officer Development Program.	→ Ongoing
			2.7.2	Create a culture of understanding the importance of performance management while implementing performance management software.	→ Ongoing
	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. <i>All awards received during fiscal year 2016-17.</i>	→ Ongoing
			2.8.2	Have a clean annual audit. <i>Achieved for fiscal year 2015-16.</i>	→ Ongoing

Mid-Term Progress Report (Year 1 of 2): During this fiscal year, particular emphasis was placed on turnout time reduction. Individual goals related to turnout performance were added for Battalion Chiefs and Station Captains. Battalion Chiefs stressed turnout time performance during crew interactions. Although work will continue toward meeting Strategy 2.1 and Organizational Tactic 2.1.1., performance data for calendar year 2016 as compared to 2015 indicated reduction turnout time measured on the all Code 3 calls data set, with particularly strong performance on critical calls. That data also indicated a 26-second reduction in total response time measured on the all Code 3 calls data set. Both turnout and total response times are at a five-year low.

A quarterly employee performance management model was implemented in conjunction with, and supported by, the Halogen electronic platform. Managers received training on supporting individual employee performance, competency and engagement.

The Training Division conducted initial work to define key performance indicators (KPI) for call sets/skills specific to the fire ground and, with EMS staff assistance, to medical emergencies.

Considering the current market trends, the land purchases and station constructions schedules tied to the levy-funded expansion plans are on track to be complete before the end of fiscal year 2017-18. This includes two additional land purchases, construction of two stations, and modifications to a recently purchased, existing structure.

The District received a clean audit and the GFOA Certificate of Achievement for Excellence in Financial Report for fiscal year 2015-16. The GFOA also awarded TVF&R the 2015-16 Outstanding Achievement for Popular Annual Financial Reporting. The 2016-17 annual budget document earned the GFOA Distinguished Budget Award.

Strategic Plan, continued

3. OPPORTUNITIES

GOAL: Carefully evaluate, act on, or dismiss identified opportunities.					
EXPECTATIONS: The District will only engage in opportunities that sustain or enhance our: <ul style="list-style-type: none">• Ability to provide fast and effective emergency response• Efficiency and financial stability• Service area• Partnerships at the local, regional or state-wide level				STATUS OF TACTICS: → Ongoing ✓ Complete ≠ No longer Relevant	
STRATEGIES		ORGANIZATIONAL TACTICS		STATUS	
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.	✓ Complete	
3.2	Continue planning of new Station 63.	3.2.1	Secure adequate land near 185 th and Farmington.	→ Ongoing	
3.3	Conduct the Washington County Fire District #2 analysis. ✓ Complete	3.3.1	Complete analysis, review findings and complete draft report and operational contract options.	✓ Complete	
3.4	Conduct the Newberg Fire Department analysis.	3.4.1	Complete analysis, review findings and complete draft report and operational contract options.	→ Ongoing	
3.5	Support regional radio infrastructure replacement.	3.5.1	Support informational campaign efforts specific to the Washington County bond for radio replacement.	✓ Complete	
3.6	Integrate and enhance emergency medical services role.	3.6.1	Enhance the Mobile Integrated Health Care programs.	→ Ongoing	
		3.6.2	Enhance EMS transport within District boundaries.	→ Ongoing	
		3.6.3	Support GEMT legislation, state plan amendment authorization and statewide program implementation.	→ Ongoing	
3.7	Implement mobile repeaters for enhanced on-scene communications.	3.7.1	Implement Board Resolution.	✓ Complete	
3.8	Evaluate fire department system development charges.	3.8.1	Understand stakeholders, process, politics and finances.	→ Ongoing	
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.	→ Ongoing	
		3.10.2	Develop consistent connections with HFD, PF&R, CCFD#1 and LOFD.	→ Ongoing	
		3.10.3	Increase targeted external communications on strategic initiatives.	NEW	
3.11	Evaluate firefighter hiring process.				

Mid-Term Progress Report (Year 1 of 2): Analysis supported the decision to purchase property for a centralized location logistics facility and lease space for the Occupational Health and Wellness program; the search for land and office space is in progress.

The analysis and proposed options provided to Washington County Fire District 2, Newberg Fire Department and Newberg Rural Fire District resulted in operational service contracts. A successful annexation vote specific to District 2 finalized this relationship legally. The constituents of Newberg Fire Department and Newberg Rural Fire District will vote on annexation in the next fiscal year, and TVF&R will provide a targeted external and internal information campaign in advance of the vote.

As part of the service contract with Newberg Fire Department, TVF&R assumed responsibility of transport in the Newberg Ambulance Services Area in Yamhill County. In Washington County, TVF&R has been advocating for improved integration and performance of the entire EMS system. In an effort to further impact cardiac arrest survival, TVF&R signed on as a partner in the PulsePoint Verified Responder pilot program whereby off duty personnel are issued AEDs for their personal vehicles to respond to PulsePoint app activations.

TVF&R signed on to the ErgoMetrics Fire Team test redevelopment project to evaluate their new test for relevance and viability as a screening tool. Internal research into alternative firefighter hiring methods did not result in a more cost effective or reliable option.



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 2017-18 annual budget is designed to reflect the District's **Strategic Plan** for the 2016-2018 fiscal years. 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.

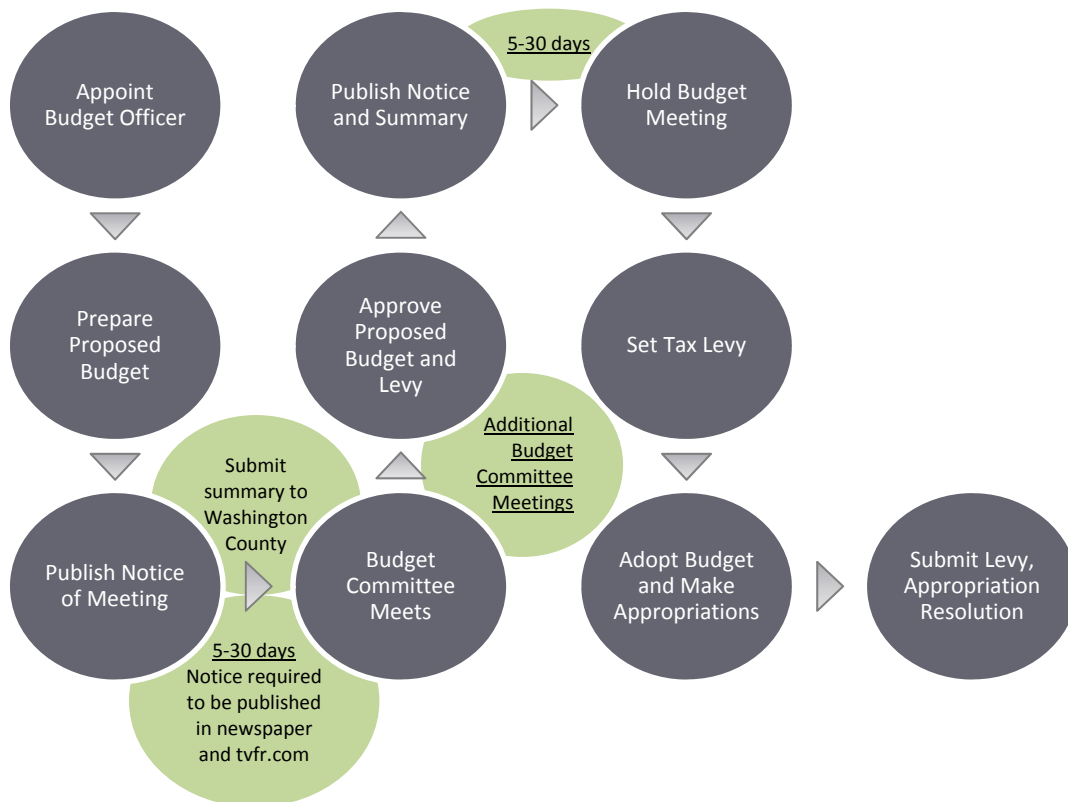
Budget Policies, continued

The budget, or financial plan, began in earnest in the late **fall of 2016**, 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, **online forms and budget preparation information** were shared. 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 our financial system. 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 completes the requested amount and this information is reviewed by the respective Division Chief or Assistant Chief, for review before submitting them to the Budget Officer. The department manager also included backup information related to requested line item accounts.

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 shared with the requesting party. From this revised budget, the Budget Officer and Internal Budget Committee worked through several refinements to ensure the budget met both key strategic goals in program funding and in overall financial health of the District.

The Budget Process



Budget Calendar

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

Budget Adoption

A **final budget** was developed in **April of 2017**. 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 27, 2017 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 29-34) 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 five 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 two 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**, **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.

General Fund

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

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

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

Debt Service Fund

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

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

Apparatus Fund

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

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

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

Capital Improvements Fund

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

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

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

Grants Fund

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

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"> ▪ Transfers from the General Fund ▪ Interest on invested surplus cash ▪ Sales of surplus buildings and property 	<ul style="list-style-type: none"> ▪ Major infrastructure repairs and maintenance ▪ Land for fire stations, new fire stations, and seismic reconstruction of other stations.

Insurance Fund

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

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

Budget Policies, continued

Pension Trust Fund

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

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

Volunteer LOSAP Fund

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

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

Capital Program

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

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

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

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

Capital Program, continued

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 **"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"** 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 practice of **"Ensuring 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 almost \$20 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 eleven cities and regions in four 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 funded capital projects through fiscal year 2017. 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, and Property and Building 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.

Within the **Property and Building Fund**, land acquisitions and improvements were accounted for, as well as major building improvements and construction. In addition, the Property and Building Fund is utilized for station projects identified through the local option levy.

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 (Rescue, 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 financially significant operating costs, we plan these additional capital projects to coincide with the financial resources in the Operating Budget to support the cost of firefighting personnel to operate additional response units and stations.

Budget Policies, continued

Capital Project Summary

The summary of 2017-18 approved capital projects is as follows. Detailed capital outlay descriptions, as well as the operating impact from each project, can be found within the individual funds.

Fund	2017-18
<u>Apparatus Fund</u>	
Vehicles & Apparatus	\$ 2,265,000
Total Apparatus Fund	2,265,000
<u>Capital Improvements Fund</u>	
TC Training Props	8,000
Vehicles & Apparatus	462,200
Firefighting Equipment	262,470
EMS Equipment	155,722
Office Equipment & Furniture	105,000
Building Equipment	62,000
Physical Fitness Equipment	20,974
Shop Equipment	8,000
Communications Equipment	1,109,076
Data Processing Software	365,000
Total Capital Improvements Fund	2,558,442
<u>Grants Fund</u>	
Building & Bldg Improv	278,000
Total Grants Fund	278,000
<u>Property and Building Fund</u>	
Land	3,932,000
Building & Bldg. Improvements	17,226,465
Total Property and Building Fund	21,158,465
Total Capital Outlay for 2017-18	\$ 26,259,907

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 will expire on 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:

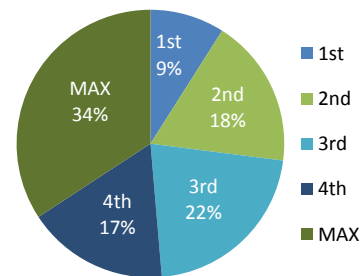
Base Wages: The District's base wage model represents a two-tiered model for Managerial and Administrative Support personnel.

- **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 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 15 ranges. 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, 2017)



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

*Not to exceed range maximum

Instructions for Use: The supervisor completes quarterly performance appraisals for an employee and each year determines an appropriate salary increase for that individual based on the prior year's performance. 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. Once the second-level manager reviews and approves the appraisal and salary recommendation, the immediate supervisor meets with the employee to discuss the final, approved performance appraisal. The information is reviewed and administered by Human Resources.

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, 2017 – June 30, 2018)

Grade	Min	Mid	Max	Position
M3	10,384	12,216	14,047	Assistant Chief, Chief Financial Officer
M2	9,889	11,634	13,379	Chief of Staff, Controller, Division Chief, Human Resources Director, Fire Marshal
M1	8,543	10,050	11,558	Assistant Fire Marshal, Medical Services Chief, Public Affairs Chief, Public Education Chief Officer
Grade	Min	Mid	Max	Position
14	8,309	9,776	11,242	
13	7,730	9,093	10,457	
12	7,190	8,459	9,728	Construction Projects Manager, Financial Operations Manager, Fleet Operations Manager, Senior Database Administrator, Senior Network Engineer, Senior Systems Administrator
11	6,688	7,868	9,048	Emergency Management Program Manager, Facilities Operations Manager, Human Resources Manager, Payroll Manager
10	6,222	7,320	8,417	Media Services Manager, OHW Program Manager, Purchasing Manager/Contracts Administrator, Senior Financial Systems Analyst, Senior HRIS Analyst, Strategic Program Manager, Supply Manager, Systems Administrator
9	5,787	6,809	7,830	Communications Supervisor, Fleet Technician Supervisor, Senior Benefits Administrator
8	5,384	6,333	7,283	Media Producer, Nurse II, Public Affairs Officer
7	5,008	5,892	6,775	Communications Technician, Employment Recruiter, Facilities Maintenance Technician (LME), Fleet Technician, Human Resources Generalist, Nurse, Planning Analyst, Public Affairs Coordinator
6	4,658	5,480	6,303	Facilities Maintenance Technician, Service Desk Specialist, Wellness Program Coordinator
5	4,333	5,098	5,863	EMS Specialist, Executive Assistant, Medical Billing Coordinator, Planning Specialist, Records Analyst
4	4,031	4,742	5,453	Accounting Specialist, Communications Program Assistant, Inventory Control Specialist, Medical Assistant, Medical Equipment Technician, Senior Payroll Accounting Specialist
3	3,750	4,412	5,073	Capital Project Control Specialist, Facilities Maintenance Admin Assistant, Fleet Operations Assistant, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Assistant.-Fire Prevention, Logistics Assistant, Supply Purchasing Specialist, Training Division Specialist
2	3,488	4,103	4,719	Administrative Assistant II, OHW Program Assistant
1	3,245	3,817	4,389	Administrative Assistant, Athletic Trainer, Facilities Utility Worker, Fleet Utility Worker, Supply Assistant, Supply Customer Service Clerk
Entry	3,018	3,551	4,083	

Salary Administration, continued

Bargaining Unit Employees' Hourly and Monthly Wage Schedules (July 1, 2017 – June 30, 2018)

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	21.2790	24.8539	26.1475	27.4413	28.8203	30.2842
Monthly	4,663.08	5,446.48	5,729.97	6,013.49	6,315.68	6,636.49
Engineer	22.7259	26.5052	27.8840	29.3309	30.8120	32.3100
Monthly	4,980.15	5,808.35	6,110.49	6,427.58	6,752.15	7,080.42
Lieutenant	24.4963	28.6160	30.1651	31.5950	33.2634	34.8976
Monthly	5,368.13	6,270.91	6,610.39	6,923.73	7,289.34	7,647.47
Captain	26.9988	31.5099	33.1782	34.8294	36.6508	38.4043
Monthly	5,916.51	6,905.08	7,270.67	7,632.52	8,031.66	8,415.93
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				47.7238	50.2323
Monthly					10,458.20	11,007.91

Classification		Step 1	Step 2	Step 3
Basic Life Support	Basic Life Support position has 3 steps*	16.6563	18.1705	19.6848
Monthly		3,650.07	3,981.89	4,313.72
Annual		43,801	47,783	51,765

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

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic	18.5180	19.4926	20.5185	21.5984	22.7351	23.9316
Monthly	4,354.33	4,583.50	4,824.74	5,078.67	5,345.97	5,627.34

Premiums based on Paramedic position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic (10%)	1.8518	1.9493	2.0519	2.1598	2.2735	2.3932
Monthly	435.43	458.35	482.47	507.87	534.60	562.73

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic (10%)	2.1279	2.4854	2.6148	2.7441	2.8820	3.0284
Monthly	466.31	544.65	573.00	601.35	631.57	663.65
Intermediate or Advanced (7.5%)	1.5959	1.8640	1.9611	2.0581	2.1615	2.2713
Monthly	349.73	408.49	429.75	451.01	473.68	497.74
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%)	1.2767	1.4912	1.5689	1.6465	1.7292	1.8171
Monthly	279.78	326.79	343.80	360.81	378.94	398.19
Hazmat Tech (4%)	0.8512	0.9942	1.0459	1.0977	1.1528	1.2114
Monthly	186.52	217.86	229.20	240.54	252.63	265.46
FTO (3%)	0.6384	0.7456	0.7844	0.8232	0.8646	0.9085
Monthly	139.89	163.39	171.90	180.40	189.47	199.09
Internship FTO (1%)	0.2128	0.2485	0.2615	0.2744	0.2882	0.3028
Monthly	46.63	54.46	57.30	60.13	63.16	66.36
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	26.9014	31.4208	33.0563	34.6919	36.4352	38.2860
Monthly	4,663.08	5,446.48	5,729.97	6,013.49	6,315.68	6,636.49
Engineer	28.7305	33.5084	35.2515	37.0808	38.9532	40.8470
Monthly	4,980.15	5,808.35	6,110.49	6,427.58	6,752.15	7,080.42
Lieutenant	30.9688	36.1769	38.1354	39.9431	42.0523	44.1183
Monthly	5,368.13	6,270.91	6,610.39	6,923.73	7,289.34	7,647.47
Captain	34.1324	39.8355	41.9446	44.0321	46.3347	48.5516
Monthly	5,916.51	6,905.08	7,270.67	7,632.52	8,031.66	8,415.93
Fire Inspector	Entry level Fire Inspector starts at 4 Year Pay Step				38.9532	40.8470
Monthly					6,752.15	7,080.42
Deputy Fire Marshal 1	30.9688	36.1769	38.1354	39.9431	42.0523	44.1183
Monthly	5,368.13	6,270.91	6,610.39	6,923.73	7,289.34	7,647.47
Deputy Fire Marshal 2	34.1324	39.8355	41.9446	44.0321	46.3347	48.5516
Monthly	5,916.51	6,905.08	7,270.67	7,632.52	8,031.66	8,415.93
Training Officer / MSO	34.1324	39.8355	41.9446	44.0321	46.3347	48.5516
Monthly	5,916.51	6,905.08	7,270.67	7,632.52	8,031.66	8,415.93
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				60.3335	63.5047
Monthly					10,458.20	11,007.91

Classification		Step 1	Step 2	Step 3
Basic Life Support	Basic Life Support position has 3 steps*	21.0573	22.9716	24.8859
Monthly		3,650.07	3,981.89	4,313.72
Annual		43,801	47,783	51,765

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

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic	25.1202	26.4423	27.8340	29.2989	30.8410	32.4642
Monthly	4,354.33	4,583.50	4,824.74	5,078.67	5,345.97	5,627.34

Premiums based on Paramedic position						
Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic (10%)	2.5120	2.6442	2.7834	2.9299	3.0841	3.2464
Monthly	435.43	458.35	482.47	507.87	534.60	562.73

Salary Administration

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)

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.6901	3.1421	3.3056	3.4692	3.6435	3.8286
<i>Monthly</i>	466.31	544.65	573.00	601.35	631.57	663.65
Intermediate or Advanced (7.5%)	2.0176	2.3566	2.4792	2.6019	2.7326	2.8714
<i>Monthly</i>	442.14	516.42	543.30	570.18	598.83	629.25
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%)	1.6141	1.8852	1.9834	2.0815	2.1861	2.2972
<i>Monthly</i>	279.78	326.79	343.80	360.81	378.94	398.19
Hazmat Tech (4%)	1.0761	1.2568	1.3223	1.3877	1.4574	1.5314
<i>Monthly</i>	186.52	217.86	229.20	240.54	252.63	265.46
FTO (3%)	0.8070	0.9426	0.9917	1.0408	1.0931	1.1486
<i>Monthly</i>	139.89	163.39	171.90	180.40	189.47	199.09
Internship FTO (1%)	0.2690	0.3142	0.3306	0.3469	0.3644	0.3829
<i>Monthly</i>	46.63	54.46	57.30	60.13	63.16	66.36
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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services	\$ 72,082,015	\$ 76,551,622	\$ 95,752,608	\$ 99,446,803
Materials and Services	8,955,523	10,597,545	13,318,747	13,601,812
Operating Transfers Out	3,219,787	7,227,016	6,500,000	7,480,286
Operating Contingency			4,909,249	5,322,705
Ending Fund Balance	35,892,151	37,482,480	23,232,263	23,930,455
Total Expenditures	\$ 120,149,476	\$ 131,858,664	\$ 143,712,867	\$ 149,782,061

2017-18 Significant Changes

The General Fund operations reflect the annexation of the former Washington County Rural Fire Protection District 2 into the District effective July, 1 2017 after the completion of the fire protection service contract, and reflects the continued operation of the Newberg contracts in addition to continued focus on delivering District residents the commitments in the local option levy to continue to focus on fast and effective emergency response, adding firefighters, new units and purchasing additional fire station sites within the District. The District will add a new fire station staffed with 12 firefighters and deploy a new medic unit.

The General Fund personnel strength for the 2017-18 fiscal year is budgeted at 579.5 full-time equivalent (FTE) positions, an increase of six and a half positions. The General Fund's personnel services increased \$3,694,195 or 3.9% over the prior year. The District has added 12 firefighters in the fiscal to new Station 55, two paramedic positions to new Medic Unit 33, added one line Battalion Chief, one facilities maintenance technician, one position to assist in managing line shift filling, and reduced one Deputy Chief position, two positions in the EMS MIH program and the equivalent of seven and a half FTE for the time in the recruit academy.

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 22.86% for line personnel and the actual assigned rate by PERS for non-line personnel which ranges from 16.48% to 28.04%.



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. A new account, Regular Day Off Relief, 5117, was established to capture the overtime associated with Kelly Relief shifts when there are not enough floater pool personnel to fill all shifts off for Kelly days.

Materials and Services expenditures increased \$283,065 or 2.1% over the prior year. Within Materials and Services, account 5301 Special Department Supplies includes \$10,000 for new Station 55 supplies, \$10,000 for new pumpers and truck set up, \$12,000 was added for post construction/remodel items for Stations 64 and 69 after moving back in from temporary quarters, and supplies for 24 new recruits are included.

EMS supplies reflects an increase of \$88,088 which is due to \$35,880 for EMS kit replacements for all stations and response units, \$23,625 for disposable blades for the initial and ongoing deployment of Video Laryngoscopes, \$11,000 for new lockbox kits for controlled and paralytic medications, and \$11,000 for new vacuum splint kits. Firefighting Supplies, account 5321, reflects hose replacement and ongoing firefighting supplies, small tools and rope.

Protective clothing, account 5325, includes helmets, SCBA mask packages, turnout coats, harness and pants, turnout boots, and wildland firefighter uniforms as needed. The account 5330 includes standardized furniture for station 64 and 69 post seismic remodel as well as new station 55 furniture for \$30,000.

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 usage expectations.

Maintenance and Repair account 5361, which provides for station and other facility maintenance and improvements, was increased to \$1,190,327. In addition to ongoing facility maintenance, the account includes station 35 (King City) front and rear patio structure and roof repairs and replacement for \$46,000, station 60 roof replacement for \$27,000, 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.

Vehicle Maintenance was increased for the District's in-house fleet maintenance program to a total of \$965,590, or an increase of \$124,740 reflecting the increased size of the fleet 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. The account was increased to purchase additional SCBA cylinders for former District 2 and Newberg units. Account 5366, Maintenance and Repair of EMS equipment largely covers the service contract for the 55 cardiac monitors for \$40,000. 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 employees, stations 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.

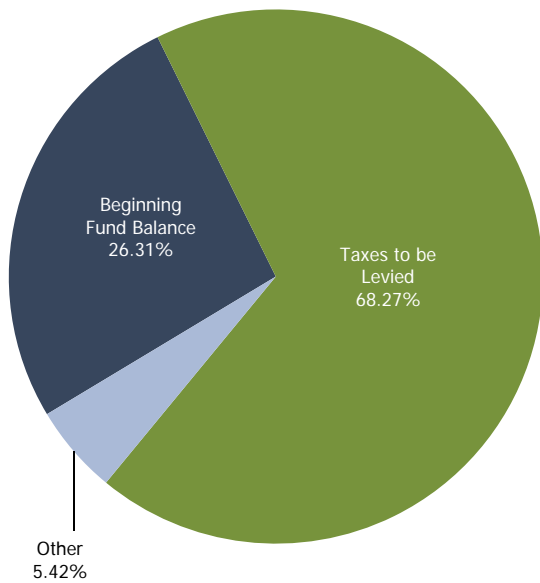
Account 5414 includes a one-time \$250,000 budget line, expected to be reimbursed in the future, to provide a number of services related to the implementation of Medicaid reimbursement program by TVF&R and other public EMS providers in Oregon. The request includes funds for consulting, travel and other 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 \$117,850 with associated laboratory services at approximately \$72,206. Remaining amounts include \$70,000 for a HIPAA security and risk assessment analysis project, 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 \$1,112,393.

Dispatch fees reflect charges anticipated from Washington County Consolidated Communications Agency (WCCCA) and reflect 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. Account 5575 reflects firefighter turnout cleanings performed and associated repairs.



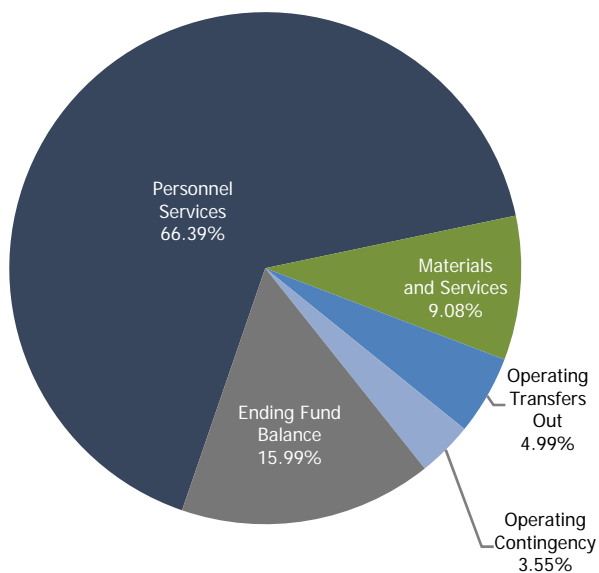
General Fund, continued

General Fund Resources by Budget Category



Resources	2017-18 Budget	Percent of Budget
Beginning Fund Balance	\$ 39,403,543	26.31%
Taxes to be Levied	102,257,338	68.27%
Previously Levied Taxes	1,066,222	0.71%
Taxes in Lieu of Property Taxes	18,621	0.01%
Interest on Investments	154,145	0.10%
Interest on Property Tax	18,499	0.01%
Program Revenue	6,212,743	4.15%
Regional Hazmat Responses	5,000	<0.01%
Special Service Charges	2,350	<0.01%
Program Fees	100,000	0.07%
Training Classes	10,000	<0.01%
Rental Income	75,600	0.05%
Insurance Refunds	232,500	0.16%
Donations & Grants	110,000	0.07%
Surplus Property	5,000	<0.01%
Miscellaneous Revenue	110,500	0.07%
Total Resources	\$ 149,782,061	100.00%

General Fund Requirements by Budget Category



Requirements	2017-18 Budget	Percent of Budget
Personnel Services	\$ 99,446,803	66.39%
Materials and Services	13,601,812	9.08%
Operating Transfers Out	7,480,286	4.99%
Operating Contingency	5,322,705	3.55%
Ending Fund Balance	23,930,455	15.99%
Total Requirements	\$ 149,782,061	100.00%

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

Requirements	Personnel Costs	Materials & Services	Other	2017-18 Budget
Command Directorate				
Board of Directors	\$ 500	\$ 31,200		\$ 31,700
Civil Service Commission	63,340	39,382		102,722
Fire Chief's Office	3,678,967	1,615,456		5,294,423
Total Command Directorate	3,742,807	1,686,038		5,428,845
Business Operations Directorate				
Human Resources	1,387,635	229,950		1,617,585
Logistics	396,335	87,875		484,210
Fleet Maintenance	1,673,051	1,250,438		2,923,489
Facilities Maintenance	1,131,457	168,478		1,299,935
Information Technology	988,738	1,479,156		2,467,894
Communications	512,437	2,706,687		3,219,124
Supply	666,777	276,286		976,063
Media Services	319,376	21,998		341,374
Occupational Health and Wellness	632,542	317,644		950,186
Emergency Management	197,720	28,496		226,216
Total Business Operations Directorate	7,939,068	6,567,008		14,506,076
Finance Directorate				
Finance	1,591,180	586,055		2,177,235
Total Finance Directorate	1,591,180	586,055		2,177,235
Integrated Operations Directorate				
Integrated Operations Administration and Specialty Teams	1,460,486	533,543		1,994,029
Relief Pool Personnel	10,785,577	14,578		10,800,155
North Integrated Operations	36,683,207	1,669,509		38,352,716
South Integrated Operations	31,682,593	1,342,477		33,025,070
Total Integrated Operations Directorate	80,611,863	3,560,107		84,171,970
EMS/Training/Volunteers Directorate				
EMS	1,169,589	381,623		1,551,212
Training	2,520,875	363,928		2,884,803
Recruits	1,766,168	215,810		1,981,978
Volunteer Program	71,800	188,565		260,365
Chaplains and IMT	33,453	52,678		86,131
Total EMS/Training/Volunteers Directorate	5,561,885	1,202,604		6,764,489
Non-Organizational				
Operating Transfers Out			\$ 7,480,286	7,480,286
Operating Contingency			5,322,705	5,322,705
Ending Fund Balance			23,930,455	23,930,455
Total Requirements	\$ 99,446,803	\$ 13,601,812	\$ 36,733,446	\$ 149,782,061

General Fund, continued

General Fund Personnel Summary

Program	2014-15 Actual	2015-16 Actual	2016-17 Revised	2017-18 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	12.00	17.00	20.00	19.00	(1.00)
Planning	4.00	0.00	0.00	0.00	
Total Command Directorate	16.00	17.00	20.00	19.00	(1.00)
Business Operations Directorate					
Human Resources	7.00	7.00	8.00	8.00	
Logistics	2.00	2.00	2.00	2.00	
Fleet Maintenance	15.25	13.00	13.00	13.00	
Facility Maintenance	8.00	8.00	8.00	9.00	1.00
Information Technology	8.00	7.00	7.00	7.00	
Communications	4.00	4.00	4.00	4.00	
Supply	5.50	7.00	7.00	7.00	
Media Services	2.00	2.00	2.00	2.00	
Emergency Management	1.00	1.00	1.00	1.00	
Occupational Health/Wellness	4.25	6.00	6.00	6.00	
Total Business Operations Directorate	57.00	57.00	58.00	59.00	1.00
Finance Directorate					
Finance	9.50	10.50	12.00	12.00	
Total Finance Directorate	9.50	10.50	12.00	12.00	
Integrated Operations Directorate					
Integrated Operations Admin	3.00	3.00	5.00	5.00	
Relief Pool Personnel	60.00	58.00	61.00	62.00	1.00
North Division Command	15.00	15.00	19.00	18.00	(1.00)
Station 17 (North Plains)	0.00	0.00	9.00	9.00	
Station 50 (Walnut)	13.00	12.00	12.00	12.00	
Station 51 (Tigard)	24.00	25.00	25.00	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	13.00	13.00	13.00	
Station 65 (West Slope)	12.00	12.00	13.00	13.00	
Station 66 (Brockman Road)	12.00	13.00	13.00	13.00	
Station 67 (Farmington Road)	25.00	25.00	26.00	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	2.00	2.00	2.00	
Former North Division Command	13.00	12.00	0.00	0.00	
South Division Command	12.00	10.00	17.00	19.00	2.00
Station 19 (Midway)	0.00	0.00	9.00	9.00	
Station 20 (Springbrook)	0.00	0.00	15.00	15.00	
Station 21 (Downtown Newberg)	0.00	0.00	15.00	15.00	
Station 33 (Sherwood)	12.00	11.00	12.00	14.00	2.00
Station 34 (Tualatin)	13.00	12.00	13.00	13.00	
Station 35 (King City)	14.00	17.00	18.00	18.00	
Station 52 (Wilsonville)	18.00	16.00	18.00	18.00	
Station 55 (Stafford)	0.00	0.00	0.00	12.00	12.00
Station 56 (Elligsen Road)	12.00	13.00	12.00	12.00	
Station 57 (Mountain Road)	12.00	11.00	12.00	12.00	
Station 58 (Bolton)	18.00	16.00	12.00	12.00	
Station 59 (Willamette)	12.00	14.00	18.00	18.00	
Total Integrated Operations Directorate	389.00	387.00	446.00	462.00	16.00
EMS/Training/Volunteers Directorate					
EMS	5.00	6.00	9.00	6.00	(3.00)
Training	9.00	9.00	10.00	11.00	1.00
Recruits	13.08	7.00	18.00	10.50	(7.50)
Total EMS/Training/Volunteers Directorate	27.08	22.00	37.00	27.50	(9.50)
Total Full-Time Equivalents (FTE)	498.58	493.50	573.00	579.50	6.50

General Fund Personnel Summary of Changes by Source

Program	2016-17 Revised	Additional Staffing	Transferred/ Reduced Staffing	2018-17 Budget	Comments
Command Directorate					
Fire Chief's Office	20.00		(1.00)	19.00	Eliminated 1 Deputy Chief
Total Command Directorate	20.00		(1.00)	19.00	
Business Operations Directorate					
Human Resources	8.00			8.00	
Logistics	2.00			2.00	
Fleet Maintenance	13.00			13.00	
Facility Maintenance	8.00	1.00		9.00	Added 1 Facilities Technician
Information Technology	7.00			7.00	
Communications	4.00			4.00	
Supply	7.00			7.00	
Media Services	2.00			2.00	
Emergency Management	1.00			1.00	
Occupational Health/Wellness	6.00			6.00	
Total Business Operations Directorate	58.00	1.00		59.00	
Finance Directorate					
Finance	12.00			12.00	
Total Finance Directorate	12.00			12.00	
Integrated Operations Directorate					
Integrated Operations Admin	5.00	1.00	(1.00)	5.00	Added 1 TeleStaff AA, Removed 1 Newberg AA
Relief Pool Personnel	61.00	1.00		62.00	Added 1 Floating Battalion Chief
North Division Command	19.00		(1.00)	18.00	Transferred 1 AA to South Division
Station 17 (North Plains)	9.00 *			9.00	
Station 50 (Walnut)	12.00			12.00	
Station 51 (Tigard)	25.00			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)	13.00			13.00	
Station 65 (West Slope)	13.00			13.00	
Station 66 (Brockman Road)	13.00			13.00	
Station 67 (Farmington Road)	26.00			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	0.00			0.00	
South Division Command	17.00	1.00	1.00	19.00	Added back 1 AA, 1 AA trans from North Division
Station 19 (Midway)	9.00 *			9.00	
Station 20 (Springbrook)	15.00 *			15.00	
Station 21 (Downtown Newberg)	15.00 *			15.00	
Station 33 (Sherwood)	12.00	2.00		14.00	Added 2 Paramedics to new unit Medic 33
Station 34 (Tualatin)	13.00			13.00	
Station 35 (King City)	18.00			18.00	
Station 52 (Wilsonville)	18.00			18.00	
Station 55 (Stafford)	0.00	12.00		12.00	Added 12 FTEs from Local Option Levy
Station 56 (Elligsen Road)	12.00			12.00	
Station 57 (Mountain Road)	12.00			12.00	
Station 58 (Bolton)	12.00			12.00	
Station 59 (Willamette)	18.00			18.00	
Total Integrated Operations	446.00	17.00	(1.00)	462.00	
EMS/Training/Volunteers Directorate					
EMS	9.00		(3.00)	6.00	Reduce 2 EMS-MIH; Trans 1 Div Chief to Training
Training	10.00	1.00		11.00	Transferred 1 Div Chief from EMS
Recruits	18.00		(7.50)	10.50	Reduced recruits' time in academy (7.50)
Total EMS/Training/Volunteers	37.00	1.00	(10.50)	27.50	
Total Full-Time Equivalents (FTE)	573.00	19.00	(12.50)	579.50	Total 6.50 increase in FTEs

* 3 additional FTEs are also funded in Fund 25 from the SAFER grant.

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	2017-18 Budget
Apparatus Fund	\$ 1,000,000
Property and Building Fund	6,113,228
Pension Trust Fund	367,058
Total Transfers	\$ 7,480,286

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 2017-18, 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 \$23,930,455. 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

Historical Data			Resources	Budget for Next Year 2017-18		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Revised Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 36,719,738	\$ 35,892,151	\$ 35,311,232	Beginning Fund Balance	\$ 39,403,543	\$ 39,403,543	\$ 39,403,543
1,362,917	1,024,819	1,417,979	Prior Years Prop Tax	1,066,222	1,066,222	1,066,222
10,910	17,898	11,351	Taxes In Lieu of Prop Tax	18,621	18,621	18,621
99,819	140,939	100,319	Interest Income	154,145	154,145	154,145
6,764	2,991	6,798	Interest on Taxes	3,006	3,006	3,006
12,713	15,416	12,777	Unsegregated Tax Interest	15,493	15,493	15,493
1,661,983	1,733,258	10,960,173	Program Revenue	6,312,743	6,312,743	6,312,743
9,352	27,655	5,000	Haz Mat Response Revenues	5,000	5,000	5,000
619	498	500	Accounting Service Revenue	350	350	350
5,554	4,237	2,000	Fire Reports/Permits	2,000	2,000	2,000
5,553	41,600	5,000	Training Classes	10,000	10,000	10,000
123,579	145,644	85,600	Rental Revenue	75,600	75,600	75,600
413,520	168,720	180,226	Donations & Grants	110,000	110,000	110,000
520,569	380,216	225,400	Insurance Refunds WC	232,500	232,500	232,500
11,881	6,711	5,000	Surplus Property	5,000	5,000	5,000
103,071	93,064	90,594	Miscellaneous	110,000	110,000	110,000
24,151			Transfers In from Other Funds			
2,683	1,350	1,000	Discounts Earned	500	500	500
			Total Resources,			
41,095,375	39,697,168	48,420,949	Except Taxes to be Levied	47,524,723	47,524,723	47,524,723
		95,291,918	Taxes Necessary to Balance	102,257,338	102,257,338	102,257,338
79,054,101	92,161,494		Taxes Collected in Year Levied			
\$ 120,149,476	\$ 131,858,663	\$ 143,712,867	Total Resources	\$ 149,782,061	\$ 149,782,061	\$ 149,782,061

Historical Data			Resources	Budget for Next Year 2017-18		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Revised Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 72,082,015	\$ 76,551,622	\$ 95,752,608	Personnel Services	\$ 99,497,803	\$ 99,497,803	\$ 99,446,803
8,955,523	10,597,545	13,318,747	Materials and Services	13,638,517	13,638,517	13,601,812
3,219,787	7,227,016	6,500,000	Operating Transfers Out	7,480,286	7,480,286	7,480,286
		4,909,249	Operating Contingency	5,235,000	5,235,000	5,322,705
35,892,151	37,482,479	23,232,263	Ending Fund Balance	23,930,455	23,930,455	23,930,455
\$ 120,149,476	\$ 131,858,663	\$ 143,712,867	Total Requirements	\$ 149,782,061	\$ 149,782,061	\$ 149,782,061

General Fund, continued

		2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5001	Salaries & Wages Union	\$ 26,177,857	\$ 28,454,996	\$ 36,392,675	\$ 36,448,521	\$ 36,448,521	\$ 36,249,000
5002	Salaries & Wages Nonunion	7,780,815	7,940,749	8,948,961	9,500,314	9,500,314	9,580,876
5003	Vacation Taken Union	3,759,232	3,954,473	4,544,021	4,802,232	4,802,232	4,790,330
5004	Vacation Taken Nonunion	537,626	531,835	619,779	646,929	646,929	660,190
5005	Sick Leave Taken Union	562,484	548,109	873,685	720,788	720,788	717,626
5006	Sick Taken Nonunion	150,191	194,607	164,682	171,760	171,760	175,004
5007	Personal Leave Taken Union	418,999	380,487	478,545	507,254	507,254	506,347
5008	Personal Leave Taken Nonunion	66,546	67,919	87,207	91,059	91,059	92,753
5009	Comp Taken Union	4,738	6,649				
5010	Comp Taken Nonunion	22,226	31,091				
5015	Vacation Sold	119,351	138,610	286,494	295,569	295,569	331,153
5016	Vacation Sold at Retirement	94,758	93,464	168,512	193,229	193,229	255,084
5017	PEHP Vac Sold at Retirement	303,969	270,772	235,512	256,848	256,848	253,935
5018	Comp Time Sold Union	4,100	15,394				
5019	Comp Time Sold Nonunion	2,680	6,075				
5020	Deferred Comp Match Union	1,388,716	1,502,927	1,891,541	1,963,493	1,963,493	1,953,180
5021	Deferred Comp Match Nonunion	494,118	510,259	641,747	682,066	682,066	695,935
5041	Severance Pay	11,760					
5090	Temporary Services-Backfill	61,417	36,807	16,583			
5101	Vacation Relief	3,808,982	4,147,707	5,070,690	5,253,767	5,253,767	5,253,767
5102	Duty Chief Relief						
5105	Sick Relief	608,168	610,789	758,296	729,245	729,245	729,245
5106	On the Job Injury Relief	134,291	101,729	173,646	160,557	160,557	160,557
5107	Short Term Disability Relief	27,580	37,702	55,881	43,268	43,268	43,268
5110	Personal Leave Relief	401,738	490,601	484,945	532,265	532,265	532,265
5115	Vacant Slot Relief	454,700	526,284				
5117	Regular Day Off Relief				597,204	597,204	597,204
5118	Standby Overtime	24,934	26,636	33,674	30,475	30,475	30,475
5120	Overtime Union	1,183,682	1,518,933	1,690,418	1,419,591	1,419,591	1,418,791
5121	Overtime Nonunion	37,331	49,944	52,948	62,240	62,240	62,240
5123	Comp Time Sold Nonunion		38				
5150	Pension Benefit	18,000	12,501	32,000	20,000	20,000	30,000
5201	PERS Taxes	8,924,510	9,750,971	12,345,347	14,593,579	14,593,579	14,589,838
5203	FICA/MEDI	3,385,334	3,615,707	4,806,347	4,913,169	4,913,169	4,911,348
5206	Worker's Comp	2,119,127	1,062,451	1,311,177	1,338,496	1,338,496	1,335,068
5207	TriMet/Wilsonville Tax	327,531	353,713	478,724	448,356	448,356	448,281
5208	OR Worker's Benefit Fund Tax	18,519	19,012	22,916	19,644	19,644	19,584
5210	Medical Ins Union	6,487,087	7,170,579	9,890,727	9,966,299	9,966,299	9,922,793
5211	Medical Ins Nonunion	1,318,356	1,431,244	1,993,003	1,924,124	1,924,124	1,924,124
5220	Post Retire Ins Union	219,550	228,365	290,400	277,131	277,131	275,931
5221	Post Retire Ins Nonunion	83,578	100,820	102,600	103,500	103,500	103,500
5230	Dental Ins Nonunion	155,736	150,936	156,847	184,122	184,122	184,122
5240	Life/Disability Insurance	87,395	90,097	137,718	138,001	138,001	151,721
5250	Unemployment Insurance	247	23,219	18,000	18,000	18,000	18,000

General Fund, continued

		2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5260	Employee Assist Insurance	11,880	11,880	12,830	15,120	15,120	15,120
5270	Uniform Allowance	180,882	194,668	308,937	256,258	256,258	255,358
5290	Employee Tuition Reimburse	35,707	79,433	109,313	92,810	92,810	92,810
5295	Vehicle/Cell Allowance	65,588	60,440	65,280	80,520	80,520	79,980
Total Personnel Services		72,082,015	76,551,622	95,752,608	99,497,803	99,497,803	99,446,803
5300	Office Supplies	22,716	20,503	38,370	41,310	41,310	41,110
5301	Special Department Supplies	175,803	176,113	316,435	276,840	277,040	276,840
5302	Training Supplies	51,417	79,712	115,692	91,300	91,100	91,100
5303	Physical Fitness	9,764	14,348	22,650	37,175	37,175	37,175
5304	Hydrant Maintenance	4,346	4,452	5,500	5,500	5,500	5,500
5305	Fire Extinguisher	2,922	2,050	16,900	15,660	15,660	15,660
5306	Photography Supplies & Process	61	844	2,300			
5307	Smoke Detector Program	3,699	5,685	8,175	10,100	10,100	10,100
5311	Haz Mat Response Materials	125	339	3,000	3,000	3,000	3,000
5320	EMS Supplies	327,037	419,462	521,348	612,686	612,686	609,436
5321	Fire Fighting Supplies	246,589	154,977	710,182	333,560	333,560	333,560
5325	Protective Clothing	480,387	329,651	447,391	378,249	378,249	377,749
5330	Noncapital Furniture & Equip	299,413	406,508	434,971	269,363	269,363	269,363
5340	Software Licenses/Upgrade/Host	579,784	794,650	964,051	987,772	987,772	987,772
5350	Apparatus Fuel/Lubricants	321,462	240,855	493,098	437,326	437,326	434,326
5361	M&R Bldg/Bldg Equip & Improv	719,208	1,173,737	1,079,827	1,190,327	1,190,327	1,190,327
5363	Vehicle Maintenance	502,964	638,273	840,850	965,590	965,590	965,590
5364	M&R Fire Comm Equip	12,204	19,298	31,268	33,268	33,268	33,268
5365	M&R Firefight Equip	65,267	95,840	95,169	190,558	190,558	190,558
5366	M&R EMS Equip	13,961	36,263	87,637	43,846	43,846	43,846
5367	M&R Office Equip	84,789	87,079	115,848	116,041	116,041	116,041
5368	M&R Computer & Network Hdwe	98,049	241,822	123,817	168,589	168,589	168,589
5400	Insurance Premium	317,731	338,327	411,087	421,015	421,015	420,515
5410	General Legal	212,020	226,319	391,000	418,500	418,500	418,500
5411	Collective Bargaining	13,539	1,229	15,000	85,000	85,000	85,000
5412	Audit & Related Filing Fees	20,930	47,080	46,700	56,775	56,775	56,775
5413	Consultant Fees	148,469	134,705	225,600	236,999	236,999	218,999
5414	Other Professional Services	357,172	907,611	762,007	1,112,393	1,112,393	1,112,393
5415	Printing	21,248	24,428	37,545	39,135	39,135	39,005
5416	Custodial & Bldg Services	149,171	156,897	178,577	172,312	172,312	172,312
5417	Temporary Services	51,363	32,709	79,280	79,280	79,280	79,280
5418	Trustee/Administrative Fees	73,728	91,398	40,550	46,445	46,445	46,445
5420	Dispatch	1,674,532	1,788,232	2,056,073	2,209,226	2,209,226	2,209,226
5421	BOD Allowance	6,350	9,250	7,500	9,000	9,000	9,000
5430	Telephone	233,197	291,312	312,334	320,708	320,708	320,708
5432	Natural Gas	104,388	105,923	147,951	150,211	150,211	150,211
5433	Electricity	421,003	424,420	501,764	513,718	513,718	513,718
5434	Water/Sewer	183,034	197,851	233,507	246,819	246,819	246,819
5436	Garbage	55,342	59,633	68,894	76,242	76,242	76,242

General Fund, continued

		2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5437	Cable Access	194,993	165,254	167,525	163,216	163,216	163,216
5445	Rent/Lease of Building	6,004	2,730	15,336	5,200	5,200	5,200
5450	Rental of Equip	12,292	9,553	12,196	12,666	12,666	12,666
5461	External Training	88,385	97,268	169,611	164,197	164,197	160,947
5462	Travel and Per Diem	107,599	119,986	234,174	249,141	249,141	242,916
5471	Citizen Awards	1,644	2,116	2,475	2,700	2,700	2,700
5472	Employee Recog & Awards	18,603	10,049	28,255	31,980	31,980	31,980
5473	Employ Safety Pro & Incent	6,046	5,800	13,000	13,000	13,000	13,000
5474	Volunteer Awards Banquet	8,412	8,304	9,500	9,500	9,500	9,500
5480	Community/Open House/Outreach	18,976	11,041	27,700	61,125	61,125	61,125
5481	Community Education Materials	23,434	30,984	38,269	31,074	31,074	31,074
5484	Postage UPS & Shipping	38,738	38,232	57,499	64,134	64,134	63,984
5500	Dues & Subscriptions	59,688	56,153	81,471	77,923	77,923	77,123
5501	Volunteer Assn Dues	8,000	12,000	16,000	12,000	12,000	12,000
5502	Certifications & Licensing	52,000	9,283	71,395	13,604	13,604	13,604
5570	Misc Business Exp	40,128	57,561	69,112	75,105	75,305	74,805
5571	Planning Retreat Expense	4,147	7,703	14,400	15,850	15,650	15,650
5572	Advertis/Public Notice	43,928	72,882	64,070	74,390	74,390	74,390
5573	Inventory Over/Short/Obsolete	(9,604)	3,731	4,700	4,700	4,700	4,700
5574	Elections Expense	66,015		80,000	700	700	700
5575	Laundry/Repair Expense	100,912	97,133	152,211	154,474	154,474	154,474
	Total Materials & Services	8,955,523	10,597,545	13,318,747	13,638,517	13,638,517	13,601,812
5800	Transfers Out	3,219,787	7,227,016	6,500,000	7,480,286	7,480,286	7,480,286
	Total Op Transfer Out	3,219,787	7,227,016	6,500,000	7,480,286	7,480,286	7,480,286
5900	Contingency			4,909,249	5,235,000	5,235,000	5,322,705
	Total Contingency			4,909,249	5,235,000	5,235,000	5,322,705
5999	Budgeted Ending Fund Balance	35,892,151	37,482,479	23,232,263	23,930,455	23,930,455	23,930,455
	Total Ending Fund Bal	35,892,151	37,482,479	23,232,263	23,930,455	23,930,455	23,930,455
	Total General Fund	\$ 120,149,476	\$ 131,858,663	\$ 143,712,867	\$ 149,782,061	\$ 149,782,061	\$ 149,782,061

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services			\$ 500	\$ 500
Materials & Services	\$ 87,112	\$ 23,040	121,575	31,200
Total Expenditure	\$ 87,112	\$ 23,040	\$ 122,075	\$ 31,700

2017-18 Significant Changes

Within Materials and Services, budgeted expenses include \$6,000 in legal expenses for monthly Board meetings and workshops, a \$9,000 allowance for Board Member meeting reimbursements, \$800 for Board Member conference registrations, \$5,250 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 decrease in the budget is for election expenses which in the prior year were 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

Status of 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.
Status: → Ongoing
Status Report: The Board provided policy direction via actions taken at monthly Board meetings and in the annual budget approval process. For example, during fiscal year 2017, they authorized intergovernmental agreements, property purchases, and updates to Board Policy statements that provide direction on maintenance practices, community services, and business operations. Additionally, the Board enacted an ordinance adopting the Yamhill County ambulance rates for the ambulance services area included in the Newberg Fire Department service contract. They also passed resolutions to authorize budget appropriations, tax exemptions for affordable housing projects in Beaverton, and initiation of the Washington County Fire District 2 service area annexation. The annual budget committee included the Board members.

- 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 and subsequent policy position statement on economic, taxation, and land use processes
Status: → Ongoing
Status Report: In the 2017 Fiscal Year, Board member activity in this area included maintaining membership in the Oregon Fire District Directors Association and the National Association of Elected Fire Officials. Board members also served on the following: Washington County Consolidated Communications Agency Board of Commissioners, Metro Southwest Corridor Advisory Group, Metro Policy Advisory Committee, Clackamas County ALS Consortium, and the Special Districts Association of Oregon Board, Legislative Committee and Fire Districts' Caucus.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: During the 2017 Fiscal Year, the Board passed a resolution to authorize staff to initiate the annexation process for the Washington County Fire District 2 service area, including tasks related to placing the measure on the ballot. The voters passed the annexation measure and related legal processes were finalized. Two members of the Board will continue to serve on the governance council established to manage the service contract until it is dissolved, which will occur on June 30, 2017. Members of the Board also served on the governance councils for the service agreements with Newberg Fire Department and Newberg Rural Fire District. The Board received regular staff briefings on the status of these initiatives throughout the year and provided policy level guidance when appropriate.

Additional 2016-17 Accomplishments

- Board President Gordon Hovies was selected as the Special Districts in Washington County representative with MPAC (Metro Policy Advisory Committee)
- Members of the Board attended the annual SDAO Conference and annual Oregon Fire Service Conference
- Vice President Clark Balfour was reelected at the Fire Representative with SDAO
- Members of the Board attended the Westside Economic Alliance Annual State of Washington County Address
- Joint meetings were held with: Washington County, Clackamas County, and Newberg Rural Fire Protection District Board

2017-18 Division Tactics

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

Goal/Strategy: All
Timeframe: 12 months
Partner(s): All District divisions and departments.
Budget Impact: Varies based upon policy direction
Measured By: Incidence of engagement from Board Members.
Incidence of policy direction or 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: 12 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 and subsequent policy
position statement on economic, taxation, and land use
processes.

- Once supported, develop annexation and election strategies for Newberg Rural Fire Protection District and the City of Newberg Fire Department service areas.

Goal/Strategy: Goal 3- Strategies 3.3; 3.4
Timeframe: 12 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.

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10120 General Fund						
5270 Uniform Allowance			\$ 500	\$ 500	\$ 500	\$ 500
Total Personnel Services			500	500	500	500
5300 Office Supplies	\$ 9	\$ 11	50	50	50	50
5301 Special Department Supplies		127	400	400	400	400
5410 General Legal	2,480	3,486	4,000	6,000	6,000	6,000
5413 Consultant Fees			12,000			
5415 Printing		38				
5421 BOD Allowance	6,350	9,250	7,500	9,000	9,000	9,000
5461 External Training	1,085	1,581	1,775	1,800	1,800	1,800
5462 Travel and Per Diem	3,460	3,609	6,400	5,250	5,250	5,250
5500 Dues & Subscriptions	2,000	400	2,000	2,000	2,000	2,000
5570 Misc Business Exp	2,427	1,431	3,250	2,500	2,500	2,500
5572 Advertis/Public Notice	3,286	3,107	4,200	3,500	3,500	3,500
5574 Elections Expense	66,015		80,000	700	700	700
Total Materials and Services	87,112	23,040	121,575	31,200	31,200	31,200
Total General Fund	\$ 87,112	\$ 23,040	\$ 122,075	\$ 31,700	\$ 31,700	\$ 31,700



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 which are 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 50,884	\$ 61,570	\$ 73,984	\$ 63,340
Materials & Services	16,311	35,963	44,225	39,382
Total Expenditure	\$ 67,195	\$ 97,533	\$ 118,209	\$ 102,722

2017-18 Significant Changes

The 2017-18 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, Lieutenants, Apparatus Operators, and to select 24 firefighters for one 2017-18 recruit academy, 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 \$9,492 and \$4,100 to administer the open and continuous testing process, and \$18,000 for background investigations of new hires based on new DPSST requirements. Account 5415, Printing, adds \$1,000 for recruitment materials. Account 5471, Citizen Awards, for \$300, provides nominal gifts for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$2,400, 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
Term expires
03/18



Sue Lamb
Chair
Seat 2
Term expires
3/18



Jim Main
Commissioner
Seat 3
Term expires
03/19



Evelyn Minor-
Lawrence
Commissioner
Seat 4
Term expires
03/19



Donna Fowler
Commissioner
Seat 5
Term expires
03/19

Status of 2016-17 Division Tactic

- 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 eligibles lists and selection processes in relation to forecasted staffing needs. Individuals hired and promoted meet quality and diversity objectives.

Status: → Ongoing

Status Report: Completed entry-level firefighter and paramedic (only) recruitments. Completed station captain exam; eligibility list established. Also during this fiscal year, in partnership with the Public Affairs department and a consultant, developed an outreach and branding strategy and targeted marketing pieces, and a social and mainstream media campaign was launched. Additionally, HR posted targeted recruitment announcements. Further outreach and branding strategies will be developed and implemented in the next budget year to meet quality and diversity objectives.

Activities Summary

	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	19	12	21	15	15
Number of Civil Service examinations (to develop eligible lists)	5	6	9	3	5
Number of Civil Service Commission meetings	3	4	5	4	4
Number of appeals heard before Commission	1	0	1	0	0
Number of actions taken by Commission or other entities to address exam or selection irregularities or inaccuracies in classification specifications	0	0	0	0	0
Days to establish eligible list (from kick-off meeting)	75	70	62	105	90
Days to fill vacancies – entry level firefighter (from pulling list)	182	168	127	167	170
Days to fill vacancies – all other Civil Service classifications (from department request)	16	22	32	39	30
Number of classification specifications revised and approved by Commission	0	3	13	4	0
Percentage of employees hired into Civil Service classifications who completed trial service during period	89% 16 of 18	89% 16 of 18	86% 24 of 28	93% 42 of 45	93% 14 of 15
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% 25 of 25	100% 13 of 13	100% 28 of 28	100%	100%
Number of applications processed*		148	277	257	250

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

2017-18 Division Tactic

- 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: 12 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10110 General Fund						
5120 Overtime Union	\$ 39,249	\$ 47,219	\$ 59,835	\$ 45,904	\$ 45,904	\$ 45,904
5121 Overtime Nonunion	128					
5201 PERS Taxes	7,633	9,988	9,956	12,872	12,872	12,872
5203 FICA/MEDI	2,997	3,211	3,341	3,512	3,512	3,512
5206 Worker's Comp	576	791	472	586	586	586
5207 TriMet/Wilsonville Tax	283	341	380	466	466	466
5208 OR Worker's Benefit Fund Tax	18	19				
Total Personnel Services	50,884	61,570	73,984	63,340	63,340	63,340
5301 Special Department Supplies	82					
5410 General Legal		2,924	2,000	2,500	2,500	2,500
5414 Other Professional Services	12,800	26,425	37,730	31,592	31,592	31,592
5415 Printing				1,000	1,000	1,000
5471 Citizen Awards	461	207	575	300	300	300
5484 Postage UPS & Shipping				50	50	50
5570 Misc Business Exp	2,431	5,173	3,600	2,400	2,400	2,400
5572 Advertis/Public Notice	537	1,234	320	1,540	1,540	1,540
Total Materials and Services	16,311	35,963	44,225	39,382	39,382	39,382
Total General Fund	\$ 67,195	\$ 97,533	\$ 118,209	\$ 102,722	\$ 102,722	\$ 102,722

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,013,031	\$ 2,908,443	\$ 3,553,128	\$ 3,678,967
Materials & Services	717,356	1,147,861	1,411,634	1,615,456
Total Expenditure	\$ 2,730,387	\$ 4,056,304	\$ 4,964,762	\$ 5,294,423

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	0.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief ¹	2.00	2.00	3.00	3.00
Chief of Staff	1.00	1.00	1.00	1.00
Public Affairs Chief	1.00	1.00	1.00	1.00
Public Affairs Coordinator	0.00	1.00	1.00	1.00
Public Affairs Manager	1.00	0.00	0.00	0.00
Behavioral Health Specialist	1.00	1.00	1.00	1.00
Executive Assistant ²	2.00	2.00	3.00	3.00
Administrative Assistant ³	0.00	1.00	1.00	1.00
Records Manager	0.00	0.00	1.00	1.00
Records Analyst	1.00	1.00	1.00	1.00
Strategic Program Manager ⁴	0.00	1.00	1.00	1.00
Planning Analyst ⁴	0.00	2.00	2.00	2.00
Planning Specialist ⁴	0.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	17.00	20.00	19.00

¹ Newberg staff addition.

² District 2 staff addition.

³ Transfer from former Central Division.

⁴ Planning personnel moved from Cost Center 10505, effective July 1, 2015.

2017-18 Significant Changes

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

Materials and Services were increased over the prior year revised budget to \$1,615,456. Facility costs for the Command and Business Operations facility that house North Integrated Operating Division personnel in addition to Business Operations, Logistics and other functions, are included within this budget and include offices supplies, copiers and other supplies. Other accounts in Materials and Services account 5330 account for building furniture needs for department personnel. External training and per diem supports the Fire Chief and other Chiefs' travel for national organization positions. The Command and Business Operations Center building costs are included within the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, 5436; Custodial Services in account 5416 and Building Maintenance account 5361. Items included in Building Maintenance include external contracts for the heating system, UPS systems, HVAC, generator systems, window cleaning, and alarm and access entry monitoring.

Account 5350 includes generator fuel expenses for the weekly running and testing of the facility's generators designed to keep the command center running 78 hours without external power. To meet regulations, the generators are cycled weekly. Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413 provide for the District's fire service lobbying contract and legislative assistance; and account 5414, Professional Services, reflects annual funding for public attitude research, strategic planning, land use services, and other matters on issues as directed by the Board of Directors and \$250,000 for continued consultation on the implementation of a Medicaid reimbursement program and process in the State of Oregon to allow funding for prehospital care services which is expected to be reimbursed. Account 5417 was budgeted to allow for temporary services to assist in records transfer requirements. Account 5484, Postage, contains \$58,720 for District-wide and contracted service area annual mailing of "Safety Matters." Account 5572 reflects \$60,000 budgeted for safety messaging and awareness throughout the District.



Status of 2016-17 Tactics

- 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 the existing warehouse.
 Status: ✓ Complete
 Status Report: The Chief of Staff is working with Human Resources to develop the job description for a Records Manager position. This position will require revision to the existing Records Analyst job description as some of those duties will be transitioned to the Records Manager. It is anticipated this work and subsequent recruitment will be completed prior to the end of the fiscal year. In the interim, budgeted funds were utilized to hire a temporary employee to assist the Records Analyst with existing workload. This has been beneficial as staff is receiving an average of 50 formal public records/information requests per month; however, it also provided valuable insight on how best to allocate workload and functions of two records staff members.

There was no movement on obtaining contract services to assist with District records management due to lack of time and resources, as well as the focus on the new records position. Any future movement on this item will be discussed with the new Records Manager, Chief of Staff, and Fire Chief if determined to be a need. The Records Analyst did work with the Division Chief of Logistics about the need for a HIPAA security and risk assessment of our IT infrastructure. As a result, funds are requested for this contracted service in fiscal year 2017-18 to be reviewed by staff for approval into the budget.

Status of 2016-17 Tactics, continued

- Fill the vacant Assistant Chief of Operations position and utilize incoming Newberg senior staff to balance the work of the Fire Chief's Office, allowing for increased engagement by the leadership team.

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.
Status: ✓ Complete
Status Report: The Assistant Chief of Operations vacancy was filled through the promotion of Division Chief Deric Weiss. Although the retirement of Deputy Chief Dustin Morrow created a vacancy, the District filled this void through the utilization of Les Hallman (Fire Chief of Newberg Fire Department) as the Assistant Chief of EMS, Training, and Volunteers. These positions and the restructure of the organization chart as a result (separation of EMS, Training and Volunteers from Integrated Operations), has allowed for a more balanced workload within the Fire Chief's Office, as well as for the management of the staff in the impacted divisions.

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

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.6 – Tactic 3.6.3
Timeframe: 12 months
Partner(s): Board of Directors
Budget Impact: Increase required
Measured By: Active participation by Executive Staff in the Oregon Health Authority's state plan amendment process.
Status: → Ongoing
Status Report: The Fire Chief and other staff participated on the Oregon Health Authority's EMS stakeholders work group representing the Oregon Fire Service. The work group's initial conceptual discussions focused on the role of EMS providers in Oregon's overall health care system and related transformation and innovation initiatives. Subsequently, the work group helped vet the initial drafts of state plan amendment as proposed by Oregon Health Authority staff. Participants anticipate the state plan amendment will be submitted to the federal Centers for Medicare and Medicaid for review and negotiation by the end of FY 2016-17.

Status of 2016-17 Tactics, continued

- Provide for a public awareness campaign and 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.
 Status: → Ongoing
 Status Report: The public attitude research, public information campaign and election related to the Washington County Fire District #2 (D2) partnership and annexation is complete. With the help of Campbell DeLong Resources Inc., a survey was implemented to gauge residents' awareness of their fire and EMS service and support for joining TVF&R permanently. Survey results informed collateral material, outreach and the ballot title and explanatory statement for Measure 34-268 asking voters to approve joining TVF&R permanently.

Presentations were made to nearly a dozen key stakeholders including elected leaders from D2, TVF&R, North Plains City Council, North Plains Chamber of Commerce, the Washington County Board of Commissioners and citizen participation organizations. Information was also shared at fire station open houses, community events and via direct mail, social media and newsletters.

Work with the city of Newberg and Newberg Rural Fire Protection district to discuss future service options will continue in fiscal year 2017-18, as will related public attitude research and robust community outreach efforts.

Status of 2016-17 Tactics, continued

- 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.

Status: → Ongoing

Status Report: The gap assessment was delayed due to other high priority emergent issues that required staff time during the budget year. Increased electronic communications tools were added, which include expansion of The Pulse, the internal e-newsletter. Also short video vignettes on current topics were instituted via intranet. Routine “face to face” meetings with crews were scheduled by the Battalion Chiefs, Public Affairs Chief and the Fire Chief.

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

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

Status: → Ongoing

Status Report: Only initial discussions have occurred and the majority of this work still needs to be conducted which will flow into the coming fiscal year. Executive Staff formerly assigned this overarching strategy (2.4) and therefore, subsequent division tactic, to the Chief of Staff.

Status of 2016-17 Tactics, continued

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

Goal/Strategy: Goal 3 – Strategy 3.9
 Timeframe: 24 months
 Partner(s): To be determined
 Budget Impact: None
 Measured By: Community partnerships and/or corporate sponsorships in place; financial and operational benefits tracked.
 Status: → Ongoing
 Status Report: Several partnerships helped expand the reach of District programs, including cardiac arrest survivability, fire prevention and youth safety initiatives as well as regional partnerships in Washington and Yamhill counties.

Most notable is a cooperative effort with the PulsePoint Foundation, Philips Health & Safety, King County and Local 1660. The February 2017 launch of the Verified Responder program resulted in local and national media coverage including 33 news stories, over 1.8 million impressions and \$1million worth of benefit to TVF&R (\$600,000 advertising value, \$400,000 in grant monies for AEDs). The launch was part of a larger Heart Month Campaign that included community CPR events, a Survivors' Breakfast and a robust social/earned media campaign. In addition to raising awareness, TVF&R attracted nearly 700 new citizen responders for the PulsePoint app.

Additional partners working with TVF&R include (but are not limited to) the Oregon Office of the State Fire Marshal, KGW, KPTV, KOIN, KATU, Alpha Media, National Cinema Media, Newberg Cinema, Landmark Ford, Washington Square Mall, WCCCA, law enforcement agencies, and multiple schools.

Additional 2016-17 Accomplishments

- Successful annexation vote of Washington County Fire District #2 (although process still requires finalizing the annexation process/hearings).
- Awarded the 2015 Staffing for Adequate Fire & Emergency Response (SAFER) grant of \$3.2M to provide fourth firefighting positions to Engines 17, 19, and 21, and Truck 20.
- Completed an ISO re-rating process (anticipated by end of FY) which included Washington County Fire District #2, City of Newberg, and Newberg Rural Fire Protection District areas.
- Deployed pre-plans in EGIS as well as expansion on the Analytics function to provide real-time standard incident data reporting.
- Successful Community Academy in September 2016 with nine participants including a Yamhill County Commissioner, two Newberg Rural Board members and a North Plains city councilor. Planning for a second academy in March 2017.
- Established a process working with Human Resources, Integrated Operations, Training, Logistics, and Capital Planning to forecast staffing needs based on the many complexities of our system; this information is reported monthly and Executive Staff/Division Managers Meetings.

Activities Summary

Service Measure	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted ¹	n/a	✓	✓	n/a	✓
<i>Percentage of Citizens Identifying TVF&R as Their Fire Department</i>	n/a	73%	73%	n/a %	72%
<i>Percentage of Citizens Identifying TVF&R as Their EMS Provider²</i>	n/a	52%	52%	n/a%	56%
Ad Equivalency of News Stories Calculated ³	\$313,000	\$279,000	\$405,641	\$525,000	\$575,000
Community Academy Graduates	16	5	14	18	20

- ¹ District-wide Public Attitude Survey conducted in FY15-16. An additional survey was conducted in Washington County Fire District #2's area to gauge awareness and level of support for permanent partnership with TVF&R.
- ²The 2015 Public Attitude Survey included a broader pool of diverse respondents than all previous surveys to better reflect community serviced 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, as compared to 78% for Caucasians (white).
- ³The District contracts with an external vendor to measure news coverage, related impressions, and advertising value and publicity value. Ad equivalency values reflect only radio and TV. In addition to earned media and advertising, TVF&R does a considerable amount of digital, social and web media.

2017-18 Division Tactics

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

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

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

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.4, 1.5
 Timeframe: 12 months
 Partner(s): All divisions/departments
 Budget Impact: None
 Measured By: Completion and delivery of the findings and recommendations to Executive Staff.

- 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.

- Engage local governmental partners on issues related to land use, future growth, urban services agreements, tax increment financing, cooperative initiatives, and other planning processes where district positions and/or policies are not yet established.

Goal/Strategy: Goal 3
 Timeframe: 12 months
 Partner(s): Board of Directors, local governmental partners
 Budget Impact: Increase required
 Measured By: Incidence of District staff participation in local processes that inform district positions and/or policies.

Fire Chief's Office, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10150 General Fund						
5002 Salaries & Wages Nonunion	\$ 1,210,990	\$ 1,726,866	\$ 1,956,711	\$ 1,980,906	\$ 1,980,906	\$ 1,994,752
5004 Vacation Taken Nonunion	59,494	87,113	136,509	134,879	134,879	139,369
5006 Sick Taken Nonunion	16,805	28,743	36,270	35,839	35,839	37,032
5008 Personal Leave Taken Nonunion	6,374	17,586	19,208	18,977	18,977	19,613
5010 Comp Taken Nonunion	1,677	8,131				
5015 Vacation Sold	60,558	66,425	116,510	111,476	111,476	139,346
5016 Vacation Sold at Retirement	1,241	29,241				
5017 PEHP Vac Sold at Retirement		35,755				
5019 Comp Time Sold Nonunion	523	382				
5021 Deferred Comp Match Nonunion	109,435	131,327	171,361	171,262	171,262	177,168
5121 Overtime Nonunion	1,101	4,637	3,500	1,500	1,500	1,500
5201 PERS Taxes	257,545	350,460	425,676	524,786	524,786	539,052
5203 FICA/MEDI	84,578	116,942	175,257	177,854	177,854	181,146
5206 Worker's Comp	20,797	27,032	31,392	31,760	31,760	32,449
5207 TriMet/Wilsonville Tax	9,788	14,238	20,295	18,787	18,787	19,193
5208 OR Worker's Benefit Fund Tax	323	472	700	570	570	570
5211 Medical Ins Nonunion	120,112	182,307	346,053	283,849	283,849	283,849
5221 Post Retire Ins Nonunion	9,825	15,225	18,000	17,100	17,100	17,100
5230 Dental Ins Nonunion	12,237	19,414	27,744	27,664	27,664	27,664
5240 Life/Disability Insurance	9,936	13,617	27,262	25,994	25,994	25,994
5270 Uniform Allowance	1,939	1,054	3,000	3,000	3,000	3,000
5290 Employee Tuition Reimburse		12,216	16,200	4,050	4,050	4,050
5295 Vehicle/Cell Allowance	17,753	19,260	21,480	36,120	36,120	36,120
Total Personnel Services	2,013,031	2,908,443	3,553,128	3,606,373	3,606,373	3,678,967
5300 Office Supplies	5,575	4,498	7,600	7,600	7,600	7,600
5301 Special Department Supplies	9,162	9,317	16,350	13,350	13,350	13,350
5302 Training Supplies	475	443	2,500	6,000	6,000	6,000
5320 EMS Supplies	1,244	255	500	500	500	500
5321 Fire Fighting Supplies	247		250	250	250	250
5325 Protective Clothing	6	44	100	100	100	100
5330 Noncapital Furniture & Equip	5,026	12,638	12,500	5,000	5,000	5,000
5350 Apparatus Fuel/Lubricants	4,965	4,345	12,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	77,497	61,407	120,828	128,138	128,138	128,138
5367 M&R Office Equip	9,364	34,909	39,120	40,200	40,200	40,200
5400 Insurance Premium	2,429	2,493	8,000	6,565	6,565	6,565
5410 General Legal	208,175	210,208	375,000	400,000	400,000	400,000
5413 Consultant Fees	50,500	48,500	54,000	30,000	30,000	30,000
5414 Other Professional Services	48,988	393,306	279,860	459,100	459,100	459,100
5415 Printing	14,510	20,379	23,950	24,005	24,005	24,005
5416 Custodial & Bldg Services	53,290	51,397	53,395	62,110	62,110	62,110
5417 Temporary Services		3,304	33,280	33,280	33,280	33,280
5432 Natural Gas	1,093	880	1,200	1,200	1,200	1,200
5433 Electricity	77,656	79,383	82,000	81,600	81,600	81,600

Fire Chief's Office, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5434 Water/Sewer	14,189	13,705	18,000	15,600	15,600	15,600
5436 Garbage	3,069	3,334	3,240	3,420	3,420	3,420
5445 Rent/Lease of Building	2,370	2,370	2,376	2,400	2,400	2,400
5461 External Training	12,379	38,078	45,810	44,875	44,875	44,875
5462 Travel and Per Diem	12,704	32,975	58,950	61,800	61,800	61,800
5471 Citizen Awards	996	1,217	1,000	1,500	1,500	1,500
5472 Employee Recog & Awards	(60)	22	3,000	3,000	3,000	3,000
5480 Community/Open House/Outreach	6,521	2,975	8,000	8,000	8,000	8,000
5484 Postage UPS & Shipping	34,713	35,493	50,970	58,720	58,720	58,720
5500 Dues & Subscriptions	20,128	26,369	33,445	31,443	31,443	31,443
5502 Certifications & Licensing	300		260	625	625	625
5570 Misc Business Exp	3,263	3,019	5,200	4,825	4,825	4,825
5571 Planning Retreat Expense	3,489	2,297	8,950	9,250	9,250	9,250
5572 Advertis/Public Notice	33,079	48,298	50,000	60,000	60,000	60,000
5575 Laundry/Repair Expense	12					
Total Materials and Services	717,356	1,147,861	1,411,634	1,615,456	1,615,456	1,615,456
Total General Fund	\$ 2,730,387	\$ 4,056,304	\$,964,762	\$ 5,221,829	\$ 5,221,829	\$ 5,294,423



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 432,723			
Materials & Services	39,392			
Total Expenditure	\$ 472,115			

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Planning Division Chief	0.00	0.00	0.00	0.00
Program Planner	1.00	0.00	0.00	0.00
Data Analyst	0.00	0.00	0.00	0.00
Planning Analyst	2.00	0.00	0.00	0.00
GIS Specialist	0.00	0.00	0.00	0.00
Response Aid Program Specialist	0.00	0.00	0.00	0.00
Planning Specialist	1.00	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	4.00	0.00	0.00	0.00

Planning, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10505 General Fund							
5002	Salaries & Wages Nonunion	\$ 247,591					
5004	Vacation Taken Nonunion	18,437					
5006	Sick Taken Nonunion	5,469					
5008	Personal Leave Taken Nonunion	3,195					
5010	Comp Taken Nonunion	807					
5015	Vacation Sold	2,543					
5021	Deferred Comp Match Nonunion	13,655					
5120	Overtime Union	560					
5121	Overtime Nonunion	1,405					
5201	PERS Taxes	45,363					
5203	FICA/MEDI	20,620					
5206	Worker's Comp	4,118					
5207	TriMet/Wilsonville Tax	1,951					
5208	OR Worker's Benefit Fund Tax	118					
5211	Medical Ins Nonunion	54,545					
5221	Post Retire Ins Nonunion	3,600					
5230	Dental Ins Nonunion	6,123					
5240	Life/Disability Insurance	2,623					
5295	Vehicle/Cell Allowance						
	Total Personnel Services	432,723					
5300	Office Supplies	771					
5301	Special Department Supplies	164					
5330	Noncapital Furniture & Equip	988					
5350	Apparatus Fuel/Lubricants						
5367	M&R Office Equip	3,485					
5414	Other Professional Services	17,000					
5415	Printing	802					
5461	External Training	8,997					
5462	Travel and Per Diem	5,402					
5484	Postage UPS & Shipping						
5500	Dues & Subscriptions	1,770					
5570	Misc Business Exp	15					
5571	Planning Retreat Expense						
	Total Materials & Services	39,392					
	Total General Fund	\$ 472,115					

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 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 Business Operations Assistant Chief.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 179,052	\$ 183,701	\$ 195,049	\$ 197,720
Materials & Services	5,458	17,983	43,773	28,496
Total Expenditure	\$ 184,510	\$ 201,684	\$ 238,822	\$ 226,216

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2017-18 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 city or county exercises and drills. The decrease in overtime relates to the transfer of Incident Management Team (IMT) responsibilities to the EMS/Training/Volunteer Directorate. PERS taxes reflect the increase in actual rates for the 2017-19 biennium. Materials and Services costs are decreased, largely due to account 5301, Special Department Supplies which in the prior year included \$33,955 to allow a shelf-life rotation of long life food bars, water, heater packs and other emergency supplies. Other Professional Services reflects the expected Washington County cost share of the county emergency management program which was formerly budgeted in the closed Emergency Management Fund. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

Status of 2016-17 Division 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.
Status: ✓ Complete
Status Report: New manager and rotation, budget transition will be complete at end of fiscal year 2016-17.

- 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.
Status: → Ongoing
Status Report: Incomplete: District-wide preparedness assessment substantially updated, but no progress on strategic direction or prioritization.

- 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.
Status: ✓ Complete
Status Report: Demonstration completed, vendor selected, and group assigned to develop processes and procedures. On target for implementation by end of fiscal year 2016-17.

2017-18 Division Tactic

- Identify, assign responsible parties, and implement prioritized recommendations from District preparedness assessment. This will be driven by executive- and division-level assignments.

Goal/Strategy: Goal 1 – Strategy 1.6; Goal 2 – Strategy 2.5

Timeframe: 24 months

Partner(s): All TVF&R organizational units. Although this also requires engagement with external partners, it should not require changes to current levels of interaction.

Budget Impact: Increase required

If fully implemented, this will include substantial remedial and other training and activities ranging from work-unit to organization in scale. Direct impact: Additional Emergency Management resources (e.g., 0.5 FTE, possible minor OT/comp time for day staff). Indirect impact: Training and other activities will displace other assignments for involved staff; ultimately this should be considered part of “normal work,” but this tactic will require elevated activity until the District reaches a satisfactory baseline.

Measured By: Success includes: All work units aware of organizational functions, priorities, and their roles under uncommon conditions; and competence (and for select staff, proficiency) in FOC/BHQ operations, cost tracking, and other aspects of emergency operations. Specific (qualitative) indicators include meeting identified competencies, resolution of recurrent pitfalls in exercises and real incidents, and resolution of other identified gaps.



Emergency Management, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10755 General Fund						
5002 Salaries & Wages Nonunion	\$ 102,228	\$ 99,620	\$ 96,893	\$ 98,809	\$ 98,809	\$ 98,809
5004 Vacation Taken Nonunion	4,658	4,768	6,815	6,950	6,950	6,950
5006 Sick Taken Nonunion			1,811	1,846	1,846	1,846
5008 Personal Leave Taken Nonunion			959	978	978	978
5015 Vacation Sold	7,377	8,531	4,096	4,177	4,177	4,177
5021 Deferred Comp Match Nonunion	5,312	5,220	5,324	5,430	5,430	5,430
5120 Overtime Union	4,823	9,592	16,748	12,229	12,229	12,229
5121 Overtime Nonunion			1,000	250	250	250
5201 PERS Taxes	26,091	26,906	27,819	34,141	34,141	34,141
5203 FICA/MEDI	8,820	9,057	9,818	9,582	9,582	9,582
5206 Worker's Comp	1,549	1,691	1,704	1,666	1,666	1,666
5207 TriMet/Wilsonville Tax	834	865	1,101	986	986	986
5208 OR Worker's Benefit Fund Tax	33	35	35	30	30	30
5211 Medical Ins Nonunion	12,875	14,207	15,614	16,944	16,944	16,944
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,276	1,293	1,507	1,554	1,554	1,554
5240 Life/Disability Insurance	958	991	1,213	1,218	1,218	1,218
5270 Uniform Allowance	1,317	24	1,692	30	30	30
Total Personnel Services	179,052	183,701	195,049	197,720	197,720	197,720
5300 Office Supplies	144	88	200	200	200	200
5301 Special Department Supplies	886	306	33,955	2,200	2,200	2,200
5302 Training Supplies			150	150	150	150
5320 EMS Supplies			25	25	25	25
5321 Fire Fighting Supplies	164		128			
5325 Protective Clothing	178		420			
5330 Noncapital Furniture & Equip	61		330	350	350	350
5350 Apparatus Fuel/Lubricants	310	185	290	120	120	120
5414 Other Professional Services		11,047	2,000	18,816	18,816	18,816
5415 Printing		19	1,005	1,125	1,125	1,125
5461 External Training	485	365	750	1,425	1,425	1,425
5462 Travel and Per Diem	1,622	1,351	2,550	2,650	2,650	2,650
5481 Community Education Materials			75	100	100	100
5500 Dues & Subscriptions	345	245	335	335	335	335
5502 Certifications & Licensing		250				
5570 Misc Business Exp	1,262	4,127	1,560	1,000	1,000	1,000
Total Materials & Services	5,458	17,983	43,773	28,496	28,496	28,496
Total General Fund	\$ 184,510	\$ 201,684	\$ 238,822	\$ 226,216	\$ 226,216	\$ 226,216

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget
Personnel Services	\$ 931,009	\$ 997,247	\$ 1,187,828	\$ 1,387,635
Materials & Services	78,433	86,705	170,636	229,950
Total Expenditure	\$ 1,009,442	\$ 1,083,952	\$ 1,358,464	\$ 1,617,585

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	2.00
Senior Benefits Administrator	1.00	1.00	1.00	1.00
Senior HRIS Analyst ⁽¹⁾	1.00	1.00	1.00	1.00
Employment Recruiter ⁽²⁾	1.00	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	2.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	8.00	8.00

⁽¹⁾ Job title change - previously Data Analyst

⁽²⁾ Job title change - previously Senior Employment Coordinator

2017-18 Significant Changes

Within Personnel Services, the planned retirement of a staff member is accounted for in accounts 5016 and 5017. 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. The increase is related to new training for Captains and Battalion Chiefs on inclusion, unconscious bias and cultural competency for approximately \$8,400.

Within Materials and Services, account 5410, General Legal, for \$10,000; and account 5411, Collective Bargaining, \$85,000 are budgeted for ongoing labor and employment issues and negotiations for the following labor contract beginning July 1, 2018. Consultant Fees in 5413, reflects \$10,000 for equity and inclusion training and \$7,000 in consulting services on a number of technical issues. Other Professional Services, account 5414, for \$43,945, reflects \$24,000 for background investigations for Volunteer firefighter candidates, 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. Account 5472, Employee Recognition and Awards for \$25,330, 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 2016-17 Division 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.

Status: → Ongoing

Status Report: Fully implemented the Halogen platform for all employee performance management. Succession planning/management tools are available and ready to deploy, but implementation requires competency assessment, performance rating calibration, and talent pool identification. Organizational readiness for this data-driven approach to succession management has not yet been established.

- 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.

Status: → Ongoing

Status Report: During this fiscal year, HR staff assisted various departments within the organization to hire qualified candidates. The efforts included recruitment and outreach, along with establishing fair and competitive selection processes to identify the most qualified candidates. Based on feedback from hiring managers, HR is meeting the District's timing needs for hiring and promotions.

Status of 2016-17 Division Tactics, continued

- 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.

Status: → Ongoing

Status Report: HR collected information about alternative firefighter hiring methods. Findings indicated that, while TVF&R could implement various alternative hiring methods, a more cost effective, valid and reliable tool for screening the large quantity of firefighter applications was not identified.

TVF&R initiated participation in the ErgoMetrics – FireTEAM test redevelopment project to determine if the new FireTEAM test will be a relevant and viable screening tool for the District in future years. The project was initiated in April 2016 and is targeted for completion in late Summer 2017. The TVF&R project team includes ten (10) Company Officers and three support staff.



Status of 2016-17 Division Tactics, continued

- 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.

Status: → Ongoing

Status Report: HR staff coordinated the Career Discovery Program, coordinated resources and attended the Women in Trades event, and coordinated resources for TVF&R participation in the Metro Fire Camp for Girls. Work continues on identifying new partnerships for outreach and recruitment.

A recruitment and branding outreach plan was initiated. A successful social media campaign was launched and included a TVF&R ad. Collateral material with the new brand and messaging was produced and distributed to promote hiring for Firefighters and Paramedics.

Leadership discussions are in progress to determine the best methods to deliver developmental opportunities on the topics of inclusion, cultural competency and unconscious bias.

Status of 2016-17 Division 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.

 Status: → Ongoing
 Status Report: Core, managerial, firefighter and executive competencies have been incorporated into relevant job descriptions. A job description update project is underway, with job descriptions from several departments having been updated with incumbent acknowledgment.

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

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.6
 Timeframe: 12 months
 Partner(s): Management level staff members
 Budget Impact: None
 Measured By: Managerial skills as demonstrated in managerial competency ratings.
 Status: ✓ Complete
 Status Report: Non-line supervisors participated in six hours of manager training. Post-training questionnaire responses suggested an increase in managerial skills.

- 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.
 Status: ✓ Complete
 Status Report: Due to the low number of new supervisory personnel, the training was not offered in this fiscal year. It will only be offered in the future if the number of new supervisory staff should warrant as such.

Human Resources, continued

Additional 2016-17 Accomplishments

- Successfully on-boarded D2 and Newberg employees due to the functional consolidation.
- Established new Paramedic only job classification, then conducted recruitment and selection process to hire fourteen (14) Paramedics.
- Coordinated ongoing PERS education sessions for TVF&R employees.
- Completed a large volunteer selection process.
- Implemented an ongoing performance management model (feedback, quarterly evaluations, and dynamic goals) through new Halogen software solution.

2017-18 Activities Summary

Service Measure	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
HR FTE	6.0	7	7	8	8
Total number of employees	463	475	496	562	567
Union	349	371	387	449	454
Non-Union	114	104	109	113	113
Total number of volunteers	57	76	45	119	144
Number of employees hired	26	36	32	94	25
Volunteers on-boarded	15	33	0	88	50
Number of employee separations	7	10	7	14	10
Number of volunteer separations	10	14	31	14	25
Number of employee retirements	8	14	4	14	10
Average number of Union employees on STD (short term disability) per week	1.0	2.9	1.8	2.0	2.3
Average duration of weeks on STD per employee	12.0	11.5	8.4	9.0	9.3
Average weekly number of line personnel off- duty for injury or illness both work and non-work related	5.6	9.71	6.4	8.5	9.0
Number of selection processes completed (total)	40	28	30	25	27
Civil Service	15	12	21	15	15
Non-Civil Service	25	16	9	10	12
Number of recognition events (promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized	144	154	140	120	130
Number of Employee of the Quarter nominations	10	21	9	12	10
Personnel Actions Processed	1,354	1,544	1,671	1,750	1,800
Turnover rate (<i>not including retirements</i>)	1.7%	2.1%	0.6%	2.6%	2.0%
Turnover rate (<i>including retirements</i>)	3.3%	5.1%	2.3%	5.3%	3.0%
Number of applications processed*	500	783*	486	400	400

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).

2017-18 Division Tactics

- Plan and deliver the bi-annual District Day event for day personnel to encourage employee engagement and awareness.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2
 Timeframe: 12 months
 Partner(s): All Departments
 Budget Impact: None
 Measured By: Event conducted.

- Implement organizational practices to fully utilize elements of Halogen software suite for performance management and succession management.

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:

- Regular assessment of competencies for all employees.
- Manager use of multi-rater assessment in performance and talent assessments to ensure rating reliability
- Creation of talent pools with key competencies for each pool identified
- Support provided toward system buildout of and organizational readiness for the Halogen succession planning/management function

- Recruit, hire, develop and promote staff at a rate that keeps pace with District need as identified through Integrated Operations and HR workforce analysis.

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: Required number of qualified candidates provided based on the District's timeframe for hiring and promotions

2017-18 Division Tactics, continued

- Participate in selected 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. Seek and develop new partnerships.
- As part of our outreach effort, one-day Career Day event piloted at TVF&R with targeted participants invited to learn more about Firefighting and Volunteer opportunities at TVF&R.
- Inclusion, cultural competency and unconscious bias development opportunities presented for employees to increase awareness.

- 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: 12 months
Partner(s): All Departments
Budget Impact: None
Measured By:

- Published job descriptions accurately reflecting job content, with consolidation of content, standardized language incorporated, common competencies identified, and exempt/non-exempt classification and salary grade reviewed
- Job descriptions acknowledged in the Halogen system by employees.



Human Resources, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10304 General Fund						
5002 Salaries & Wages Nonunion	\$ 567,666	\$ 575,940	\$ 627,624	\$ 677,192	\$ 677,192	\$ 687,770
5004 Vacation Taken Nonunion	22,045	27,888	43,022	45,620	45,620	46,575
5006 Sick Taken Nonunion	3,973	5,241	11,430	12,120	12,120	12,374
5008 Personal Leave Taken Nonunion	2,320	857	6,052	6,418	6,418	6,552
5010 Comp Taken Nonunion	1,264	598				
5015 Vacation Sold	6,265	4,847	16,412	16,797	16,797	17,149
5016 Vacation Sold at Retirement				6,500	6,500	6,552
5017 PEHP Vac Sold at Retirement				36,000	36,000	36,000
5021 Deferred Comp Match Nonunion	32,987	36,862	40,748	43,923	43,923	45,615
5120 Overtime Union	826	10,803	31,180	46,948	46,948	46,948
5121 Overtime Nonunion	190		750	750	750	750
5201 PERS Taxes	100,653	106,184	124,038	174,862	174,862	176,497
5203 FICA/MEDI	44,069	44,840	56,878	62,983	62,983	63,742
5206 Worker's Comp	8,682	9,331	9,995	11,044	11,044	11,189
5207 TriMet/Wilsonville Tax	4,303	4,473	6,463	6,568	6,568	6,654
5208 OR Worker's Benefit Fund Tax	218	220	280	240	240	240
5211 Medical Ins Nonunion	94,484	103,876	139,421	150,180	150,180	150,180
5221 Post Retire Ins Nonunion	5,550	7,200	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,002	10,445	12,225	13,409	13,409	13,409
5240 Life/Disability Insurance	5,425	5,584	9,600	9,829	9,829	8,759
5250 Unemployment Insurance	247	23,219	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,880	11,880	12,830	15,120	15,120	15,120
5290 Employee Tuition Reimburse			6,720	2,800	2,800	2,800
5295 Vehicle/Cell Allowance	6,960	6,960	6,960	7,560	7,560	7,560
Total Personnel Services	931,009	997,247	1,187,828	1,372,063	1,372,063	1,387,635
5300 Office Supplies	232	578	500	500	500	500
5301 Special Department Supplies	87	428	500	500	500	500
5302 Training Supplies	1,538	1,722	1,125	375	375	375
5330 Noncapital Furniture & Equip	1,680	5,014	3,300	1,250	1,250	1,250
5367 M&R Office Equip	2,605					
5400 Insurance Premium	335	349				
5410 General Legal	1,365	9,701	10,000	10,000	10,000	10,000
5411 Collective Bargaining	13,539	1,229	15,000	85,000	85,000	85,000
5413 Consultant Fees				17,000	17,000	17,000
5414 Other Professional Services	17,373	23,154	79,770	43,945	43,945	43,945
5415 Printing	261	38	400	800	800	800
5461 External Training	5,699	3,286	10,747	15,067	15,067	15,067
5462 Travel and Per Diem	6,047	3,404	8,605	7,622	7,622	7,622
5472 Employee Recog & Awards	15,479	9,535	21,605	25,330	25,330	25,330
5484 Postage UPS & Shipping	39	59	100	100	100	100
5500 Dues & Subscriptions	3,630	3,920	5,445	5,570	5,570	5,570
5570 Misc Business Exp	5,011	6,766	8,639	11,991	11,991	11,991

Human Resources, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5571 Planning Retreat Expense	432		400	400	400	400
5572 Advertis/Public Notice	3,082	17,524	4,500	4,500	4,500	4,500
Total Materials and Services	78,433	86,705	170,636	229,950	229,950	229,950
Total General Fund	\$ 1,009,442	\$ 1,083,952	\$ 1,358,464	\$ 1,602,013	\$ 1,602,013	\$ 1,617,585

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 315,654	\$ 257,922	\$ 349,326	\$ 396,335
Materials & Services	29,348	37,329	87,892	87,875
Total Expenditure	\$ 345,001	\$ 295,252	\$ 437,218	\$ 484,210

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Logistics Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2017-18 Significant Changes

Personnel Services reflect projected salary and benefit costs for the assigned personnel, including projected actual PERS rate changes. Within Materials and Services, Apparatus Fuel/Lubricants covers 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 2016-17 Division 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.

Status: → Ongoing

Status Report: Limited work to develop KPI for all departments occurred during this fiscal year. Will continue into fiscal year 2017-18.

Status of 2016-17 Division Tactics, continued

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

Goal/Strategy: Goal 1 - Strategy 1.1, 1.2, and 1.7 ; Goal 2 – Strategy 2.7
Timeframe: 24 months
Partner(s): Occupational Health and Wellness, Training, Logistics Managers, Safety Committee, Studio
Budget Impact: Increase required
Measured By: Initial safety programs in place for each division.
Status: → Ongoing
Status Report: All Logistics departments identified safety concerns and are developing programs to address. Submitted fiscal year 2017-18 budget request for OSHA 10 training to address general safety education across Logistics departments.

- 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.
Status: → Ongoing
Status Report: Logistics Division Chief assigned to regional committee for CAD implementation and in process of determining CAD changes and training requirements moving forward into the next fiscal year.

- 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.
Status: → Ongoing
Status Report: Initial training developed. Further education planned for fiscal year 2017-18.

Status of 2016-17 Division Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Worked with IT and E-Staff on approval for Microsoft Office 365. Scope of work completed. Implementation scheduled for fiscal year 2017-18.

- 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
 Status: → Ongoing
 Status Report: Logistics supported the temporary relocation of stations 64, 69, and 372.

Additional 2016-17 Accomplishments

- Worked with Supply to implement a Uniform Liaison Program District-wide to control uniform costs.
- Successfully relocated Stations 64 and 69 to temporary sites.
- Coordinated efforts in remodel of Station 372.
- Successful systems adoption and support for District 2 and Newberg by Logistics Department.



2017-18 Division Tactics

- Decommission the Aloha administrative building, Fleet/Facilities shops, and Supply warehouse in preparation for relocation to the new Logistics site.

Goal/Strategy: Goal 3 – Strategy 3.1
Timeframe: 24 months
Partner(s): Fleet, Facilities, Supply, Information Technology, Communications
Budget Impact: Increase required
Measured By: Successful relocation of Logistics departments to the new site.

- Develop performance expectations and provide for 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: Development and reporting of KPIs for each department.

- Implement identified 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, and 1.7 ; Goal 2 – Strategy 2.7
Timeframe: 12 months
Partner(s): Occupational Health and Wellness, Training, Logistics Managers, Safety Committee, Studio
Budget Impact: Increase required
Measured By: Initial safety programs in place for each Logistic department. Applicable OSHA 10 training completed by all Logistics departments.

- Support area-wide CAD upgrade

Goal/Strategy: Goal 2 - Strategy 2.3.1
Timeframe: 12 months
Partner(s): Training Center, Communications, Information Technology, Integrated Operations, WCCCA
Budget Impact: Increase required
Measured By: Successful implementation of new CAD program and related changes to TVF&R's systems.

2017-18 Division Tactics, continued

- 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: 18 months
 Partner(s): Information Technology, Communications, Fleet, Facilities, Supply
 Budget Impact: None
 Measured By: Education conducted and JC principles integrated into system design and departments.

- Develop and implement 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: Successful implementation and adoption of Microsoft Office 365 and other enterprise software solutions.

- Support capital projects construction and infrastructure remodeling.

Goal/Strategy: Goal 2 - Strategy 2.2
 Timeframe: 24 months
 Partner(s): Communications, Information Technology, Integrated Operations, Facilities, Capital Projects Team, Fleet
 Budget Impact: None
 Measured By: Logistics Division support processes completed without delaying projects



Logistics Administration, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10170 General Fund						
5001 Salaries & Wages Union		\$ 16,958				
5002 Salaries & Wages Nonunion	\$ 167,552	\$ 114,921	\$ 189,942	\$ 212,312	\$ 212,312	\$ 212,312
5003 Vacation Taken Union		538				
5004 Vacation Taken Nonunion	21,237	18,975	12,613	13,117	13,117	13,117
5006 Sick Taken Nonunion	15,442	2,496	3,352	3,485	3,485	3,485
5008 Personal Leave Taken Nonunion	2,036	1,506	1,774	1,845	1,845	1,845
5010 Comp Taken Nonunion	63	333				
5015 Vacation Sold			4,738	6,200	6,200	6,200
5020 Deferred Comp Match Union		1,662				
5021 Deferred Comp Match Nonunion	16,075	8,188	16,992	18,529	18,529	18,529
5090 Temporary Services-Backfill		11,494				
5121 Overtime Nonunion	197	606	600	1,600	1,600	1,600
5201 PERS Taxes	30,716	27,294	41,921	59,163	59,163	59,163
5203 FICA/MEDI	14,308	11,019	16,343	18,374	18,374	18,374
5206 Worker's Comp	2,720	3,100	2,940	3,286	3,286	3,286
5207 TriMet/Wilsonville Tax	1,481	1,090	1,901	1,944	1,944	1,944
5208 OR Worker's Benefit Fund Tax	53	46	70	60	60	60
5210 Medical Ins Union		2,321				
5211 Medical Ins Nonunion	30,537	29,410	42,938	46,517	46,517	46,517
5220 Post Retire Ins Union		100				
5221 Post Retire Ins Nonunion	1,800	1,295	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,376	2,980	1,530	4,120	4,120	4,120
5240 Life/Disability Insurance	1,685	1,044	947	2,933	2,933	2,933
5270 Uniform Allowance	13	206	450	450	450	450
5290 Employee Tuition Reimburse			7,875			
5295 Vehicle/Cell Allowance	6,360	340	600	600	600	600
Total Personnel Services	315,654	257,922	349,326	396,335	396,335	396,335
5300 Office Supplies	147	38	225	225	225	225
5301 Special Department Supplies	41		200	200	200	200
5320 EMS Supplies			100	100	100	100
5321 Fire Fighting Supplies			100	100	100	100
5325 Protective Clothing			370			
5330 Noncapital Furniture & Equip		3,009	2,300			
5350 Apparatus Fuel/Lubricants	2,704	2,165	10,000	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	1,870					
5400 Insurance Premium	137		137	500	500	500
5414 Other Professional Services	21,674	29,123	60,000	60,000	60,000	60,000
5415 Printing	19	44	500	500	500	500
5417 Temporary Services	336					
5461 External Training	1,914	2,235	3,610	4,420	4,420	4,420
5462 Travel and Per Diem	67		1,450	2,650	2,650	2,650
5500 Dues & Subscriptions	30	204	700	980	980	980
5570 Misc Business Exp	353	168	300	300	300	300

Logistics Administration, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5571 Planning Retreat Expense		270	400	400	400	400
5572 Advertis/Public Notice	55	74				
Total Materials and Services	29,348	37,329	87,892	87,875	87,875	87,875
Total General Fund	\$ 345,001	\$ 295,252	\$ 437,218	\$ 484,210	\$ 484,210	\$ 484,210



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,608,174	\$ 1,418,690	\$ 1,526,861	\$ 1,673,051
Materials & Services	749,976	812,507	1,021,777	1,250,438
Total Expenditure	\$ 2,358,150	\$ 2,231,197	\$ 2,548,638	\$ 2,923,489

Personnel Summary

Position	2014-15 Actual	2015-15 Actual	2016-17 Budget	2017-18 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	2.00	1.00	1.00	1.00
Fleet Technician	9.00	8.00	8.00	8.00
Fleet Parts & Small Engine Technician	1.00	1.00	1.00	1.00
Fleet Utility Worker	1.00	1.00	1.00	1.00
Fleet Operations Assistant	1.25	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	15.25	13.00	13.00	13.00

2017-18 Significant Changes

Personnel costs reflect the actual personnel in the department including estimated salaries and benefits. Overtime was increased based on actual experience 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 \$121,740 increase. This increase is

reflective of the actual expenditures in 2016-17 to date of budget preparation as the fleet expands and additional units are put in place to respond to emergency incidents. Account 5365 reflects expected maintenance costs for the response fleet's vehicle cutting Holmatro tools, chainsaws, float pumps, fans and line and \$84,744 for SCBA cylinders and masks, including the purchase of new SCBA cylinders.



Status of 2016-17 Division 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.
 Status: → Ongoing
 Status Report: Fleet staff participated in Wellness sponsored health challenges as well as weekly work out time. Staff utilized Target Solutions to record Fork Lift Training for new hire staff and recertifying existing staff. Continued work is needed to adapt Target Solutions to record emergency vehicle technician training and certification.

- 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 2.5
 Timeframe: 12 months
 Partner(s): None
 Budget Impact: None
 Measured By: Internal metrics measured by existing processes and systems.
 Status: → Ongoing
 Status Report:

Benchmarks:	
• Pumpers	\$3.45/hour
• Aerial Pumpers	\$5.25/hour
• Trucks	\$4.75/hour
• Medics	\$1.00/hour
• Code 3 Staff	\$0.35/hour
• Staff	\$0.30/hour
Status or Outcome:	
• Pumpers	\$2.95/hour
• Aerial Pumpers	\$6.65/hour
• Trucks	\$5.35/hour
• Medics	\$0.49/hour
• Code 3 Staff	\$0.29/hour
• Staff	\$0.23/hour

Status of 2016-17 Division Tactics, continued

- Complete apparatus preventative maintenance services within the scheduled service period, (completed within 0-30 days of the scheduled service date) to include District 2 and Newberg Fire. Benchmark – 90%.

Goal/Strategy: Goal 2 – Strategy 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 (Benchmark: 0-30 days of the scheduled service due date).
 Status: → Ongoing
 Status Report: 31% at 0-30 days - completed at benchmark
 36% at 31-60 days over benchmark
 17% at 61-90 days over benchmark
 15% over 91 days over benchmark

- 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.
 Status: → Ongoing
 Status Report: 84% of resource hours were recorded as chargeable time to Fleet functions; 16% of resource hours were recorded as non-chargeable overhead.

- 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.
 Status: → Ongoing
 Status Report: Fleet administrative staff has conducted routine communications with CCFD and Portland Fire Fleet Services regarding cloud based fuel tracking systems, multi-agency contracts for annual aerial testing, and multi-agency parts agreements.

Fleet Maintenance, continued

Additional 2016-17 Accomplishments

- Complete prep for in-service and deployment of TDA #2.
- Complete prep for in-service and deployment of two Pierce F550 Squads.
- Complete prep for in-service and deployment of two District 2 Tenders.
- Complete prep for in-service and deployment of two new F250 BC Pickups.

Activities Summary

Service Measures	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
TVF&R Fleet					
Response Vehicles Maintained	118	124	126	149	166 ²
Non-Response Vehicles Maintained	60	60	50	51	51
Total Vehicles Maintained	178	184	176	200	217
Maintenance Costs	\$1,291,143	\$1,656,388	\$1,795,439	\$1,777,568	\$2,336,200 ²
Outside Agency Fleets					
Response Vehicles Maintained	125	118	81 ¹	81	24 ³
Maintenance Costs	\$811,188	869,941	\$318,804 ¹	\$315,900	\$238,900

¹Reflects the addition of Newberg and District 2.

²Reflects annexation of Washington County District 2 Fire.

³ Reflects continuing services for NFD and completion of Lake Oswego Fire and Hillsboro Fire IGA's.

2017-18 Division 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: 12 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. Adaptation and utilization of Target Solutions to adequately track completion and success of key safety training and competencies that is specific to Fleet's 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 2.5

Timeframe: 12 months

Partner(s): None

Budget Impact: None

Measured By: Internal metrics measured by existing processes and systems.

2017-18 Division Tactics, continued

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

Goal/Strategy: Goal 2 – Strategy 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, service periods are determined by manufacturers' recommended service intervals.

- 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.

- Move Fleet staff and services to new Logistics location.

Goal/Strategy: Goal 3 – Strategy 3.1
 Timeframe: 18 months
 Partner(s): Supply, Fleet, Capital Projects, Integrated Operations, Information Technology
 Budget Impact: Increase required
 Measured By: Successful move to new Logistics site.

Fleet Maintenance, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10571 General Fund						
5002 Salaries & Wages Nonunion	\$ 919,532	\$ 777,617	\$ 842,132	\$ 885,675	\$ 885,675	\$ 885,675
5004 Vacation Taken Nonunion	57,402	63,970	59,032	62,093	62,093	62,093
5006 Sick Taken Nonunion	25,351	34,879	15,687	16,497	16,497	16,497
5008 Personal Leave Taken Nonunion	11,674	7,303	8,309	8,736	8,736	8,736
5010 Comp Taken Nonunion	9,118	6,192				
5015 Vacation Sold	5,599	4,097	13,302	13,992	13,992	13,992
5016 Vacation Sold at Retirement	16,960					
5019 Comp Time Sold Nonunion	1,804	119				
5021 Deferred Comp Match Nonunion	42,671	31,927	46,120	48,512	48,512	48,512
5121 Overtime Nonunion	17,612	17,705	18,000	25,000	25,000	25,000
5201 PERS Taxes	150,698	122,471	140,499	185,750	185,750	185,750
5203 FICA/MEDI	79,228	67,601	73,267	77,516	77,516	77,516
5206 Worker's Comp	15,466	15,103	12,796	13,536	13,536	13,536
5207 TriMet/Wilsonville Tax	7,495	6,444	8,274	8,010	8,010	8,010
5208 OR Worker's Benefit Fund Tax	442	373	455	390	390	390
5211 Medical Ins Nonunion	198,812	217,573	237,858	265,322	265,322	265,322
5221 Post Retire Ins Nonunion	12,975	10,800	11,700	11,700	11,700	11,700
5230 Dental Ins Nonunion	23,404	21,808	18,553	23,755	23,755	23,755
5240 Life/Disability Insurance	9,254	8,633	14,177	14,407	14,407	14,407
5270 Uniform Allowance	2,126	3,477	5,500	5,500	5,500	5,500
5290 Employee Tuition Reimburse				5,460	5,460	5,460
5295 Vehicle/Cell Allowance	550	600	1,200	1,200	1,200	1,200
Total Personnel Services	1,608,174	1,418,690	1,526,861	1,673,051	1,673,051	1,673,051
5300 Office Supplies	1,097	1,107	1,500	1,750	1,750	1,750
5301 Special Department Supplies	11,969	17,158	20,000	23,000	23,000	23,000
5302 Training Supplies	134		500	500	500	500
5305 Fire Extinguisher			500			
5320 EMS Supplies		199	1,360	1,360	1,360	1,360
5321 Fire Fighting Supplies	107,358	1,431	1,425			
5330 Noncapital Furniture & Equip	3,900	6,633	2,500	3,650	3,650	3,650
5350 Apparatus Fuel/Lubricants	15,373	13,997	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	13,505	13,023	11,705	11,280	11,280	11,280
5363 Vehicle Maintenance	499,986	630,166	835,850	957,590	957,590	957,590
5364 M&R Fire Comm Equip	9					
5365 M&R Firefight Equip	49,294	72,095	65,544	164,983	164,983	164,983
5367 M&R Office Equip	4,118	3,211	4,500	4,500	4,500	4,500
5415 Printing	19	76	100	100	100	100
5416 Custodial & Bldg Services	4,119	6,718	8,249	8,880	8,880	8,880
5432 Natural Gas	5,881	6,815	7,300	7,500	7,500	7,500
5433 Electricity	17,605	16,053	18,132	18,700	18,700	18,700
5434 Water/Sewer	2,693	3,082	3,122	3,400	3,400	3,400
5436 Garbage	1,800	1,800	1,875	3,500	3,500	3,500
5450 Rental of Equip	219					

Fleet Maintenance, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5461 External Training	7,057	3,045	4,600	6,230	6,230	6,230
5462 Travel and Per Diem	846	8	2,305	2,305	2,305	2,305
5484 Postage UPS & Shipping	35					
5500 Dues & Subscriptions	600	300	510	510	510	510
5502 Certifications & Licensing	360	531	700	700	700	700
5570 Misc Business Exp	173	185	300	300	300	300
5572 Advertis/Public Notice	73		200	200	200	200
5573 Inventory Over/Short/Obsolete	(5,208)	8,406	2,500	2,500	2,500	2,500
5575 Laundry/Repair Expense	6,961	6,469	6,500	7,000	7,000	7,000
Total Materials and Services	749,976	812,507	1,021,777	1,250,438	1,250,438	1,250,438
Total General Fund	\$ 2,358,150	\$ 2,231,197	\$ 2,548,638	\$ 2,923,489	\$ 2,923,489	\$ 2,923,489



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 865,157	\$ 973,441	\$ 972,859	\$ 1,131,457
Materials & Services	101,355	134,625	130,563	168,478
Total Expenditure	\$ 966,512	\$ 1,108,066	\$ 1,103,422	\$ 1,299,935

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Facilities Operations Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Tech. - LME	4.00	3.00	3.00	4.00
Facilities Maintenance Technician	1.00	2.00	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
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	9.00

2017-18 Significant Changes

Personnel Services in 2017-18 were adjusted to reflect the addition of one facilities technician and the current employees' expected wage and benefit changes.

The increase in Materials and Services is largely due to the increase in account 5330 which includes tools for \$5,500 for the new technician and \$9,500 to add tie off points on all District buildings for safety when working on roof areas and heating and cooling systems. Account 5361 includes \$14,000 for funding of a spare Tap-Out system, \$4,200 of moving related expenses and covers facility and vacant future station level basic maintenance. Utility costs are also included and estimated for vacant properties until sold or repurposed or until fire station construction on acquired land is necessary.

Status of 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: 24 months
 Partner(s): All Divisions, Energy Trust of Oregon
 Budget Impact: Increase required
 Measured By: Reduction in energy consumption throughout the District.
 Status: → Ongoing
 Status Report: Work to establish the appropriate performance indicators to measure electrical costs District-wide is needed and will occur in fiscal year 2017-18.

- 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.
 Status: → Ongoing
 Status Report: On target to have remote access capability in place in fire stations by the end of fiscal year 2016-17, with the exception of Stations 17, 19, 20 and 21. Remote access was utilized successfully during the 2017 snow storm, whereby a technician was able to shut down and restart the HVAC units for multiple stations from home without the need to travel in unsafe conditions.

- Provide direct support for district-wide expansion and Local Option Levy (LOL) projects.

Goal/Strategy: Goal 2 – Strategy 2.2
 Timeframe: 12 months
 Partner(s): Capital Projects
 Budget Impact: None
 Measured By: Completion of expansion and LOL projects.
 Status: √ Complete
 Status Report: Worked with the Capital Projects team to completed identified projects concurrent with the remodels of Stations 64, 69, and 372.

Status of 2016-17 Tactics, continued

- 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, and Safety Committee
 Budget Impact: None
 Measured By: Programs in place that support Facilities staff health and wellness.
 Status: → Ongoing
 Status Report: Worked with OHW and Training to identify an OSHA 10 course for Facilities; attendance at which is planned for fiscal year 2017-18, and will be recorded in Target Solutions

Additional 2016-17 Accomplishments

- Integration of District 2 and Newberg.
- Station 35-Remodel of exercise room, day room, locker room and kitchen.
- Training Center- Install new fence to accommodate 124th street extension.
- Station 57-Remodel of women's locker room.



Activities Summary

Service Measure	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Square footage maintained for facilities	366,868 ¹	362,874 ²	361,736 ³	408,486 ⁴	418,700 ⁵
District costs per square foot	\$ 4.13	\$4.22	\$4.17	\$5.41	\$5.84
Efficiency rating on completed work orders	88%	88%	80%	80%	85%
Average days to start corrective maintenance	2	2	4	5	3
Average days to complete corrective maintenance	4	4	6	8	5
Average percentage of labor charged to administrative functions	12%	13%	14%	14%	13%
Average travel hours per month by Technicians	23	23	28	30	30
Percentage of total available resource hours required to support capital bond projects	8%	8%	8%	6%	6%

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

² Includes the addition of new Station 68 and the sale of old Station 65.

³ Includes the addition of Station 70 and removal of old Station 68.

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

⁵ Includes the addition of Station 55 (10,214 sqft)

2017-18 Tactics

- Reduce energy cost and consumption throughout the District.

Goal/Strategy: Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.9
Timeframe: 24 months
Partner(s): All Divisions, Energy Trust of Oregon
Budget Impact: Increase required
Measured By: Performance indicators to measure energy cost and consumption in place and being tracked. 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 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: Installation completed at all sites and measured by gained efficiencies, including decreased staff drive time.

- 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, and Safety Committee
Budget Impact: None
Measured By: OSHA 10 safety training conducted and tracked in Target Solutions. Development of ongoing education programs that support and improve health and wellness of staff.

- Move Facilities to the new Logistics location.

Goal/Strategy: Goal 3.1
Timeframe: 24 months
Partner(s): Supply, Fleet, Capital Projects, Integrated Operations, Information Technology
Budget Impact: Increase required
Measured By: Successful move to new Logistics site.

Facilities Maintenance, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10582 General Fund						
5001 Salaries & Wages Union		\$ 19,069				
5002 Salaries & Wages Nonunion	\$ 481,112	507,385	\$ 532,070	\$ 610,829	\$ 610,829	\$ 610,829
5003 Vacation Taken Union		3,852				
5004 Vacation Taken Nonunion	41,257	46,920	37,272	42,964	42,964	42,964
5005 Sick Leave Taken Union		1,121				
5006 Sick Taken Nonunion	20,968	15,557	9,903	11,414	11,414	11,414
5008 Personal Leave Taken Nonunion	6,167	7,984	5,246	6,045	6,045	6,045
5010 Comp Taken Nonunion	3,450	4,512				
5015 Vacation Sold		3,097	13,999	16,136	16,136	16,136
5017 PEHP Vac Sold at Retirement		7,379				
5020 Deferred Comp Match Union		1,722				
5021 Deferred Comp Match Nonunion	25,304	28,545	29,120	33,566	33,566	33,566
5121 Overtime Nonunion	3,051	2,303	1,500	3,000	3,000	3,000
5201 PERS Taxes	96,285	107,635	109,083	137,432	137,432	137,432
5203 FICA/MEDI	40,791	44,875	45,902	52,819	52,819	52,819
5206 Worker's Comp	7,976	8,064	8,021	9,230	9,230	9,230
5207 TriMet/Wilsonville Tax	3,859	4,277	5,186	5,462	5,462	5,462
5208 OR Worker's Benefit Fund Tax	230	244	280	270	270	270
5210 Medical Ins Union		8,760				
5211 Medical Ins Nonunion	107,529	122,081	145,277	165,974	165,974	165,974
5220 Post Retire Ins Union		260				
5221 Post Retire Ins Nonunion	6,600	8,025	7,200	8,100	8,100	8,100
5230 Dental Ins Nonunion	13,699	13,209	11,548	15,009	15,009	15,009
5240 Life/Disability Insurance	5,250	5,336	8,752	10,007	10,007	10,007
5270 Uniform Allowance	1,629	1,232	2,500	3,200	3,200	3,200
Total Personnel Services	865,157	973,441	972,859	1,131,457	1,131,457	1,131,457
5300 Office Supplies	739	923	1,500	1,600	1,600	1,600
5301 Special Department Supplies	12,452	9,742	15,700	18,000	18,000	18,000
5305 Fire Extinguisher		2,050	8,000	9,000	9,000	9,000
5320 EMS Supplies	10	18	100	100	100	100
5321 Fire Fighting Supplies	57	101	150	250	250	250
5330 Noncapital Furniture & Equip	5,503	6,530		15,000	15,000	15,000
5350 Apparatus Fuel/Lubricants	14,926	11,625	18,000	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	32,071	40,714	43,280	56,980	56,980	56,980
5367 M&R Office Equip	4,261	4,928	4,542	5,292	5,292	5,292
5414 Other Professional Services	251	31,000				
5415 Printing	432	269	1,000	2,000	2,000	2,000
5416 Custodial & Bldg Services	120		1,260	1,260	1,260	1,260
5432 Natural Gas	5,485	5,543	6,144	4,944	4,944	4,944
5433 Electricity	9,199	6,176	10,152	8,904	8,904	8,904
5434 Water/Sewer	6,901	6,726	7,520	6,180	6,180	6,180
5436 Garbage	162	515	1,500	1,500	1,500	1,500
5450 Rental of Equip	5,713	5,173	5,000	5,000	5,000	5,000

Facilities Maintenance, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5461 External Training	474	985	1,160	4,255	4,255	4,255
5462 Travel and Per Diem	672	372	3,200	6,943	6,943	6,943
5484 Postage UPS & Shipping		70	100	100	100	100
5500 Dues & Subscriptions	614	644	1,170	1,170	1,170	1,170
5502 Certifications & Licensing	438	40	385	300	300	300
5570 Misc Business Exp	627	482	500	500	500	500
5571 Planning Retreat Expense			200	200	200	200
5572 Advertis/Public Notice	248					
Total Materials and Services	101,355	134,625	130,563	168,478	168,478	168,478
Total General Fund	\$ 966,512	\$ 1,108,066	\$ 1,103,422	\$ 1,299,935	\$ 1,299,935	\$ 1,299,935

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services	\$ 877,914	\$ 871,503	\$ 926,023	\$ 988,738
Materials & Services	1,055,394	1,385,627	1,465,938	1,479,156
Total Expenditure	\$ 1,933,307	\$ 2,257,130	\$ 2,391,961	\$ 2,467,894

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
IT Manager	1.00	000	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
Senior Network Engineer ⁽¹⁾	1.00	1.00	1.00	1.00
Systems Administrator ⁽²⁾	2.00	2.00	2.00	2.00
Service Desk Specialist	2.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	8.00	7.00	7.00	7.00

⁽¹⁾ Job title change - previously IT Network Engineer

⁽²⁾ Job title change - previously Systems Administrator I and Systems Administrator II

2017-18 Significant Changes

Materials and Services remained fairly constant. Account 5330 decreased to \$19,824 as a result of prior year's equipment replacement and new deployments not being repeated. Account 5340 was increased to \$987,772 and includes new expenses for implementation of Office 365 subscription for the District, \$65,100 for Talent Management software continued phase-in for Human Resources management, and ongoing annual software maintenance fees for fire reporting (\$100,000), E-GIS (\$75,000) and financial systems (\$144,497), among other items necessary for operating all systems of the District. The professional services account 5414 was increased to provide funding of \$70,000 for a HIPAA security risk assessment, \$34,000 for migration assistance to a Microsoft Office 365 environment, and \$25,000 for temporary services backfill for an employee assigned to manage training employees on Office 365.

Status of 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.
Status: → Ongoing
Status Report: Schedule delays occurred during testing; anticipate completion by end of calendar year 2016.

- 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.
Status: → Ongoing
Status Report: Postponed due to limited IT staff capacity with competing projects. Both the HIPAA risk assessment and Microsoft Office 365 projects make it impractical to complete a vulnerability assessment program with the current IT staffing level.

- Maintain a minimum of 99.8% uptime 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.
Status: ✓ Complete
Status Report: On track to meet the 99.98% uptime measure for fiscal year 2016-17.

Status of 2016-17 Tactics, continued

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

Goal/Strategy: Goal 1 – Strategy 1.4; Goal 2 – Strategy 2.4
 Timeframe: 12 months
 Partner(s): Logistics
 Budget Impact: Increase required
 Measured By: Improved performance and availability.
 Status: √ Complete
 Status Report: Completed in January/February 2017. Replaced obsolete and unsupported infrastructure.

- 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.
 Status: √ Complete
 Status Report: Completed in February/March 2017.

- 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.
 Status: → Ongoing
 Status Report: District database Infrastructure upgraded to SQL 2016. Outside vendors databases to be upgraded when supported.

- 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.
 Status: → Ongoing
 Status Report: Completed addition of ergonomic sit/stand desks, and mats.

Information Technology, continued

Additional 2016-17 Accomplishments

- Successful network integration with Washington County District #2 and Newberg Fire.
- Completed wireless network upgrade.
- Successful implementation of UL, Halogen and Office 2016 software along with major Munis update.
- Began transition to Office 365 with full implementation in FY18.
- 100% recycling of decommissioned technology.

Activities Summary

Service Measure	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
<u>Service Desk work orders</u>	773	554	373	425	326
Business hours	718	514	324	375	266
Non-business hours	55	40	49	50	60
<u>First Call Resolutions</u>	3648	3800	3800	4200	*4
<u>After-hours emergency alerts</u>	100	80	85	95	100
<u>Systems uptime target ¹</u>	99.98%	99.98%	99.98%	99.98%	99.98%
Network services	99.93%	99.99%	99.99%	100%	99.98%
File and desktop services	100%	100%	99.95%	99.95%	99.98%
Critical applications ²	99.98%	99.96%	99.95%	99.93%	99.98%
<u>Technology Inventory (total)</u>	663	768	850	949	825
Desktops in service ³	240	243	253	278	158
Virtual desktops in service	100	150	190	230	223
Laptops in service	65	76	80	85	107
Tablets in service	17	17	18	18	21
iPads in service	35	70	100	120	119
Servers in production	57	62	70	73	70
Network switches	81	81	83	83	81
Printers in service	68	65	56	60	46
<u>Total shared data size (TB)</u>	28.0	35.0	45.0	47.0	48.0
Offsite data protection (TB)	22.0	30.0	32.0	30.0	28.0
Total database size (TB)	1.34	1.6	1.7	1.9	1.9

¹ Uptime target measures only unplanned outages for services

² Critical application for this measure are Munis, OnSceneRMS, TeleStaff, and SharePoint

³ Includes traditional desktops and zero client deployments

⁴ To be replaced with Bomgar metric in FY18

2017-18 Tactics

- Improve productivity and electronic communications across the District through the deployment of Microsoft Office 365.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.4
 Timeframe: 24 Months
 Partner(s): District-wide
 Budget Impact: Increase Required
 Measured By: Successful District-wide adoption of MS Office 365, SharePoint, and productivity tools.

- Perform a comprehensive HIPAA risk assessment across the District's electronic information system.

Goal/Strategy: Goal 1 – Strategy 1.4; Goal 2 – Strategy 2.8
 Timeframe: 12 months
 Partner(s): Finance, Fire Chief's Office, Human Resources, Business Operations
 Budget Impact: Increase required
 Measured By: Completed analysis of HIPAA vulnerabilities and identified steps to remediate findings.

- Maintain a minimum of 99.8% uptime 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.

- Replace all network switches to more current, efficient hardware.

Goal/Strategy: Goal 1 – Strategy 1.4; Goal 2 – Strategy 2.4
 Timeframe: 12 months
 Partner(s): Logistics
 Budget Impact: Increase required
 Measured By: Improved performance and availability.

- Support data migration and new CAD deployment with WCCCA and the Multiagency Joint CAD System Workgroup (MAJCS) CAD data feed project.

Goal/Strategy: Goal 2 – Strategy 2.3
 Timeframe: 12 months
 Partner(s): Logistics, Business Operations, Operations, WCCCA, MAJCS and other area CAD users
 Budget Impact: None
 Measured By: Participation in and successful internal deployment of the Tri Tech Inform CAD and MAJCS CAD data feed.

2017-18 Tactics, continued

- Increased training and awareness of cyber security and identity theft issues.

Goal/Strategy: Goal 2 – Strategy 2.4
Timeframe: 12 months
Partner(s): District-wide
Budget Impact: Increase required
Measured By: Successful roll out of education to and improved security practices by all personnel.

- Develop departmental safety program for work site.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7
Timeframe: 12 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

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10215 General Fund						
5002 Salaries & Wages Nonunion	\$ 497,632	\$ 527,347	\$ 545,531	\$ 576,729	\$ 576,729	\$ 576,729
5004 Vacation Taken Nonunion	42,181	36,294	38,181	39,257	39,257	39,257
5006 Sick Taken Nonunion	11,868	16,895	10,146	10,500	10,500	10,500
5008 Personal Leave Taken Nonunion	3,734	6,786	5,373	5,563	5,563	5,563
5010 Comp Taken Nonunion	310	748				
5015 Vacation Sold		5,016	14,340	15,134	15,134	15,134
5017 PEHP Vac Sold at Retirement	5,225					
5021 Deferred Comp Match Nonunion	24,307	26,979	29,830	32,081	32,081	32,081
5041 Severance Pay	11,760					
5090 Temporary Services-Backfill	31,742					
5120 Overtime Union		26				
5121 Overtime Nonunion	1,436	4,876	1,100	2,500	2,500	2,500
5201 PERS Taxes	82,007	84,580	90,533	120,220	120,220	120,220
5203 FICA/MEDI	42,130	44,362	47,255	50,047	50,047	50,047
5206 Worker's Comp	9,977	8,328	8,255	8,733	8,733	8,733
5207 TriMet/Wilsonville Tax	3,986	4,228	5,336	5,167	5,167	5,167
5208 OR Worker's Benefit Fund Tax	194	207	245	210	210	210
5211 Medical Ins Nonunion	86,870	80,892	103,191	96,199	96,199	96,199
5221 Post Retire Ins Nonunion	4,800	7,350	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	9,421	8,016	9,355	8,829	8,829	8,829
5240 Life/Disability Insurance	5,332	5,574	7,952	8,169	8,169	8,169
5270 Uniform Allowance			100	100	100	100
5295 Vehicle/Cell Allowance	3,000	3,000	3,000	3,000	3,000	3,000
Total Personnel Services	877,914	871,503	926,023	988,738	988,738	988,738
5300 Office Supplies	163		100	100	100	100
5301 Special Department Supplies	6,542	8,000	7,000	3,500	3,500	3,500
5302 Training Supplies			500	500	500	500
5330 Noncapital Furniture & Equip	152,116	153,201	199,886	19,824	19,824	19,824
5340 Software Licenses/Upgrade/Host	579,784	794,650	960,211	987,772	987,772	987,772
5367 M&R Office Equip	2,785					
5368 M&R Computer & Network Hdwe	98,049	241,822	123,817	168,589	168,589	168,589
5414 Other Professional Services	14,381	16,648		129,000	129,000	129,000
5415 Printing		19				
5437 Cable Access	194,993	165,254	167,525	163,216	163,216	163,216
5461 External Training	4,501	4,790	4,300	3,800	3,800	3,800
5462 Travel and Per Diem	424	1,059	1,799	2,055	2,055	2,055
5500 Dues & Subscriptions	1,657					

Information Technology, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5570 Misc Business Exp			200	200	200	200
5571 Planning Retreat Expense		182	600	600	600	600
Total Materials and Services	1,055,394	1,385,627	1,465,938	1,479,156	1,479,156	1,479,156
Total General Fund	\$ 1,933,307	\$ 2,257,130	\$ 2,391,961	\$ 2,467,894	\$ 2,467,894	\$ 2,467,894

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget
Personnel Services	\$ 362,270	\$ 444,021	\$ 473,678	\$ 512,437
Materials & Services	2,013,383	2,277,247	2,543,790	2,706,687
Total Expenditure	\$ 2,375,653	\$ 2,721,268	\$ 3,017,468	\$ 3,219,124

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00

2017-18 Significant Changes

Within Materials and Services, account 5301 supports expendable supplies for communications equipment, WCCCA system pagers, and phone and tablet cases and accessories. Account 5330 supports District-wide cell phones, firecom headsets, communications lighting, radios, and fire ground communications equipment, including purchases for new vehicles. Dispatch fees reflect the charges from WCCCA (\$2,169,446 for the District and \$32,780 for Newberg) and Clackamas C800 dispatch and service fees (\$7,000). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Status of 2016-17 Tactics

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

Goal/Strategy: Goal 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.
Status: → Ongoing
Status Report: Communications staff attended FirstNet conferences and provided process feedback when requested. Staff will continue to stay in touch and monitor progress as the program develops.

- 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.
Status: → Ongoing
Status Report: New employees trained on disaster communications as part of the Fire Operations Center (FOC) orientation. Communications staff developed and provided radio training throughout the year as appropriate, such as earthquake drills, and other exercises. Infrastructure was installed and is routinely tested, reducing staffing resources assigned to the human repeater program during disaster operations to as few as three in designated fire stations. Developed and maintained Communication Unit Leader (COML) program by providing resources to the new Communications Tech for specific training, and existing COML's participation in various exercises throughout the year.

Status of 2016-17 Tactics, continued

- Maintain consistent uptime 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%.
 Status: → Ongoing
 Status Report: The Onboard Mobility Manager (OMM) provided for real time monitoring and Mobile Data Computer (MDC) connectivity to CAD. MDCs received automatic response aids updates nightly.
 Performance statistics (90 days of report time)
 Trucks – 99% uptime
 Pumpers – 99% uptime
 Medics – 99% uptime

- 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.
 Status: → Ongoing
 Status Report: Completed Munis work orders within acceptable timeframes related to mission priority. Participated on the CAD replacement team working with WCCCA to develop specifications for the WCCCA CAD replacement.

Communications, continued

Status of 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 1.1, 1.7; Goal 2 – Strategy 2.7
 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.
 Status: → Ongoing
 Status Report: Staff participated in Occupational Health and Wellness sponsored health challenges as well as active participation in weekly work out time. Continued work is needed to adapt communications and radio training to the Target Solution program that will be evaluated in fiscal year 2017-18.

Additional 2016-17 Accomplishments

- Complete installation of communications package for TDA #2.
- Complete installation of communications package for Water Rescue Boat.
- Complete installation of communications package of four F250 BC Pickups.
- Complete installation of communications package of two F550 Squad units.

Activities Summary

Technical Services Provided	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Mobile, portable, base station,	654	685	730	838	820
Mobile data computers, VRM, OMGs, and cellular connectivity devices	171	195	158 ³	160	162
Cell phones	105	85	12	12	12
Smartphones	70/33 ¹	79/33 ¹	98/35 ¹	127 ² /35 ¹	131 ² /35 ¹
Pagers	150	150	150	110 ²	100
Satellite phones	10	10	10	10	10
Work orders completed	294	325	321	376	400
Preventative maintenance	250	650	730	100	800
Standalone GPS units	14	22	32	32	32
Installations – apparatus and	6	14	15	16	10

¹ Represents stipend

² Represents addition of NFD and D2

³ Represents the removal of VRM's (outdated technology)

2017-18 Tactics

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

Goal/Strategy: Goal 2 – Strategy 2.4; Goal 3 – Strategy 3.5, 3.9
 Timeframe: 12 months
 Partner(s): Integrated Operations, WCCCA
 Budget Impact: None
 Measured By: Communications staff monitoring of the progress and implementation of this network by attending meetings and seminars as opportunities are presented. Efforts to inform internal partners of project benchmarks and roadmap.

- 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 uptime 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% uptime.

- 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; Goal 3 – Strategy 3.9
 Timeframe: 12 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.

2017-18 Tactics, continued

- Implementation of Digital Vehicle Repeater System (DVRS) for enhanced on-scene communications.

Goal/Strategy: Goal 2 – Strategy 2.3. 2.5; Goal 3 – Strategy 3.7
Timeframe: 24 months
Partner(s): Integrated Operations, Information Technology, Regional Emergency Service Agencies (FD/LE), WCCCA, Fire Marshal.
Budget Impact: Increase required
Measured By: Participation in developing/testing, and installation of an approved DVRS (mobile repeaters) into approved District response vehicles. Participation in the development of an interoperable communication plan inclusive of DVRS with stakeholders.

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

Goal/Strategy: Goal 1 – Strategy 1.1, 1.7; Goal 2 – Strategy 2.7
Timeframe: 12 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 IT department specific competencies. Adaptation of communications and radio training for the Target Solutions program.



Communications, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10175 General Fund						
5002 Salaries & Wages Nonunion	\$ 196,644	\$ 259,614	\$ 270,564	\$ 291,418	\$ 291,418	\$ 291,418
5004 Vacation Taken Nonunion	19,746	16,889	19,030	20,498	20,498	20,498
5006 Sick Taken Nonunion	9,868	11,367	5,057	5,447	5,447	5,447
5008 Personal Leave Taken Nonunion	3,023	4,175	2,678	2,884	2,884	2,884
5010 Comp Taken Nonunion		212				
5015 Vacation Sold	1,713	1,662	7,148	7,699	7,699	7,699
5019 Comp Time Sold Nonunion	318					
5021 Deferred Comp Match Nonunion	7,462	10,398	14,868	16,013	16,013	16,013
5090 Temporary Services-Backfill	16,870					
5121 Overtime Nonunion	86		2,000	2,000	2,000	2,000
5201 PERS Taxes	31,470	38,490	41,144	55,226	55,226	55,226
5203 FICA/MEDI	17,237	21,848	23,539	25,381	25,381	25,381
5206 Worker's Comp	4,010	4,246	4,113	4,435	4,435	4,435
5207 TriMet/Wilsonville Tax	1,631	2,082	2,659	2,624	2,624	2,624
5208 OR Worker's Benefit Fund Tax	91	117	140	120	120	120
5211 Medical Ins Nonunion	41,215	58,994	65,258	62,311	62,311	62,311
5221 Post Retire Ins Nonunion	2,925	3,600	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	4,548	5,955	5,454	5,720	5,720	5,720
5240 Life/Disability Insurance	2,183	2,780	4,526	4,561	4,561	4,561
5270 Uniform Allowance	30	392	700	700	700	700
5295 Vehicle/Cell Allowance	1,200	1,200	1,200	1,800	1,800	1,800
Total Personnel Services	362,270	444,021	473,678	512,437	512,437	512,437
5300 Office Supplies	66					
5301 Special Department Supplies	21,497	17,796	36,805	36,330	36,330	36,330
5320 EMS Supplies	5					
5321 Fire Fighting Supplies			900			
5330 Noncapital Furniture & Equip	68,309	153,954	94,610	96,180	96,180	96,180
5340 Software Licenses/Upgrade/Host			3,840			
5350 Apparatus Fuel/Lubricants	1,539	1,861	2,250	2,250	2,250	2,250
5364 M&R Fire Comm Equip	12,195	19,298	31,268	33,268	33,268	33,268
5414 Other Professional Services		3,200				
5415 Printing	48	372	1,000	1,000	1,000	1,000
5420 Dispatch	1,674,532	1,788,232	2,056,073	2,209,226	2,209,226	2,209,226
5430 Telephone	233,197	291,312	312,334	320,708	320,708	320,708
5450 Rental of Equip	1,737		1,500	1,500	1,500	1,500
5461 External Training		499	1,500	3,195	3,195	3,195
5462 Travel and Per Diem	257	724	1,320	2,640	2,640	2,640
5500 Dues & Subscriptions			240	240	240	240
5570 Misc Business Exp			150	150	150	150
Total Materials and Services	2,013,383	2,277,247	2,543,790	2,706,687	2,706,687	2,706,687
Total General Fund	\$ 2,375,653	\$ 2,721,268	\$ 3,017,468	\$ 3,219,124	\$ 3,219,124	\$ 3,219,124



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 457,320	\$ 569,218	\$ 666,973	\$ 699,777
Materials & Services	152,364	124,062	455,447	276,286
Total Expenditure	\$ 609,684	\$ 693,280	\$ 1,122,420	\$ 976,063

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	0.00	0.00	0.00
Inventory Control Specialist	0.00	1.00	1.00	1.00
Supply Purchasing Specialist	1.00	1.00	1.00	1.00
Supply Assistant	1.50	2.00	2.00	2.00
Supply Customer Service Clerk	1.00	1.00	1.00	1.00
Equipment Repair Technician	0.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	5.50	7.00	7.00	7.00

2017-18 Significant Changes

The Personnel Services budget reflects the expected wages and benefits of current employees, including the PERS rate increase.

Within Materials and Services, continued hose replacement is budgeted as needed in Firefighting Supply account 5321. The prior year budget reflected a large replacement approved by the Board of Directors due to delamination. Maintenance and Repair, account 5361, reflects routine building maintenance for \$5,000, access control and intrusion monitoring for \$3,100, and other items. Account 5575, for \$128,355, accounts for NFPA standard inspection and cleaning of all District firefighters' turnouts of their carcinogens and other particulates, as well as turnout repairs.

Status of 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.
 Status: → Ongoing
 Status Report: Documented a department specific safety procedure and placed PPE and supplies in numerous areas of the warehouse for easy staff access when handling turnouts, firefighting equipment, patient care equipment, and backboards. On track to have safety training and related reporting developed in Target Solutions to be aligned with the District’s annual compliance training timeline. Some staff members participated in Wellness sponsored health challenges. One staff member actively participated in weekly workout time. Continued efforts are needed by individuals to take advantage of opportunities, while balancing workload.

- 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.
 Status: → Ongoing
 Status Report: Ordering process review and in depth Munis Purchasing Plus module testing revealed opportunities to align and simplify steps to replenish warehouse stock and provide virtual, just In time items. Purchasing Plus implementation eliminated workarounds and allowed staff to use the system for a more scheduled ordering approach. Realized improved tracking of vendor turn times and planning for stock levels based on accessible transaction history, lead times, reorder levels. This will, in turn, benefit customers as they plan for station needs.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Increased service request and work order utilization. Enabled customers to report equipment needs, allowing Supply to track failures/problems, technician repair actions and time required. Documented troubleshooting and repair procedures for cardiac monitors, suction units and thermal imagers. The Medical Equipment Technician focused primarily on patient care equipment, while managing growing demand to expand support for firefighting and protective equipment maintenance needs (e.g. hose and turnouts).

- 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.
 Status: → Ongoing
 Status Report: Conducted two meetings that provided opportunities for Puget Sound Regional Fire Authority (previously Kent Fire District) to share their approach for a regional turnout contract and overview of GovDeals. Attendance is still a struggle for smaller agencies, but those that can attend whether in person or via conference call still experience value.

Additional 2016-17 Accomplishments

- Support of 16-02, 17-01, Volunteer Academy
- Support of Uniform Liaison position and education
- Support of numerous AMP projects from purchase to disposal; i.e. Hose, Laryngoscopes, New Bailout system and subsequent turnout modifications
- Implementation of split delivery route
- Support of Verified Responder Pulse Point AED configuration and distribution.



2017-18 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: 12 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 key inventory transaction performance indicators 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. Specific focus on appropriate station-specific minimum/maximum levels for EMS supplies that meet needs and limit spoilage.

2017-18 Tactics, continued

- Expand 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: Implementation of scheduled preventive maintenance and inspections using Munis for cardiac monitors, thermal imagers and radiological meters. Tracking of battery replacement schedule. Continued focus on equipment maintenance and repair documentation. Identification of additional equipment maintenance and repair 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.

- Move Supply to the new Logistics site.

Goal/Strategy: Goal 3 – Strategy 3.1
 Timeframe: 18 months
 Partner(s): Facilities, Fleet, Capital Projects, Integrated Operations, Information Technology, Logistics Administration
 Budget Impact: Increase required
 Measured By: Successful move to new Logistics site.



Supply, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10220 General Fund						
5002 Salaries & Wages Nonunion	\$ 264,452	\$ 332,991	\$ 380,419	\$ 392,842	\$ 392,842	\$ 392,842
5004 Vacation Taken Nonunion	18,226	21,701	26,474	27,342	27,342	27,342
5006 Sick Taken Nonunion	5,003	1,745	7,035	7,267	7,267	7,267
5008 Personal Leave Taken Nonunion	622	1,141	3,725	3,848	3,848	3,848
5010 Comp Taken Nonunion	126	1,589				
5015 Vacation Sold	813	8,150	9,943	9,344	9,344	9,344
5016 Vacation Sold at Retirement	4,655	11,886				
5019 Comp Time Sold Nonunion		1,176				
5021 Deferred Comp Match Nonunion	10,693	12,296	20,684	21,361	21,361	21,361
5090 Temporary Services-Backfill	9,665					
5121 Overtime Nonunion	5,534	5,051	5,000	4,000	4,000	4,000
5201 PERS Taxes	46,115	61,095	77,367	97,647	97,647	97,647
5203 FICA/MEDI	22,048	28,774	33,098	33,305	33,305	33,305
5206 Worker's Comp	4,500	5,579	5,779	5,823	5,823	5,823
5207 TriMet/Wilsonville Tax	2,086	2,742	3,738	3,446	3,446	3,446
5208 OR Worker's Benefit Fund Tax	147	194	246	210	210	210
5211 Medical Ins Nonunion	49,572	57,685	72,816	71,791	71,791	71,791
5221 Post Retire Ins Nonunion	3,075	5,100	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	5,861	6,403	7,826	7,569	7,569	7,569
5240 Life/Disability Insurance	2,638	3,466	5,723	7,042	7,042	7,042
5270 Uniform Allowance	1,491	454	800	640	640	640
Total Personnel Services	457,320	569,218	666,973	699,777	699,777	699,777
5300 Office Supplies	593	332	700	800	800	800
5301 Special Department Supplies	1,401	2,071	2,500	3,700	3,700	3,700
5305 Fire Extinguisher			100	100	100	100
5320 EMS Supplies	21	348	100	100	100	100
5321 Fire Fighting Supplies	16,964	2,602	269,000	81,950	81,950	81,950
5325 Protective Clothing	71	75	70	70	70	70
5330 Noncapital Furniture & Equip		4,063				
5350 Apparatus Fuel/Lubricants	3,977	4,255	6,000	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	11,685	7,015	10,910	10,065	10,065	10,065
5365 M&R Firefight Equip	371		800	750	750	750
5366 M&R EMS Equip			1,025	150	150	150
5367 M&R Office Equip	1,755	2,642	2,600	2,650	2,650	2,650
5414 Other Professional Services				20	20	20
5415 Printing			40			
5416 Custodial & Bldg Services	1,493	5,078	6,612	6,700	6,700	6,700
5417 Temporary Services	6,924					
5432 Natural Gas	4,492	3,434	4,900	4,000	4,000	4,000
5433 Electricity	5,592	5,732	6,000	6,240	6,240	6,240
5434 Water/Sewer	5,132	5,975	6,550	6,975	6,975	6,975
5436 Garbage	3,749	2,589	4,120	5,652	5,652	5,652

Supply, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5461 External Training			675	2,830	2,830	2,830
5462 Travel and Per Diem		98	60	4,170	4,170	4,170
5484 Postage UPS & Shipping	1,756	1,898	2,329	2,099	2,099	2,099
5500 Dues & Subscriptions	165	165	410	410	410	410
5570 Misc Business Exp	347	361	300	300	300	300
5573 Inventory Over/Short/Obsolete	(880)	(3,809)	2,200	2,200	2,200	2,200
5575 Laundry/Repair Expense	86,756	79,138	127,446	128,355	128,355	128,355
Total Materials and Services	152,364	124,062	455,447	276,286	276,286	276,286
Total General Fund	\$ 609,684	\$ 693,280	\$ 1,122,420	\$ 976,063	\$ 976,063	\$ 976,063



Program Description

The Media Services department provides a variety of media tools that help train TVF&R employees, educate the public, and promote District programs and initiatives. These media tools are delivered throughout the District via District TV (DTV), the web, and in the classroom. Topics include, but are not limited to, fire suppression, emergency medical services, safety, training, prevention, public education, and District communications. The department provides programming and public service announcements for broadcast and cablecast television stations in the local community. These media programs equate to hundreds of hours of training, education, and information for career and volunteer firefighters, as well as administrative and support staff, and at times, the community at large. In addition to operating DTV, Media Services provides graphic support for the District and provides administrative oversight of www.tvfr.com and the District's [YouTube Channel](#).

Programming highlights include:

- District Communications
- Hazardous Materials Training
- Wildland Firefighting
- Human Resources
- EMS Training
- Fire Behavior Training
- Emergency Preparedness
- Public Education

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 273,946	\$ 283,632	\$ 297,260	\$ 319,376
Materials & Services	7,916	18,663	23,725	21,998
Total Expenditure	\$ 281,862	\$ 302,295	\$ 320,985	\$ 341,374

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2017-18 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 additional lighting for the studio. Account 5367 has been increased to \$9,500 for the maintenance and repair of AV equipment and smart classroom projectors and monitors throughout the District. Account 5414, Other Professional Services, provides funding for consulting and other outside graphic work for various media projects, such as the cardiac campaign.

Status of 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.
Status: → Ongoing
Status Report: Approximately 115 projects were completed during this time varying in size from simple audio-visual support to comprehensively produced media productions. Focused on shorter video pieces that are more digestible and adaptable for those on shiftwork. The primary areas of support include staff training, internal and external communications.

- Select and implement 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.
Status: ≠ No Longer Relevant
Status Report: Media Service conducted proof-of-concept studies with three separate companies. While all had attractive qualities, playback problems were consistent with all three vendors. Based on that, a decision was made to hold off at this time with new video database system. That said, issues are still present with our current database on Vimeo, however, we are working with Training to try and create comprehensive video landing pages within Target Solutions. At this time 387 videos reside in a large pool within Vimeo.

Status of 2016-17 Tactics, continued

- 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

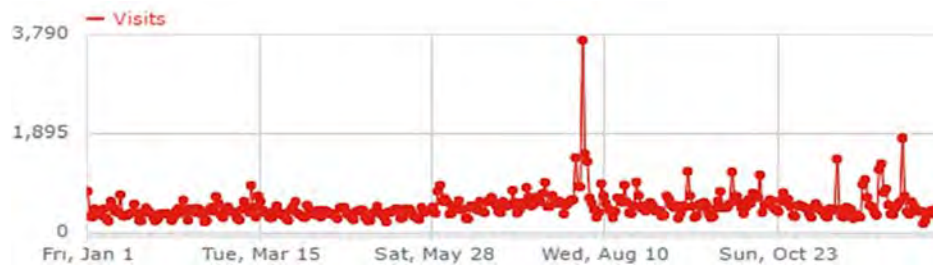
Partner(s): Public Affairs

Budget Impact: None

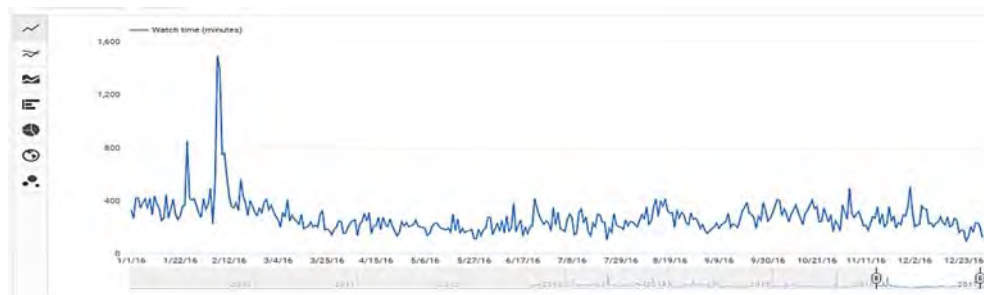
Measured By: Website analytics and service calls.

Status: → Ongoing

Status Report: During this fiscal year, TVF&R's external website had approximately 176,771 visits, 473,686 page views and 71,400 downloads. 95,999 visits were from computer desktops, while 78,253 were from smartphones or tablets. Media Services completed approximately 100 edits of the site. In addition, our YouTube Channel had 48,587 views with approximately 100,000 minutes of video watched.



www.tvfr.com



<https://www.youtube.com/user/TualatinValleyFire>

Media Services

Activities Summary

	2013-14	2014-15	2015-16	2016-17	2017-18
Media Projects	Actual	Actual	Actual	Projected	Estimated
Training	35	50	52	56	60
Internal Communication	30	20	43	25	25
External Communication	20	12	10	14	10
Total	85	82	85	90	95

2017-18 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
 Timeframe: 12 months
 Partner(s): All personnel
 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
 Timeframe: 12 months
 Partner(s): Public Affairs
 Budget Impact: None
 Measured By: Website analytics and service calls.



Media Services, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5002 Salaries & Wages Nonunion	\$ 153,067	\$ 157,992	\$ 165,606	\$ 171,444	\$ 171,444	\$ 171,444
5004 Vacation Taken Nonunion	18,111	18,165	11,648	12,059	12,059	12,059
5006 Sick Taken Nonunion	1,066	1,541	3,095	3,204	3,204	3,204
5008 Personal Leave Taken Nonunion	435	718	1,639	1,697	1,697	1,697
5015 Vacation Sold			3,500	3,624	3,624	3,624
5021 Deferred Comp Match Nonunion	8,611	8,897	9,100	9,421	9,421	9,421
5201 PERS Taxes	31,503	32,100	33,521	43,629	43,629	43,629
5203 FICA/MEDI	12,741	13,160	14,237	14,738	14,738	14,738
5206 Worker's Comp	2,386	2,506	2,489	2,576	2,576	2,576
5207 TriMet/Wilsonville Tax	1,205	1,254	1,609	1,525	1,525	1,525
5208 OR Worker's Benefit Fund Tax	57	58	70	60	60	60
5211 Medical Ins Nonunion	36,048	39,107	42,938	46,517	46,517	46,517
5221 Post Retire Ins Nonunion	1,800	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	4,200	4,035	3,059	4,120	4,120	4,120
5240 Life/Disability Insurance	1,643	1,697	2,349	2,362	2,362	2,362
5270 Uniform Allowance	27					
5290 Employee Tuition Reimburse	447					
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
Total Personnel Services	273,946	283,632	297,260	319,376	319,376	319,376
5300 Office Supplies		63	350	375	375	375
5301 Special Department Supplies	276	120	500	525	525	525
5302 Training Supplies			150	175	175	175
5306 Photography Supplies & Process	61	844	2,300			
5325 Protective Clothing	10					
5330 Noncapital Furniture & Equip	2,140	11,820	9,000	4,898	4,898	4,898
5367 M&R Office Equip	2,846	1,971	5,200	9,500	9,500	9,500
5414 Other Professional Services	1,499		5,000	5,000	5,000	5,000
5461 External Training	250	615				
5462 Travel and Per Diem		2,175		200	200	200
5484 Postage UPS & Shipping	29	84	200	200	200	200
5500 Dues & Subscriptions	774	774	875	975	975	975
5570 Misc Business Exp	31	198	150	150	150	150
Total Materials and Services	7,916	18,663	23,725	21,998	21,998	21,998
Total General Fund	\$ 281,862	\$ 302,295	\$ 320,985	\$ 341,374	\$ 341,374	\$ 341,374



Program Description

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. OHS services include pre-physical examinations, lead and cholesterol testing, and respiratory protection compliance for outside clients.

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 fitness assessment processes 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.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 641,694	\$ 498,657	\$ 618,707	\$ 632,542
Materials & Services	194,021	219,047	202,586	317,644
Total Expenditure	\$ 835,715	\$ 717,704	\$ 821,293	\$ 950,186

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	0.25	1.00	1.00	1.00
OHS Certified Medical Asst.	1.00	1.00	1.00	1.00
Athletic Trainer	0.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.25	6.00	6.00	6.00

2017-18 Significant Changes

Personnel Services reflects the projected salaries and wages of current employees and selected benefits. Union overtime represents funding for physicals, chest x-rays, and treadmill stress tests as well as Peer Fitness Trainer meetings and site visits to operating centers and stations.

Materials and Services expenses include Physical Fitness supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$37,175, which includes small fitness item's totaling \$16,075 for new station 55. EMS Supplies account 5320 provides for the vaccines and immunizations provided by OHS personnel. Account 5414 includes \$124,500 for physician services for employee physicals, return to work services and occupational health services, \$72,206 for estimated lab services, and \$7,740 for chest x-rays in addition to services for calibrating the medical equipment.

Status of 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.
Status: ✓ Complete
Status Report: Uniformed Personnel:

- 100% completion of annual medical assessment.
- 100% completion of all OHSA/NFPA mandated follow up testing (audiometric Standard Threshold Shift (STS), 5 year chest x-ray, advanced cardiovascular testing).
- Individuals identified as “probationary” fit for duty or performance based fitness improvement plan, successfully worked with Wellness Coordinator to meet physician defined goals.

Non-Line Personnel:

- Maintain Don't Gain challenge: 72 participants, total net loss of 205 lbs. 65% of the 72 participants maintained or decreased body weight over the time frame.
- Stair Climb Challenge: 24 participants, for a combined total of just under 36,000 stairs climbed.
- Health Risk Assessment: 29 individuals participated in fasting lab results for cholesterol values.

Status of 2016-17 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Complete:

- Successful integration of data management system for tracking, reporting and retention of personnel health records.
- Implemented electronic injury tracking and case management for improved synergistic workflow, identification of causal factors and risk analysis.

Ongoing:

- System configuration, ensuring format of data collected reflects usable reporting analysis.
- Utilization of data directs strategic objectives and employee training to decrease occurrence of preventable injuries/illness.
- Improved collaborative management of cases resulting in lost work days and/or modified duty; system monitoring chronic conditions, success of early intervention treatment; with intent to keep and efficiently return individuals back to work.

Status of 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.
Status: ✓ Complete
Status Report:

- Implemented electronic medical records and injury/illness reporting data system
- Implemented internal injury/illness reporting and TVF&R employee health portal.
- System automated OSHA/NFPA mandated medical surveillance, records retention and compliance reporting.



Status of 2016-17 Tactics, continued

- 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), improved ability to recruit new employees.
 Status: → Ongoing
 Status Report: Complete:

- Identified geographical site location that will have minimal impact on emergency response operations.
- Function needs have been outlined, adjusting for improved efficiency in the delivery of services for Occupational Health & Wellness business operations.

 Ongoing:

- Identifying potential build sites and existing structure options that best achieve outlined requirements and objectives.
- Actively investigating the identified options to determine the best price, terms for the product, and functionality.

Occupational Health/Wellness, continued

Additional 2016-17 Accomplishments

- Treatment was provided for a total of 238 injuries;
 - 129 Non-OJI
 - 109 OJI (70% of 155 OJI Injuries)
 - Demonstrated success in effecting claims and cost for injury and illness.
 - 2015 to 2016 comparative reports indicate a decrease in lost work days from 509.5 to 344

Activities Summary

Occupational Health & Wellness Program Status	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, blood borne pathogen standards, and applicable portions of the Respiratory Protection Standard.	99%	98%	100%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	99%	96%	100%	100%	100%

2017-18 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.

2017-18 Tactics, continued

- Utilize data management system for management workplace injury/illness, analysis of reporting, identify risk reduction measures, collaborative information-sharing and uniform compliance to NFPA, federal, state, and local laws.

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:
- Reporting shall direct risk reduction measures and identify gaps in employee training and/or education; resulting in reduction for occurrence of injuries/illness and lost work days due to work related injury and/or illness.
 - Improved workflow and sharing of relevant information between HR, OHW, and medical provider.
 - Early treatment of illnesses/injuries shall result in improved worker productivity (absenteeism), and number of reported injuries per employee.

- Implement strategic employee health improvement programming for modifiable health risk conditions.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2, 1.7

Timeframe: 24 months

Partner(s): Local 1660, Health Trust, Contracted Occupational Medical Providers, District Physician, Wellness Committee

Budget Impact: Increase required

- Measured By:
- Positive change in reported aggregate biometric health and fitness data
 - Improvement in high risk markers (i.e., cholesterol, body fat percentage, and cardiovascular performance).
 - Management of chronic conditions shall result in percentage change in health care costs.
 - “Culture of Health” measured by percentage of employee engagement in health promotion activities and morale surveys.
 - Identify programming for perceived value to diverse workgroups in varied work environment.

Occupational Health/Wellness, continued

2017-18 Tactics, continued

- Identify and move to 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:
- Inform selection of construction site or existing structure that best achieves outlined requirements and objectives.
 - 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), improved ability to recruit new employees.
 - Move complete and programs operational in new location.



Occupational Health/Wellness, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10470 General Fund						
5002 Salaries & Wages Nonunion	\$ 356,593	\$ 309,392	\$ 323,920	\$ 357,746	\$ 357,746	\$ 357,746
5004 Vacation Taken Nonunion	15,520	11,259	22,373	24,739	24,739	24,739
5006 Sick Taken Nonunion	8,464	14,424	5,945	6,575	6,575	6,575
5008 Personal Leave Taken Nonunion	2,988	2,575	3,150	3,482	3,482	3,482
5010 Comp Taken Nonunion	1,930	4,683				
5015 Vacation Sold	2,459		6,722	7,432	7,432	7,432
5016 Vacation Sold at Retirement	13,844					
5017 PEHP Vac Sold at Retirement	62,518					
5019 Comp Time Sold Nonunion	35					
5021 Deferred Comp Match Nonunion	9,902	9,803	17,478	19,329	19,329	19,329
5120 Overtime Union	4,904	2,899	24,703	16,822	16,822	16,822
5121 Overtime Nonunion	1,837	21	2,000	500	500	500
5201 PERS Taxes	54,322	38,528	53,557	70,283	70,283	70,283
5203 FICA/MEDI	30,175	25,814	29,809	31,973	31,973	31,973
5206 Worker's Comp	5,472	5,781	5,189	5,574	5,574	5,574
5207 TriMet/Wilsonville Tax	2,872	2,462	3,357	3,299	3,299	3,299
5208 OR Worker's Benefit Fund Tax	179	178	211	180	180	180
5210 Medical Ins Union	774					
5211 Medical Ins Nonunion	53,459	52,157	99,289	62,311	62,311	62,311
5220 Post Retire Ins Union	50					
5221 Post Retire Ins Nonunion	2,175	6,750	5,400	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,098	7,856	7,930	9,335	9,335	9,335
5240 Life/Disability Insurance	2,534	3,357	6,084	6,184	6,184	6,184
5270 Uniform Allowance	413	217	390	778	778	778
5295 Vehicle/Cell Allowance	175	500	1,200	600	600	600
Total Personnel Services	641,694	498,657	618,707	632,542	632,542	632,542
5300 Office Supplies	777	648	1,600	1,700	1,700	1,700
5301 Special Department Supplies	5,663	3,764	6,000	7,446	7,446	7,446
5302 Training Supplies	676	1,486	3,000	900	900	900
5303 Physical Fitness	9,764	14,348	21,450	37,175	37,175	37,175
5320 EMS Supplies	30,665	14,021	16,400	38,936	38,936	38,936
5321 Fire Fighting Supplies		266				
5330 Noncapital Furniture & Equip	1,207	230	3,425	2,940	2,940	2,940
5350 Apparatus Fuel/Lubricants	628	625	1,125	1,125	1,125	1,125
5361 M&R Bldg/Bldg Equip & Improv	510					
5366 M&R EMS Equip	700	811	880	880	880	880
5413 Consultant Fees	4,000	3,996	4,000			
5414 Other Professional Services	123,747	165,762	119,514	205,220	205,220	205,220
5415 Printing	114			300	300	300
5417 Temporary Services	10,466					
5461 External Training	2,479	5,156	8,014	3,530	3,530	3,530
5462 Travel and Per Diem	4,746	8,069	12,242	13,948	13,948	13,948
5472 Employee Recog & Awards			750	750	750	750

Occupational Health/Wellness, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5484 Postage UPS & Shipping	69	115	350	115	115	115
5500 Dues & Subscriptions			180	150	150	150
5502 Certifications & Licensing	499	159	2,556	1,629	1,629	1,629
5570 Misc Business Exp	757	383	500	500	500	500
5571 Planning Retreat Expense	71	78	400	400	400	400
5572 Advertis/Public Notice			200			
5573 Inventory Over/Short/Obsolete	(3,516)	(867)				
Total Materials and Services	194,021	219,047	202,586	317,644	317,644	317,644
Total General Fund	\$ 835,715	\$ 717,704	\$ 821,293	\$ 950,186	\$ 950,186	\$ 950,186

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, 2014, and 2015.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,201,839	\$ 1,315,511	\$ 1,565,800	\$ 1,591,180
Materials & Services	417,608	467,352	564,690	586,055
Total Expenditure	\$ 1,619,447	\$ 1,782,862	\$ 2,130,490	\$ 2,177,235

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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
Sr. Financial Systems Analyst	0.00	0.00	0.00	1.00
Financial Systems Analyst	1.00	1.00	1.00	0.00
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	1.00	1.00	1.00
Medical Billing Specialist	0.00	0.00	1.00	1.00
Administrative Assistant	0.50	0.50	1.00	1.00
Total Full-Time Equivalents (FTE)	9.50	10.50	12.00	12.00

2017-18 Significant Changes

The Personnel Services budget reflects the projected wages and benefits for current staff based upon selected medical benefits and actual PERS rate increases.

Within Materials and Services, supplies in accounts 5330 reflect small office equipment items and one sit/stand desk assembly. Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage. Audit fees in account 5412 reflect \$10,000 for a closing audit of District 2. Other Professional Services, account 5414, funds the costs of actuarial studies performed, Munis consultation fees of \$5,000, and \$5,000 for arbitrage rebate and compliance work for outstanding bonds. 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 2016-17 Tactics

- 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
 Status: ✓ Complete
 Status Report: All documents have been prepared consistent with GFOA best practices. All documents have received the GFOA award.



Status of 2016-17 Tactics, continued

- Implement additional medical billing processes and expand staff resources to accommodate Mobile Integrated Healthcare (MIH), Ground Emergency Medical Transport Supplemental Reimbursement (GEMT), 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
 Status: → Ongoing
 Status Report: Staff and processes are in place to bill for transport claims and MIH visits. Continued efforts to increase efficiency and implement best practices with billing transport claims. Awareness of, and anticipation of resources needed for GEMT reimbursements dependent on federal authorization of Oregon Health Authority's state plan amendment, which is under development..

- Integrate Washington County Fire District #2 and Newberg Fire and Newberg Rural Fire Protection District 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

 Status: → Ongoing
 Status Report: All three agencies were integrated into the TVF&R budget and financial operations as of July 1, 2016. Authoritative guidance from the Governmental Accounting Standard Board (GASB), specifically GASB 69, is under review to determine the requirements for accurate reporting.



Status of 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.
Status: ≠ No Longer Relevant
Status Report: Testing conducted using new methodology; however, it was determined the timing was not optimal for a District-wide rollout. This project will be on hold for future consideration contingent on software modifications.

- Research and understand requirements of the Affordable Care Act (ACA) 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.

Status: → Ongoing
Status Report: While this work is anticipated to be ongoing through at least fiscal year 2017-18, all pertinent legal aspects were researched and implemented.

- 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.
Status: ✓ Complete
Status Report: Achieved a clean annual audit for fiscal year 2015-16.

Additional 2016-17 Accomplishments

- Successful integration of two personnel from Newberg into the financial processes of TVF&R.
- On boarded 60 personnel in payroll at July 1, 2016
- Part of the ownership of the Yamhill ASA required medical billing to be performed. Collection rate of appears to be on pace to hit 85%.
- Implemented the FireMed program as inherited from Newberg Fire. Successfully enrolled approximately 1,100 citizens of Newberg and Dundee.
- Partnered with Tyler Technologies in the Early Adopter program for the Munis program.

Activities Summary

	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Accounts receivable invoices	927	792	522	450	400
Accounts payable checks	5,844	5,794	5,169	5,230	5,300
Accounts payable Electronic Funds (EFT)	2,383	2,496	2,542	2,400	2,500
Accounts payable transactions	15,452	16,120	15,205	14,000	15,000
Approvals through workflow	5,646	6,459	7,111	7,100	7,250
Average length of time to approve	13:40 hrs	14:87 hrs	14:05 hrs	13:57 hrs	13:25 hrs
Cash receipts processed	1,998	1,939	1,513	4,775	4,480
Medical billing invoices	-	-	-	4,250	4,675
Payroll pays issued	11,848	11,538	12,018	13,000	13,200
P-Card requisitions processed	3,659	3,991	3,767	3,500	3,600
Purchase orders processed	6,577	7,286	8,054	8,000	8,500
Requisitions processed	9,571	10,824	11,188	11,200	11,500
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Outstanding Achievement in PAFR	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

2017-18 Tactics

- 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; 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.

- Hone medical billing and collections processes to achieve optimal reimbursement results and report on Mobile Integrated Healthcare (MIH), Ground Emergency Medical Transport Supplemental Reimbursement (GEMT), and Newberg Ambulance Services Area agreement as appropriate.

Goal/Strategy: Goal 3 – Strategy 3.6
 Timeframe: 12 months
 Partner(s): EMS, Information Technology, Operations
 Budget Impact: None
 Measured By: Collections realized. Improved collections rate.

2017-18 Tactics, continued

- Evaluate the accounting standards for government combinations and consolidate financial statements for Newberg Fire Department and Newberg Rural Fire District as appropriate to the progress of annexation efforts.

Goal/Strategy: Goal 3 – Strategy 3.4
Timeframe: 24 months
Partner(s): All Departments
Budget Impact: Increase required
Measured By: Accurate financial consolidation and reporting within the TVF&R financial statements.

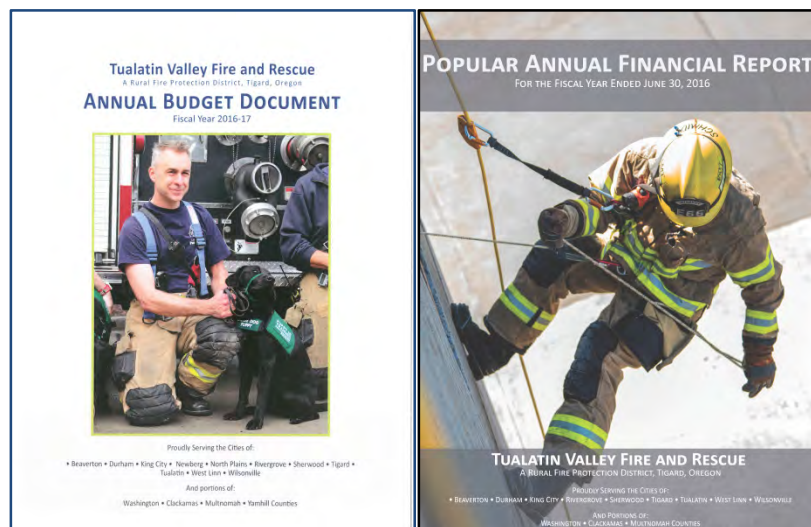
- Research and understand requirements of the Affordable Care Act, or its replacement, for health benefit packages.

Goal/Strategy: Goal 3
Timeframe: 12 months
Partner(s): Human Resources, Fire Chief's Office
Budget Impact: None
Measured By:

- Effective conversation with Local 1660 around the topic of the Cadillac Tax.
- Understanding and implementing any new requirements that arise.

- Achieve a clean annual financial audit, free of significant deficiencies. This will include the addition of a Federal Single Audit required for the SAFER grant.

Goal/Strategy: Goal 2 – Strategy – 2.8
Timeframe: 12 months
Partner(s): All Departments
Budget Impact: None
Measured By: Successful outcome of evaluation and audit of service, controls, performance, and financial statements for fiscal year 2016-17.



	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10210 General Fund						
5002 Salaries & Wages Nonunion	\$ 727,013	\$ 747,005	\$ 859,769	\$ 897,544	\$ 897,544	\$ 910,206
5004 Vacation Taken Nonunion	44,392	34,111	59,520	61,542	61,542	62,784
5006 Sick Taken Nonunion	8,261	35,523	15,817	16,351	16,351	16,682
5008 Personal Leave Taken Nonunion	5,925	4,503	8,374	8,659	8,659	8,659
5010 Comp Taken Nonunion	490	430				
5015 Vacation Sold	5,940	16,598	20,465	21,717	21,717	21,823
5016 Vacation Sold at Retirement		20,587	9,255			
5017 PEHP Vac Sold at Retirement	2,777					
5021 Deferred Comp Match Nonunion	43,139	46,733	53,640	56,362	56,362	56,362
5090 Temporary Services-Backfill		2,589				
5121 Overtime Nonunion			900	1,000	1,000	1,000
5123 Comp Time Sold Nonunion		38				
5201 PERS Taxes	135,457	143,473	159,430	210,522	210,522	214,586
5203 FICA/MEDI	57,673	61,788	75,012	77,761	77,761	78,795
5206 Worker's Comp	10,803	11,993	13,182	13,665	13,665	13,859
5207 TriMet/Wilsonville Tax	5,623	6,137	8,523	8,085	8,085	8,201
5208 OR Worker's Benefit Fund Tax	280	280	420	360	360	360
5211 Medical Ins Nonunion	109,837	130,408	228,952	147,881	147,881	147,881
5220 Post Retire Ins Union		5,665	3,600	2,230	2,230	2,230
5221 Post Retire Ins Nonunion	7,978	10,200	10,800	10,800	10,800	10,800
5230 Dental Ins Nonunion	15,012	15,449	16,429	17,869	17,869	17,869
5240 Life/Disability Insurance	7,115	7,424	12,427	12,723	12,723	12,723
5290 Employee Tuition Reimburse	7,765	8,214	2,925			
5295 Vehicle/Cell Allowance	6,360	6,360	6,360	6,360	6,360	6,360
Total Personnel Services	1,201,839	1,315,511	1,565,800	1,571,431	1,571,431	1,591,180
5300 Office Supplies	1,090	1,519	1,500	3,250	3,250	3,250
5301 Special Department Supplies	72	322	1,500	750	750	750
5330 Noncapital Furniture & Equip	2,431	3,697	5,750	1,950	1,950	1,950
5367 M&R Office Equip	3,908		300	300	300	300
5400 Insurance Premium	313,536	334,464	400,600	410,500	410,500	410,500
5412 Audit & Related Filing Fees	20,930	47,080	46,700	56,775	56,775	56,775
5414 Other Professional Services	16,349	19,153	23,500	23,500	23,500	23,500
5415 Printing	2,248	1,373	3,350	3,150	3,150	3,150
5418 Trustee/Administrative Fees	32,603	36,728	40,550	46,445	46,445	46,445
5461 External Training	3,799	5,375	11,430	10,125	10,125	10,125
5462 Travel and Per Diem	7,466	9,045	15,405	15,345	15,345	15,345
5484 Postage UPS & Shipping	242	34	200	200	200	200
5500 Dues & Subscriptions	6,618	2,581	3,405	3,565	3,565	3,565
5570 Misc Business Exp	2,749	3,338	5,350	5,050	5,050	5,050
5571 Planning Retreat Expense			500	500	500	500
5572 Advertis/Public Notice	3,567	2,645	4,650	4,650	4,650	4,650
Total Materials and Services	417,608	467,352	564,690	586,055	586,055	586,055
Total General Fund	\$ 1,619,447	\$ 1,782,862	\$ 2,130,490	\$ 2,157,486	\$ 2,157,486	\$ 2,177,235



Program Description

This budget program accounts for personnel and materials and services supporting all of Integrated Operations.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 468,399	\$ 946,439	\$ 1,154,006	\$ 1,301,159
Materials & Services	330,227	258,116	796,895	443,623
Total Expenditures	\$ 798,625	\$ 1,204,555	\$ 1,950,901	\$ 1,744,782

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	0.00	1.00	1.00	1.00
Fire Marshal	0.00	0.00	1.00	1.00
Administrative Assistant II	0.00	0.00	1.00	0.00
Light Duty Positions	2.00	2.00	2.00	2.00
TeleStaff Analyst	0.00	0.00	0.00	1.00
Safety Chief	1.00	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	3.00	3.00	5.00	5.00



Integrated Operations Administration, continued

2017-18 Significant Changes

Personnel Services reflects the addition of a position to manage station staffing and position filling as well as projected wages and benefits for current employees. A prior year budgeted administrative assistant to be transferred from Newberg was not transferred. 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 PIO and Union personnel on Incident Management Teams (\$35,568), 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. Account 5290 provides funding for tuition reimbursement for union personnel

Materials and Services, account 5301, Special Department Supplies, includes \$5,000 for reserve engine supplies, and \$20,000 for supplies for the deployment of new Truck 55; account 5321, Firefighting Supplies, includes supply support for Wildland deployment, extrication hoses, and fire investigation, as well as \$30,000 for new Truck 55 firefighting supplies and \$30,000 for reserve engine firefighting supplies.

Account 5325 provides funding for replacement of damaged or additional turnouts and includes additional turnout and helmet funding of \$32,400 for former District 2 employees. The account also provides funding for firefighting small equipment, and community room and investigator equipment replacement as needed. Account 5361, \$50,000, provides emergency repair funds for all stations and facilities managed through the Integrated Operations Directorate. Account 5365 provides for thermal imager repairs as well as various monitor calibrations.

Annual hose (\$38,000) 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 \$12,500 are budgeted for code enforcement and compliance training and consultants. External Training and Travel accounts reflect the training of Integrated Operations personnel.

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Integrated Operations Admin	3.00	3.00	5.00	5.00
Relief Pool Personnel	60.00	58.00	61.00	62.00
North Division Command	15.00	16.00	19.00	18.00
Station 17 (North Plains)	0.00	0.00	9.00 ¹	9.00 ¹
Station 50 (Walnut)	13.00	12.00	12.00	12.00
Station 51 (Tigard)	24.00	25.00	25.00	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	13.00	13.00	13.00
Station 65 (West Slope)	12.00	12.00	13.00	13.00
Station 66 (Brockman Road)	12.00	13.00	13.00	13.00
Station 67 (Farmington Road)	25.00	25.00	26.00	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	2.00	2.00	2.00
Former North Division Command	13.00	12.00	0.00	0.00
South Division Command	12.00	10.00	17.00	19.00
Station 19 (Midway Road.)	0.00	0.00	9.00 ¹	9.00 ¹
Station 20 (Downtown Newberg)	0.00	0.00	15.00 ¹	15.00 ¹
Station 21 (Springbrook)	0.00	0.00	15.00 ¹	15.00 ¹
Station 33 (Sherwood)	12.00	11.00	12.00	14.00
Station 34 (Tualatin)	13.00	12.00	13.00	13.00
Station 35 (King City)	14.00	17.00	18.00	18.00
Station 52 (Wilsonville)	18.00	16.00	18.00	18.00
Station 55 (Rosemont)	0.00	0.00	0.00	12.00
Station 56 (Elligsen Road)	12.00	13.00	12.00	12.00
Station 57 (Mountain Road)	12.00	11.00	12.00	12.00
Station 58 (Bolton)	18.00	16.00	12.00	12.00
Station 59 (Willamette)	12.00	14.00	18.00	18.00
Total Integrated Operations Directorate	389.00	388.00	446.00	462.00¹

¹ An Awarded SAFER grant in 2016-17, accounted for in the Grant Fund, will deploy three more firefighters each at stations 17, 19, 20 and 21 on June 1, 2017 and is depicted on the following page.

Integrated Operations Administration, continued

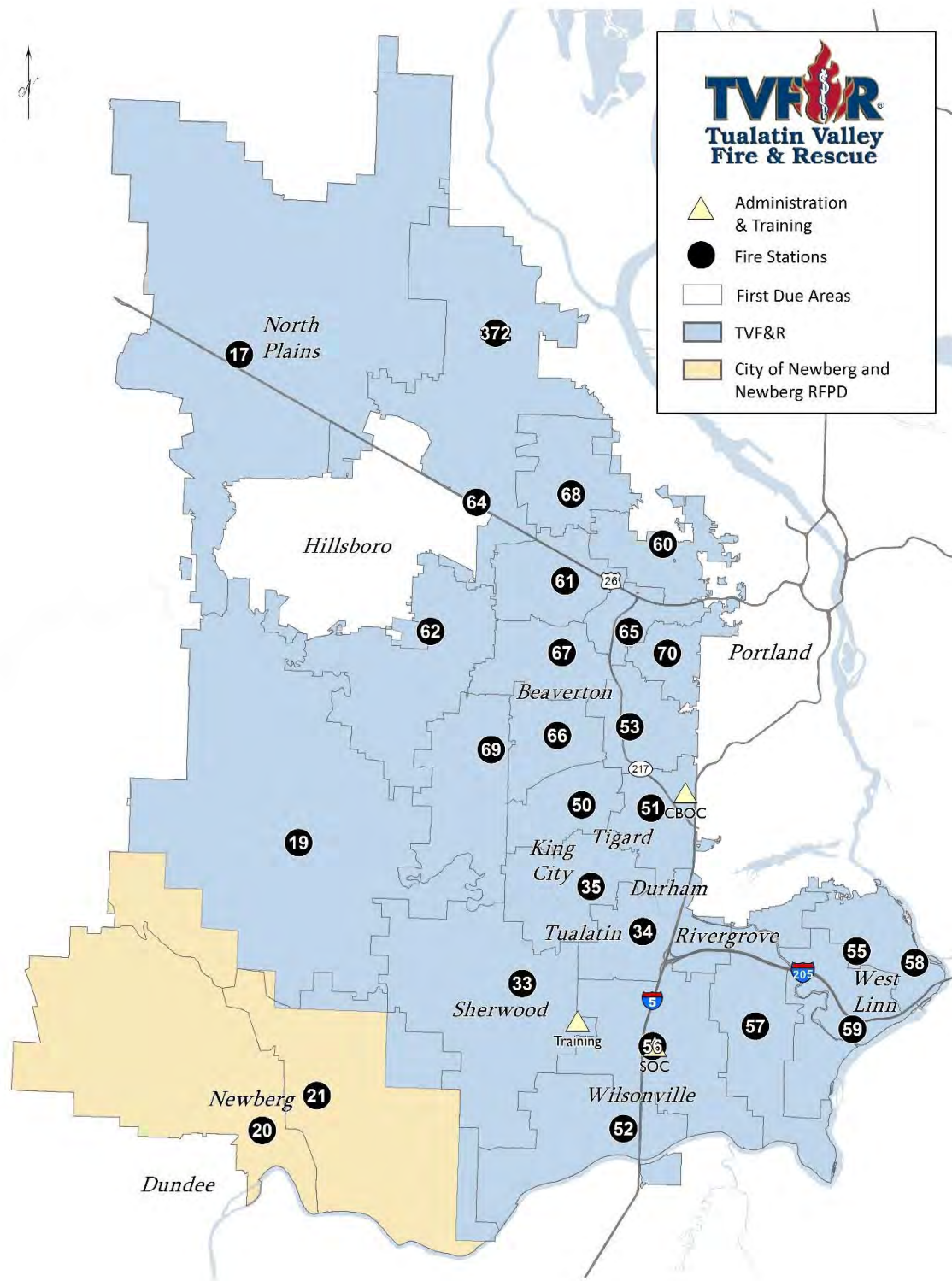
Station FTE and Unit Deployment 2017-18 by Station Number

	Station	FTE	Unit(s)	Unit Type
North Division	Station 17 (North Plains)	12.00*		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		Engine, Car
	Station 62 (Aloha)	14.00		Engine, 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
South Division	Station 70 (Raleigh Hills)	2.00		Light Brush
	Station 19 (Midway)	12.00*		Engine
	Station 20 (Downtown Newberg)	18.00*		Truck, Rescue
	Station 21 (Springbrook)	18.00*		Engine, Rescue
	Station 33 (Sherwood)	14.00		Engine, Medic
	Station 34 (Tualatin)	13.00		Engine, Car
	Station 35 (King City)	18.00		Engine, Medic
	Station 52 (Wilsonville)	18.00		Engine, Rescue
	Station 55 (Rosemont)	12.00		Truck
	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, Rescue

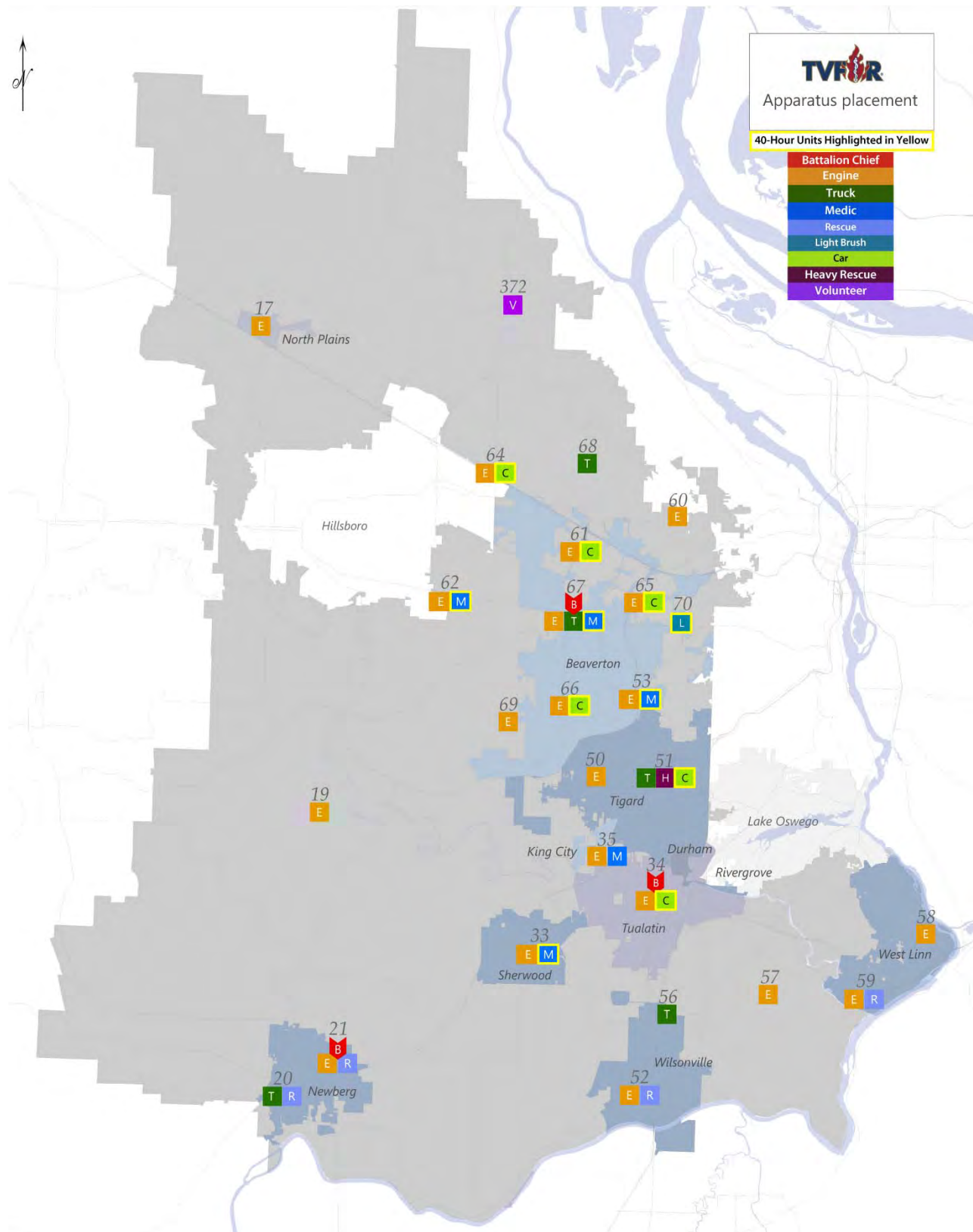
*The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for 3 additional FTE at each of these stations. These 12 personnel are accounted for in the Grant Fund.

○ 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



Apparatus Placement



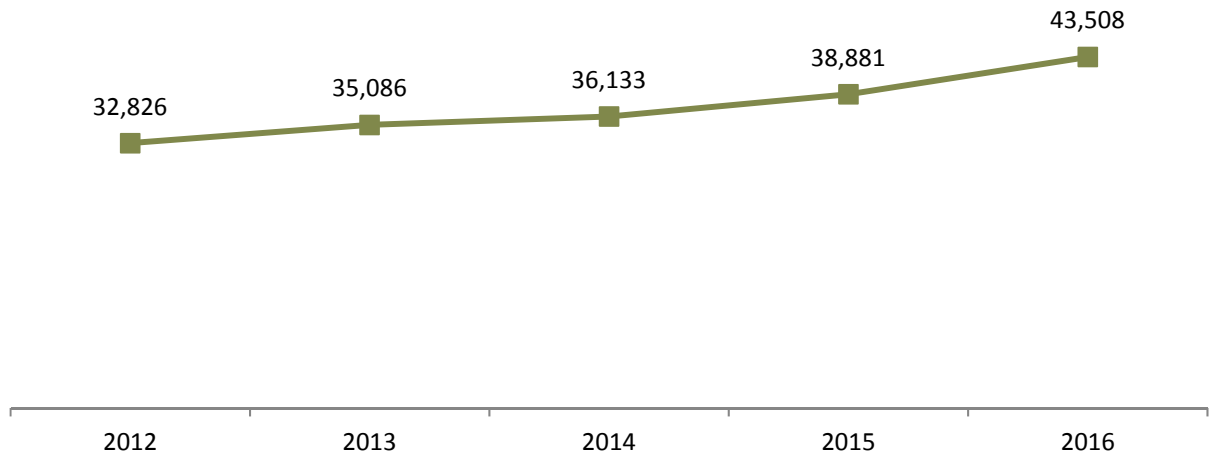
Integrated Operations Administration, continued

Integrated Operations Budget by Cost Center

Cost Center	Work Site/Specialty Team	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
10200	Integrated Operations Admin	\$ 798,625	\$ 1,204,161	\$ 1,950,901	\$ 1,744,782
10625	Hazardous Materials Team	24,961	43,035	72,277	89,534
10622	Technical Rescue Team	32,325	92,978	86,200	75,560
10626	Water Rescue Team	9,655	40,815	43,642	84,153
10621	Wildland Team	181,178			
10280	Relief Pool Personnel	7,076,509	8,034,912	10,234,721	10,800,155
	Total Integrated Operations Admin	8,123,254	9,415,901	12,387,741	12,794,184
10165	North Integrated Operations	2,494,923	2,543,810	3,378,672	3,521,360
10017	Station 17 (North Plains)		1,551	1,609,977	1,683,802
10050	Station 50 (Walnut)	2,088,032	2,033,455	2,138,185	2,188,143
10051	Station 51 (Tigard)	4,142,395	4,193,038	4,494,559	4,795,168
10053	Station 53 (Progress)	2,350,505	2,610,491	2,560,050	2,547,589
10060	Station 60 (Cornell Road)	2,053,155	2,065,918	2,127,165	2,195,980
10061	Station 61 (Butner Road)	2,016,774	2,013,211	2,279,436	2,334,119
10062	Station 62 (Aloha)	2,049,123	2,200,348	2,454,753	2,505,961
10064	Station 64 (Somerset)	1,750,478	1,860,058	2,366,407	2,407,946
10065	Station 65 (West Slope)	1,823,710	1,948,561	2,293,858	2,343,192
10066	Station 66 (Brockman Road)	1,719,354	1,967,628	2,268,185	2,341,306
10067	Station 67 (Farmington Road)	4,129,892	4,192,072	4,531,530	4,634,332
10068	Station 68 (Oak Hills)	1,904,632	1,936,575	2,088,865	2,156,677
10069	Station 69 (Cooper Mountain)	1,924,491	2,019,965	2,104,876	2,159,565
10070	Station 70 (Raleigh Hills)		407,558	416,473	438,974
10155	Former North Division Command	2,342,131	2,281,671	128,912	98,602
	Total North Integrated Operations	32,789,595	34,275,910	37,241,903	38,352,716
10180	South Integrated Operations	2,011,422	1,971,468	3,443,327	3,822,370
10019	Station 19 (Midway)		1,676	1,605,182	1,671,007
10020	Station 20 (Springbrook)		35,752	2,716,627	2,859,978
10021	Station 21 (Downtown Newberg)		30,591	2,663,540	2,749,721
10033	Station 33 (Sherwood)	1,905,102	1,947,408	2,135,211	2,463,215
10034	Station 34 (Tualatin)	2,171,085	2,256,141	2,365,689	2,511,379
10035	Station 35 (King City)	1,855,147	2,228,298	3,175,243	3,244,104
10052	Station 52 (Wilsonville)	1,738,696	2,631,468	3,161,634	3,135,558
10055	Station 55 (Rosemont)				678,338
10056	Station 56 (Elligsen Road)	3,069,384	2,149,288	2,193,433	2,240,439
10057	Station 57 (Mountain Road)	1,900,312	1,873,825	2,103,425	2,106,239
10058	Station 58 (Bolton)	2,911,420	3,107,471	2,125,621	2,169,391
10059	Station 59 (Willamette)	2,192,627	2,357,607	3,218,106	3,373,331
	Total South Integrated Operations	19,755,194	20,587,993	30,907,038	33,025,070
	Total Integrated Operations	\$ 60,668,043	\$ 64,279,804	\$ 80,536,682	\$ 84,171,970

Integrated Operations Administration, continued

District Incident Count¹



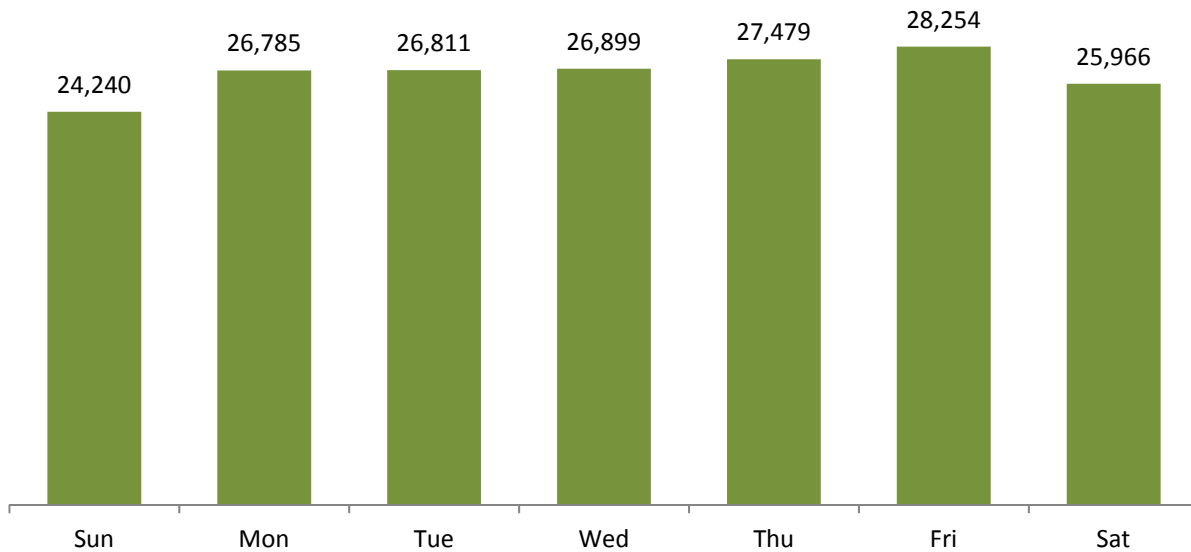
Includes incidents in Washington County Fire District #2 and the City of Newberg Fire/Newberg Rural Fire Protection District as of July 1, 2016

District Incident Summary (Calendar Year)

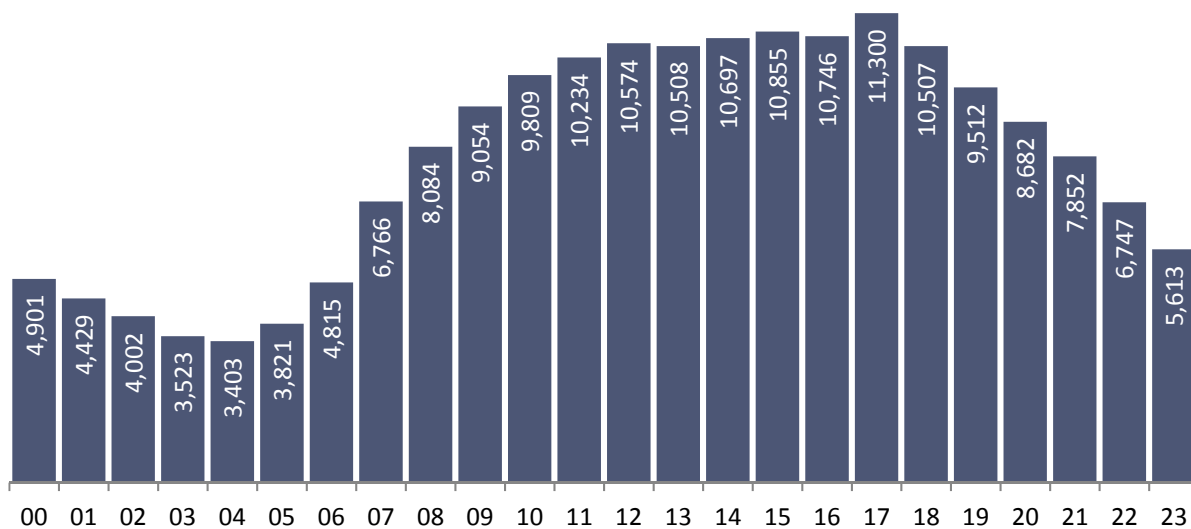
NFIRS Series	2012		2013		2014		2015		2016	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	3,282	987	3,597	1,028	3,460	999	3,776	1,294	3,977	1,199
Overpressure	0	87	0	86	0	59	0	28	0	40
EMS/Rescue Call	27,119	21,160	28,737	22,244	29,829	23,460	32,067	26,236	36,036	29,693
Hazardous Condition	630	805	662	915	783	1,113	767	1,065	933	1,274
Service Call	1,081	1,984	1,209	2,567	1,260	2,496	1,334	2,502	1,547	3,054
Good Intent Call	271	5,918	342	6,156	304	6,013	386	5,681	418	5,866
False Call	0	1,846	0	2,050	0	1,942	0	2,058	0	2,366
Natural Condition	0	4	0	7	0	23	0	10	0	7
Other Situation	443	35	539	33	497	28	551	7	597	9
Total	32,826		35,086		36,133		38,881		43,508	

Includes incidents in Washington County Fire District #2 and the City of Newberg Fire/Newberg Rural Fire Protection District as of July 1, 2016

¹ District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

District Incident Count by Day of Week, 2012–2016¹

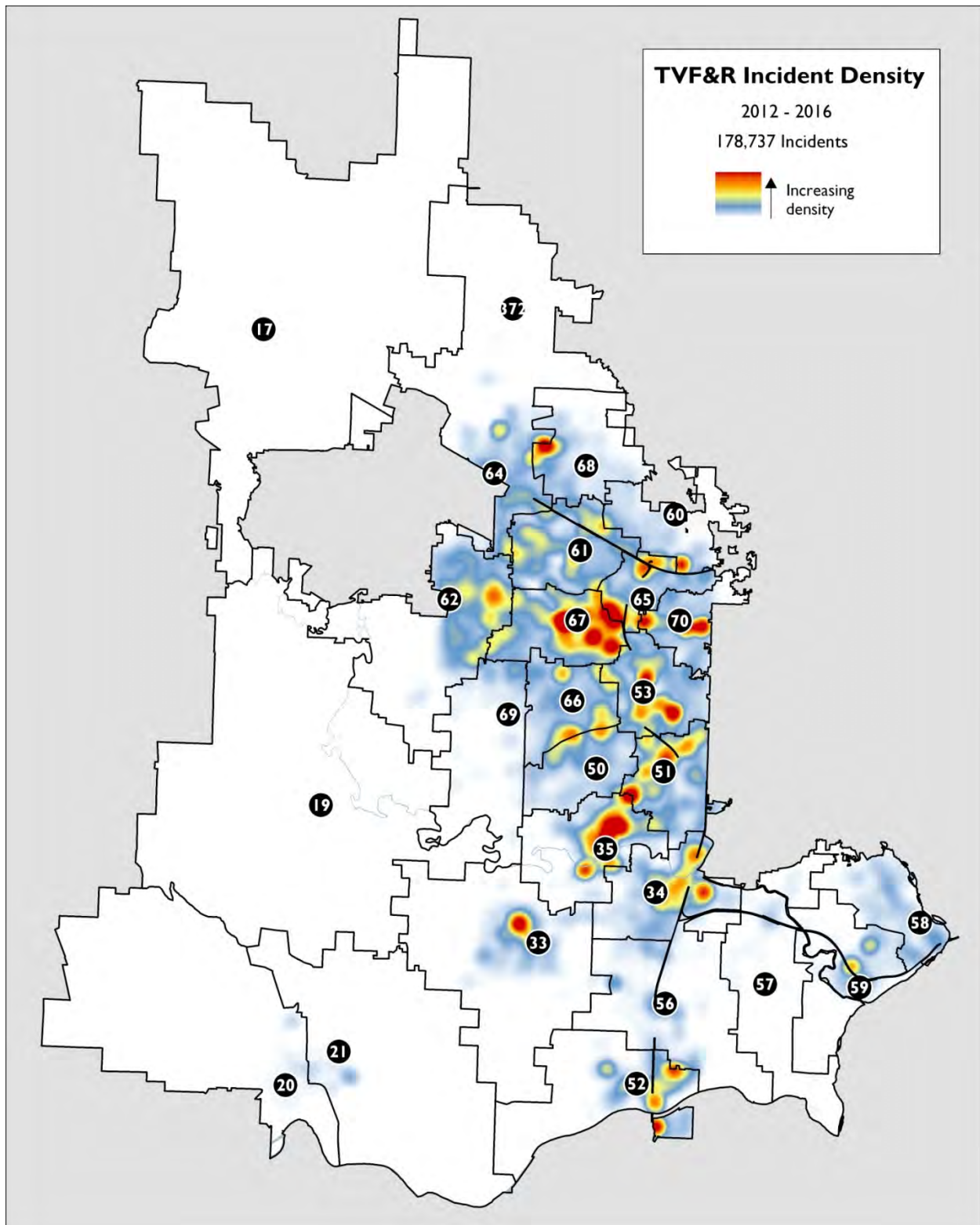
Includes incidents in Washington County Fire District #2 and the City of Newberg Fire/Newberg Rural Fire Protection District as of July 1, 2016

District Incident Count by Hour of Day, 2012–2016¹

Includes incidents in Washington County Fire District #2 and the City of Newberg Fire/Newberg Rural Fire Protection District as of July 1, 2016

¹ District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Incident Density between 2012-2016



Status of 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.
 Status: → Ongoing
 Status Report: Direction given to Division Chiefs/Managers developing KPIs for individual positions. During this fiscal year, KPIs for turnout time reduction and drug log improvement were established for Battalion Chiefs and Station Captains. KPIs for target numbers of inspections were established for DFMs/Inspectors.

- 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.
 Status: → Ongoing
 Status Report: Worked with Fleet on the design and specifications of new engines as well as Water Tenders, Tractor Drawn Aerials, and the new water rescue team boat. Truck 68 and Medic 33 were deployed near the end of the fiscal year.



Integrated Operations Administration, continued

Status of 2016-17 Tactics, continued

- 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, 1.5, 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.
Status: → Ongoing
Status Report: District 2 personnel received comprehensive policy and protocol training as well as PPE, equipment, and apparatus assignments in line with TVF&R's standard. Personnel were assigned to ensure blending/integration in both District 2 and TVF&R stations. Similar efforts have been initiated, although limited, with Newberg personnel/stations and will continue in the next fiscal year as appropriate to the status of annexation efforts. Staffing assignments to achieve four person crews in District 2 and Newberg stations will occur by the end of fiscal year 2016-17.

- 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): Logistics, Training
Budget Impact: Increase required
Measured By: Complete acquisition of all hose and nozzle compliments, equipment deployed and training completed, with a reduction of fire ground loss of similar type in the preceding 12 months.
Status: → Ongoing
Status Report: Completed primary acquisition. Training and deployment of large diameter 3" attack hose and nozzle complements on track to be complete by the end of fiscal year 2016-17. Small diameter 2.5" attack hose and nozzle complement training and deployment planned. Integrated Operations staff and the OPS QI Committee will be determining the best data set to capture impact of the hose and nozzle deployment on fire ground performance and loss in the coming fiscal year.

Additional 2016-17 Accomplishments

- Integrated personnel from Washington County Fire District #2 and Newberg Fire Department into our operations to include training, performance, and policy.
- Trained on and deployed new 5" and 3" hose after managing operations with limited hose.
- Successfully deployed first Tractor Drawn Aerial (TDA) at Station 67 with the close coordination of Training.
- Overhauled Fire Ground Management and successfully introduced significant changes to how we perform on the fire ground.
- Deployed a new Truck at Station 68 and a new Medic at Station 33.



Activities Summary

Calendar Year	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Projected
<u>Code Enforcement</u>					
Inspections	4,281	4,657	4,169	4,891	4,500
Re-inspections	2,366	2,882	2,612	2,696	2,500
Night Inspections	232	174	337	198	200
Violations Found	3,885	4,918	4,290	4,209	4,000
<u>Investigations</u>					
Total Number of Incidents Investigated	160	157	200	210	200
Arson Investigations	22	44	56	36	40
<u>Public Education</u>					
Hands-Only CPR in Schools –Students Trained	4,713	6,903	7,186	7,979	8,000
Apartment Program – Number of Trainees	173	160	203	130	135
Adult Foster Care Program – Number of Trainees	80	63	72	70	75
Fire Safety House Events	36	36	28	24	26
Total Attendance – Safety House	7,215	7,539	8,100	10,620	8,000
Total Public Education Events	745	705	755	717	730
Total Attendance – Public Education Events	66,445	66,285	65,210	70,685	71,000

2017-18 Tactics

- Reduce the number of incidents with over two minute turnout time performance supported by routine discussion and review of turnout time performance with all ranks.

Goal/Strategy: Goal 2 – Strategy 2.1
 Timeframe: 12 months
 Partner(s): Fire Chief's Office, Operating Centers
 Budget Impact: None
 Measured By: Turnout time performance metrics.

Integrated Operations Administration, continued

2017-18 Tactics, continued

- 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: 12 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, 1.5, 1.6, 1.7; Goal 3 – Strategy 3.4
Timeframe: 18 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): Logistics, Training, OPS QI Committee
Budget Impact: Increase required
Measured By: Acquisition of complementary hose and nozzle equipment as needed to complete deployment. Crew training completed. Identification and implementation of measures of impact of hose and nozzle improvements on fire ground performance and reduction of loss.

Integrated Operations Administration, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10200 General Fund						
5001 Salaries & Wages Union	\$ 125,600	\$ 136,078	\$ 156,310	\$ 159,436	\$ 159,436	\$ 159,436
5002 Salaries & Wages Nonunion		108,288	328,839	346,444	346,444	363,600
5003 Vacation Taken Union	7,124	9,443	10,994	11,214	11,214	11,214
5004 Vacation Taken Nonunion			22,383	22,141	22,141	24,051
5005 Sick Leave Taken Union	26,839	1,716	2,922	2,980	2,980	2,980
5006 Sick Taken Nonunion			5,947	5,882	5,882	6,390
5007 Personal Leave Taken Union	3,554		1,546	1,578	1,578	1,578
5008 Personal Leave Taken Nonunion			3,148	3,114	3,114	3,382
5009 Comp Taken Union		182				
5015 Vacation Sold		6,729	8,407	7,242	7,242	7,719
5017 PEHP Vac Sold at Retirement	4,442		4,130	4,212	4,212	4,212
5020 Deferred Comp Match Union	7,538	7,362	8,590	8,762	8,762	8,762
5021 Deferred Comp Match Nonunion		8,748	28,554	30,128	30,128	32,112
5101 Vacation Relief		1,048				
5120 Overtime Union	134,996	334,804	124,220	196,189	196,189	196,189
5121 Overtime Nonunion		12,419				
5201 PERS Taxes	52,877	118,634	142,144	186,355	186,355	192,025
5203 FICA/MEDI	18,171	39,458	51,656	58,785	58,785	60,264
5206 Worker's Comp	15,025	12,717	11,832	13,088	13,088	13,372
5207 TriMet/Wilsonville Tax	1,850	4,084	5,870	6,082	6,082	6,250
5208 OR Worker's Benefit Fund Tax	84	184	175	150	150	150
5210 Medical Ins Union	35,317	25,971	41,334	43,506	43,506	43,506
5211 Medical Ins Nonunion		15,119	64,407	61,671	61,671	61,671
5220 Post Retire Ins Union	1,050	859	1,200	1,200	1,200	1,200
5221 Post Retire Ins Nonunion		675	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion		1,461	4,589	5,144	5,144	5,144
5240 Life/Disability Insurance		922	1,471	4,737	4,737	4,737
5270 Uniform Allowance	10,354	58,664	49,760	9,430	9,430	9,430
5290 Employee Tuition Reimburse	23,578	40,674	64,518	72,125	72,125	72,125
5295 Vehicle/Cell Allowance		200	6,360	6,960	6,960	6,960
Total Personnel Services	468,399	946,439	1,154,006	1,271,255	1,271,255	1,301,159
5300 Office Supplies			100	340	340	340
5301 Special Department Supplies	1,246	5,655	8,445	15,905	15,905	15,905
5302 Training Supplies	101	37				
5304 Hydrant Maintenance	4,346	4,452	5,500	5,500	5,500	5,500
5305 Fire Extinguisher	578		1,500	1,500	1,500	1,500
5307 Smoke Detector Program	25	50				
5320 EMS Supplies	2,714	9,811	79,227	15,400	15,400	15,400
5321 Fire Fighting Supplies	18,878	36,531	295,190	98,050	98,050	98,050

Integrated Operations Administration, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5325 Protective Clothing	164,956	10,049	64,100	64,800	64,800	64,800
5330 Noncapital Furniture & Equip	2,481	3,049	8,050	6,850	6,850	6,850
5350 Apparatus Fuel/Lubricants	256	3,808	1,050	4,075	4,075	4,075
5361 M&R Bldg/Bldg Equip & Improv			50,000	50,000	50,000	50,000
5365 M&R Firefight Equip	7,423	7,216	11,250	9,250	9,250	9,250
5366 M&R EMS Equip			85,732			
5400 Insurance Premium				1,000	1,000	1,000
5414 Other Professional Services	40,098	86,080	76,750	54,950	54,950	54,950
5415 Printing	125	38	1,500	1,000	1,000	1,000
5417 Temporary Services	20,885	21,760				
5450 Rental of Equip		542	300	300	300	300
5461 External Training	22,565	19,025	31,175	32,090	32,090	32,090
5462 Travel and Per Diem	27,822	29,623	47,850	53,000	53,000	53,000
5471 Citizen Awards	41					
5473 Employ Safety Pro & Incent	6,046	5,800	13,000	13,000	13,000	13,000
5480 Community/Open House/Outreach	17	25				
5481 Community Education Materials	3,804	3,773	5,300	5,000	5,000	5,000
5484 Postage UPS & Shipping	258		1,500	1,500	1,500	1,500
5500 Dues & Subscriptions	3,705	3,815	4,575	5,023	5,023	5,023
5502 Certifications & Licensing	189		335			
5570 Misc Business Exp	1,669	3,006	3,966	4,240	4,240	4,240
5571 Planning Retreat Expense		3,971	500	850	850	850
Total Materials and Services	330,227	257,722	796,895	443,623	443,623	443,623
Total General Fund	\$ 798,625	\$ 1,204,161	\$ 1,950,901	\$ 1,714,878	\$ 1,714,878	\$ 1,744,782

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 16,933	\$ 39,357	\$ 56,787	\$ 74,044
Materials & Services	8,027	3,678	15,490	15,490
Total Expenditure	\$ 24,961	\$ 43,035	\$ 72,277	\$ 89,534

2017-18 Significant Changes

Overtime for team members' training classes, drills and state quarterly meetings is budgeted in account 5120. The increase in 2017-18 relates to attendance for two team members to attend a national HazMat conference as well as overtime and relief for attendance of four members at the State of Oregon HazMat conference.



Hazardous Materials Team, continued

Status of 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.
Status: → Ongoing
Status Report: A Training Officer was assigned 0.5 time to the development of the Hazmat team's core training package.

- Enhance internal recruiting efforts to encourage tenured employees to join the 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.
Status: → Ongoing
Status Report: Recruitment efforts ensured that the Hazmat Team remained fully staffed through the fiscal year despite turnover due to promotions and retirements.

Additional 2016-17 Accomplishments

- Increased internal Hazmat operational consults and response to toxic exposures, natural gas incidents and spills not associated with MVC's.
- Refined invoice, billing and reimbursement processes with OSFM.
- TVF&R is the sole provider for all Hazmat technicians training in the State of Oregon.

2017-18 Tactics

- Establish core Hazmat Team training curriculum to meet current standards and best practices.

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.

2017-18 Tactics, continued

- Enhance internal recruiting efforts to encourage tenured employees to join the 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: Maintaining a fully staffed Hazmat Team throughout the fiscal year and an established recruitment list.

- Enhance internal customer service and response through CAD notifications on toxic exposures, spills not associated with car wrecks and natural gas leaks.

Goal/Strategy: Goal 3
 Timeframe: 12 months
 Partner(s): Operations, WCCCA
 Budget Impact: None
 Measured By: Specific CAD notifications in place in the planned new CAD system. Increase in internal Hazmat consults and responses.

- Increase proficiency, validate current HazMat practices, and enhance existing partner relationships.

Goal/Strategy: Goal 3 – Strategy 3.10
 Timeframe: 12 months
 Partner(s): Operations, Training, OSFM
 Budget Impact: Increase required
 Measured By: Hazmat simulations that evaluate key performance indicators (KPIs) for each team positions. Increase in timely reimbursement from OSFM.



Hazardous Materials Team, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10625 General Fund						
5120 Overtime Union	\$ 12,861	\$ 29,699	\$ 43,340	\$ 55,552	\$ 55,552	\$ 55,552
5201 PERS Taxes	2,558	5,778	8,761	12,600	12,600	12,600
5203 FICA/MEDI	879	2,100	3,358	4,250	4,250	4,250
5206 Worker's Comp	537	1,554	966	1,223	1,223	1,223
5207 TriMet/Wilsonville Tax	92	212	362	419	419	419
5208 OR Worker's Benefit Fund Tax	6	13				
Total Personnel Services	16,933	39,357	56,787	74,044	74,044	74,044
5300 Office Supplies	56	29				
5301 Special Department Supplies	684	123	1,500	1,500	1,500	1,500
5302 Training Supplies			750	750	750	750
5311 Haz Mat Response Materials	125	339	3,000	3,000	3,000	3,000
5321 Fire Fighting Supplies	4,904	456	750	750	750	750
5325 Protective Clothing			1,500	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	617	392	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip	1,114	2,071	5,000	5,000	5,000	5,000
5415 Printing	236		300	300	300	300
5570 Misc Business Exp	292	269	350	350	350	350
Total Materials and Services	8,027	3,678	15,490	15,490	15,490	15,490
Total General Fund	\$ 24,961	\$ 43,035	\$ 72,277	\$ 89,534	\$ 89,534	\$ 89,534

Technical Rescue Team

Fund 10 • Directorate 04 • Division 65 • Department 622

Team Description

Personnel at Station 51 serve as members of the District's Technical Rescue Team. The team is comprised of 30 members; Station 51 is staffed with 24 personnel, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of six members per shift. The team is trained at the technician level in heavy vehicle and machinery extrication, high-angle rope rescue, confined space rescue, trench rescue, and structural collapse rescue.

Heavy Rescue 51 and **USAR 51** (tractor and trailer) are equipped with tools and equipment to support the team's needs in various technical rescue situations. **Heavy Rescue 51** carries a heavy complement of extrication equipment, and expands its capabilities with stabilization and lifting equipment (ability to lift 50 tons) for more complicated extrications. It also houses an extensive array of ropes (e.g., life safety, utility, webbing, harness) for high-angle rescues, as well as line-supplied air equipment that provides the ability for members to enter a confined space. **USAR 51** maintains equipment specific to breaking, cutting (torches), stabilizing, and lifting for structural collapse rescues. There are specialized cameras that allow members to see inside void areas, as well as listening devices in order to hear victims who may be trapped under a rubble pile. It is also equipped with shores and stabilization equipment for trench collapse situations. Resources on **USAR 51** can also be used to assist in complex extrications.

The team also serves as the primary **Rapid Intervention Team (RIT)** on all structure fires. The RIT provides an immediately ready force to perform firefighter rescue should someone become trapped while working inside a burning structure. The Technical Rescue Team is assigned this function because of their specialized rescue training and tools, while utilizing techniques and procedures developed specifically for this contingency.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget
Personnel Services	\$ 8,768	\$ 48,066	\$ 36,501	\$ 35,700
Materials & Services	23,557	44,912	49,699	39,860
Total Expenditure	\$ 32,325	\$ 92,978	\$ 86,200	\$ 75,560

2017-18 Significant Changes

Account 5120 provides for overtime and or relief coverage for structural collapse, trench rescue, and rope training for team members as well as drill time coverage. Accounts 5461 and 5462 provide funding for two team members to attend a structural collapse course.



Technical Rescue Team, continued

Status of 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.
Status: → Ongoing
Status Report: Ongoing. Additional 12 months needed to reach all line companies.

- Increase proficiency and validate current TVF&R Technical Rescue Team practices in structural collapse 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.
Status: → Ongoing
Status Report: Select team members attended a trench rescue course in April 2017; new techniques were shared with all team members and put into practice. A similar approach will be used for a structural collapse course to be complete by the end of the fiscal year.



Additional 2016-17 Accomplishments

- Promotion of three senior members of team
- Addition of three new personnel
- Rewrite and update of District's rope policy
- Maintain and manage the District's extrication program
- Transition Extrication Program to new Discipline Head

2017-18 Tactics

- Further develop and deliver District-wide vehicle extrication training, phase two.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.7
 Timeframe: 12 months
 Partner(s): Training, Truck Company Operations Group and Engine Companies
 Budget Impact: No change in budget impact from FY 2016/2017
 Measured By: Increased individual, company, and system performance.

- Increase proficiency and validate current TVF&R Technical Rescue Team practices in structural collapse 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: Slight increase secondary to registration costs
 Measured By: Individual and team performance improvement.
 Participation in training and train-the-trainer opportunities for exposure to new techniques and best practices.



Technical Rescue Team, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10622 General Fund						
5120 Overtime Union	\$ 6,666	\$ 37,066	\$ 27,940	\$ 26,784	\$ 26,784	\$ 26,784
5201 PERS Taxes	1,421	7,624	5,577	6,075	6,075	6,075
5203 FICA/MEDI	496	2,810	2,138	2,049	2,049	2,049
5206 Worker's Comp	135	280	615	590	590	590
5207 TriMet/Wilsonville Tax	47	269	231	202	202	202
5208 OR Worker's Benefit Fund Tax	3	16				
Total Personnel Services	8,768	48,066	36,501	35,700	35,700	35,700
5301 Special Department Supplies	164	576	500	500	500	500
5302 Training Supplies	1,608	2,698	4,110	3,060	3,060	3,060
5321 Fire Fighting Supplies	13,653	19,258	31,439	17,200	17,200	17,200
5325 Protective Clothing	6,441	7,160	6,000	6,000	6,000	6,000
5330 Noncapital Furniture & Equip	132					
5350 Apparatus Fuel/Lubricants	594		600	600	600	600
5365 M&R Firefight Equip	948	1,865	1,750	2,000	2,000	2,000
5414 Other Professional Services		8,525				
5461 External Training		4,190	2,100	6,500	6,500	6,500
5462 Travel and Per Diem		626	3,200	4,000	4,000	4,000
5484 Postage UPS & Shipping	17	14				
Total Materials and Services	23,557	44,912	49,699	39,860	39,860	39,860
Total General Fund	\$ 32,325	\$ 92,978	\$ 86,200	\$ 75,560	\$ 75,560	\$ 75,560

Water Rescue Team

Fund 10 • Directorate 04 • Division 65 • Department 626

Team Description

The District's 24-member Water Rescue Team is housed at Stations 21 and 59, located near the Willamette, Tualatin and Clackamas rivers. 18 personnel are assigned across Stations 21 and 59, with six additional associate members who backfill positions when needed. The team has minimum staffing requirements of three members at Station 59 and two members at Station 21 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. Boat 21 is a 1979 Woolridge flat bottom jet boat that serves as a primary rescue boat based out of Station 21 in Newberg. 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 21 and is well-suited for use in flood waters and waterways requiring a smaller vessel.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 4,403	\$ 9,059	\$ 24,842	\$ 49,583
Materials & Services	5,252	31,756	18,800	34,570
Total Expenditure	\$ 9,655	\$ 40,815	\$ 43,642	\$ 84,153

2017-18 Significant Changes

The proposed budget includes overtime or relief staffing for team and associate team member compliance and rope rescue training and includes \$27,280 specifically for team members to attend a one week DPSST Rescue Boat Operator class. Account 5325 provides for replacement of worn out PPE and for new team members. Account 5350 provides increased budget for the addition of Newberg boat 21 and new rescue boat 59 training



Water Rescue Team, continued

Status of 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 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.
Status: → Ongoing
Status Report: National Boating course postponed as a result of increased training, cost and workload associated with adding 10 water rescue team members from Newberg Station 21 and other internal Associate members.

- 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; 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.
Status: → Ongoing
Status Report: Two station deployment model instituted; minimum staffing adjusted to reflect the change. Six water rescue team members added at Newberg Station 21, outfitted and trained. In addition, three Associate team members added at large to support the expanded staffing model. New member training will continue in fiscal year 2017-18.

Additional 2016-17 Accomplishments

- Development, DPSST Certification and Implementation of Water Rescue Awareness and Operations curriculum. Instruction delivered to over 100 students. Includes Saturday drills, recruit academies and Canby Fire Department outreach.
- Development, DPSST Certification and Implementation of Maritime Awareness, Deckhand and Boat Operators curriculum. Designed and taught to the 10 newest team members in a 5 day course.
- Development and DPSST certification of several in house instructors for the following courses: Swift-water Technician, Maritime curriculum and TVFR Water Rescue Awareness.
- Re-certified Swift-Water Rescue curriculum through DPSST. Instructed 10 newest Water Rescue Team members in a 5 day course.
- Continued water rescue services in Clackamas, Washington and Yamhill Counties. Services such as search, rescue, (humans and animals) recovery and other public services.

2017-18 Tactics

- Commit the necessary resources needed to ensure a smooth functional consolidation between Newberg and TVF&R's Water Rescue Teams. This will include such items as continued training sessions, task-book completions and State certifications. In addition, provide support for amended staffing models ensuring continual water rescue coverage throughout TVFR's service area.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3,: 3 – Strategy 3.4

Timeframe: 18 months

Partner(s): Newberg Fire Department, Clackamas County Water Rescue Consortium, External rescue boat operator instructors, Integrated Operation Managers, TVFR Technical Rescue team.

Budget Impact: Increase required

Measured By: Certification in the following disciplines: NFPA Swift-Water Technician, NFPA Rope Rescue Technician, DPSST Maritime Awareness, Deckhand, Boat Operator and Rescue Boat Operator.



Water Rescue Team, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10626 General Fund						
5120 Overtime Union	\$ 3,291	\$ 6,890	\$ 19,015	\$ 37,200	\$ 37,200	\$ 37,200
5201 PERS Taxes	721	1,507	3,796	8,437	8,437	8,437
5203 FICA/MEDI	248	515	1,455	2,846	2,846	2,846
5206 Worker's Comp	118	94	419	819	819	819
5207 TriMet/Wilsonville Tax	23	50	157	281	281	281
5208 OR Worker's Benefit Fund Tax	1	3				
Total Personnel Services	4,403	9,059	24,842	49,583	49,583	49,583
5301 Special Department Supplies		220				
5302 Training Supplies	77		300	200	200	200
5321 Fire Fighting Supplies	2,360	3,849	1,000	3,900	3,900	3,900
5325 Protective Clothing	280	26,132	3,490	7,910	7,910	7,910
5330 Noncapital Furniture & Equip	107					
5350 Apparatus Fuel/Lubricants	1,774	1,277	4,160	8,320	8,320	8,320
5365 M&R Firefight Equip	586	277	1,500	500	500	500
5414 Other Professional Services				13,440	13,440	13,440
5461 External Training			2,850			
5462 Travel and Per Diem			5,200			
5570 Misc Business Exp	68		300	300	300	300
Total Materials and Services	\$ 5,252	\$ 31,756	\$ 18,800	\$ 34,570	\$ 34,570	\$ 34,570
Total General Fund	\$ 9,655	\$ 40,815	\$ 43,642	\$ 84,153	\$ 84,153	\$ 84,153

Wildland Program

Fund 10 • Directorate 04 • Division 65 • Department 621

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 153,324			
Materials & Services	27,854			
Total Expenditure	\$ 181,178			



Wildland Program, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10621 General Fund						
5102 Duty Chief Relief						
5120 Overtime Union	\$ 118,707					
5121 Overtime Nonunion						
5201 PERS Taxes	24,869					
5203 FICA/MEDI	8,222					
5206 Worker's Comp	300					
5207 TriMet/Wilsonville Tax	842					
5208 OR Worker's Benefit Fund Tax	45					
5270 Uniform Allowance	338					
Total Personnel Services	153,324					
5300 Office Supplies	11					
5301 Special Department Supplies	387					
5302 Training Supplies						
5320 EMS Supplies	354					
5321 Fire Fighting Supplies	2,492					
5325 Protective Clothing	24,108					
5330 Noncapital Furniture & Equip						
5350 Apparatus Fuel/Lubricants	223					
5365 M&R Firefight Equip	194					
5570 Misc Business Exp	86					
Total Materials & Services	27,854					
Total General Fund	\$ 181,178					

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 62 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 7,064,770	\$ 8,022,851	\$ 10,220,456	\$ 10,785,577
Materials and Services	11,740	12,061	14,265	14,578
Total Expenditures	\$ 7,076,509	\$ 8,034,912	\$ 10,234,721	\$ 10,800,155

2017-18 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10280 General Fund						
5001 Salaries & Wages Union	\$ 3,259,714	\$ 3,703,268	\$ 4,658,132	\$ 4,789,344	\$ 4,789,344	\$ 4,789,344
5002 Salaries & Wages Nonunion		5,832				
5003 Vacation Taken Union	438,309	504,179	631,229	676,008	676,008	676,008
5005 Sick Leave Taken Union	95,020	132,878	118,118	97,288	97,288	97,288
5007 Personal Leave Taken Union	44,236	53,934	65,452	70,109	70,109	70,109
5009 Comp Taken Union		1,595				
5016 Vacation Sold at Retirement		51	5,672	6,027	6,027	6,027
5017 PEHP Vac Sold at Retirement	1,478	1,863	17,197	18,455	18,455	18,455
5020 Deferred Comp Match Union	174,011	202,283	251,484	263,968	263,968	263,968
5021 Deferred Comp Match Nonunion		583				
5101 Vacation Relief	437,476	475,862	717,821	754,027	754,027	754,027
5105 Sick Relief	49,172	57,416	110,030	106,890	106,890	106,890
5106 On the Job Injury Relief	16,006	13,029	22,223	20,701	20,701	20,701
5107 Short Term Disability Relief		10,289	7,486	5,727	5,727	5,727
5110 Personal Leave Relief	27,506	59,507	70,438	78,250	78,250	78,250
5115 Vacant Slot Relief	65,030	80,932				
5117 Regular Day Off Relief				89,001	89,001	89,001
5118 Standby Overtime	3,158	3,094	4,961	4,526	4,526	4,526
5120 Overtime Union	73,695	104,962	135,186	57,313	57,313	57,313
5201 PERS Taxes	876,136	1,063,972	1,360,363	1,596,138	1,596,138	1,596,138
5203 FICA/MEDI	334,247	385,477	521,382	538,382	538,382	538,382
5206 Worker's Comp	266,910	128,978	149,942	154,832	154,832	154,832
5207 TriMet/Wilsonville Tax	32,034	37,271	56,142	53,047	53,047	53,047
5208 OR Worker's Benefit Fund Tax	1,880	2,019	1,911	1,658	1,658	1,658
5210 Medical Ins Union	824,930	954,012	1,260,687	1,348,686	1,348,686	1,348,686
5211 Medical Ins Nonunion		699				
5220 Post Retire Ins Union	28,467	29,332	36,600	37,200	37,200	37,200
5230 Dental Ins Nonunion		81				
5270 Uniform Allowance	15,355	9,452	18,000	18,000	18,000	18,000
Total Personnel Services	7,064,770	8,022,851	10,220,456	10,785,577	10,785,577	10,785,577
5321 Fire Fighting Supplies	728	1,276	1,600	1,600	1,600	1,600
5325 Protective Clothing	11,002	10,759	12,000	12,000	12,000	12,000
5462 Travel and Per Diem	10	25	300	300	300	300
5500 Dues & Subscriptions			365	678	678	678
Total Materials and Services	11,740	12,061	14,265	14,578	14,578	14,578
Total General Fund	\$ 7,076,509	\$ 8,034,912	\$10,234,721	\$10,800,155	\$10,800,155	\$10,800,155

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 31,478,237	\$ 32,744,257	\$ 35,586,355	\$ 36,683,207
Materials & Services	1,311,359	1,531,652	1,655,548	1,669,509
Total Expenditure	\$ 32,789,595	\$ 34,275,909	\$ 37,241,903	\$ 38,352,716

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	0.00	0.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	8.00	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	3.00	3.00	4.00	3.00
Station 17	0.00	0.00	9.00	9.00
Station 50	13.00	12.00	12.00	12.00
Station 51	24.00	25.00	25.00	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	13.00	13.00	13.00
Station 65	12.00	12.00	13.00	13.00
Station 66	12.00	13.00	13.00	13.00
Station 67	25.00	25.00	26.00	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	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	190.00	194.00	209.00	208.00

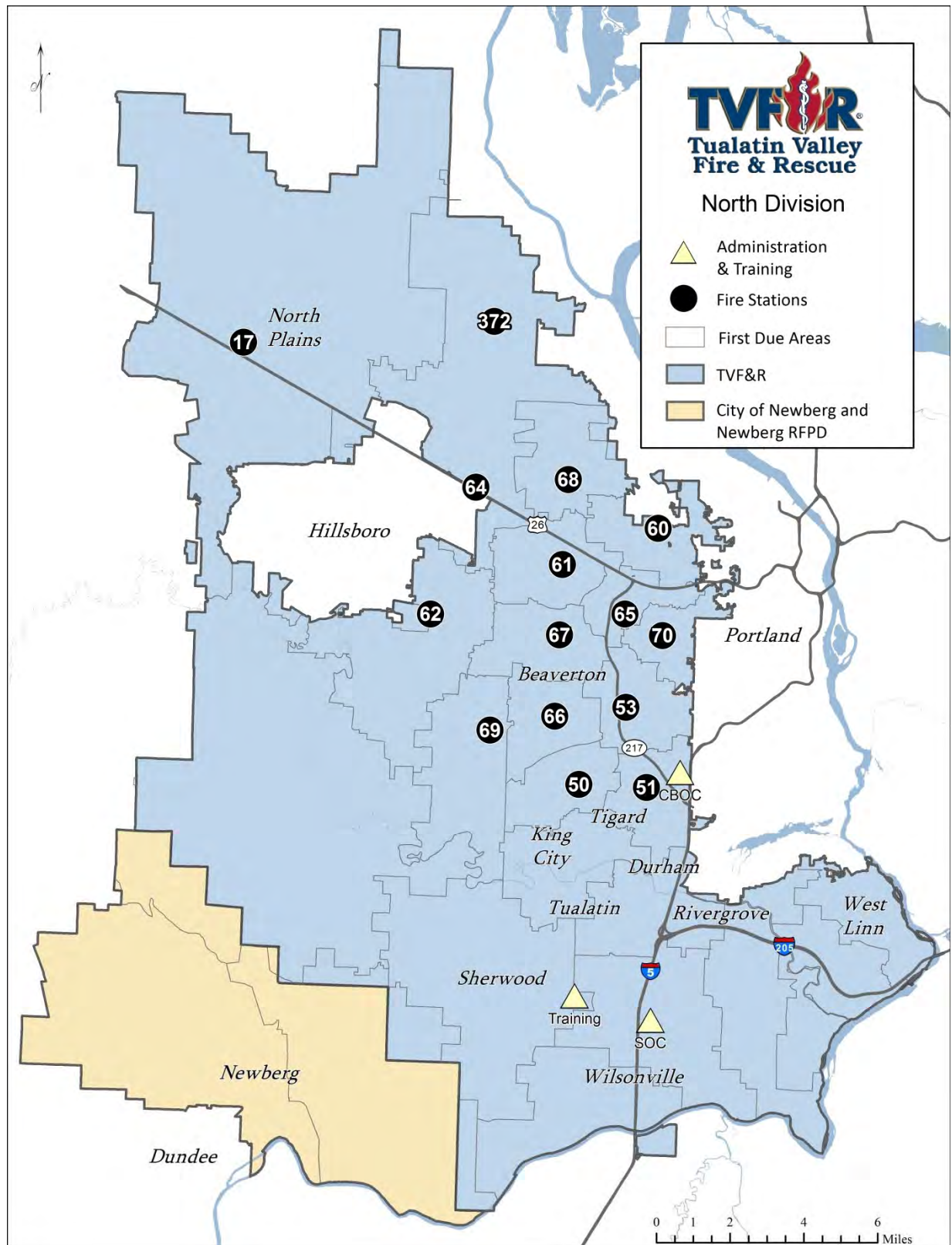
2017-18 Significant Changes

For the combined Division, personnel costs increased an overall \$1,095,730 reflecting the expected salaries and benefit costs of assigned employees.

Within Materials and Services, Building Maintenance and Repairs account 5361 reflects maintenance for assigned stations including a new roof for Station 60 for \$27,000, and Station 64 post construction driveway replacement for \$49,000. Account 5480 increase relates to a planned open house post-seismic remodel for Station 64.



Location of Stations in Area of Operations



North Integrated Operations Division, continued

Station FTE and Units

Station	2016-17 Budget			2017-18 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 17 (North Plains)	9.00		Engine	12.00*		Engine
Station 50 (Walnut)	12.00		Engine	12.00		Engine
Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car	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		Engine, Car	13.00		Engine, Car
Station 62 (Aloha)	14.00		Engine, Medic	14.00		Engine, Medic
Station 64 (Somerset)	13.00		Engine, Car	13.00		Engine, Car
Station 65 (West Slope)	13.00		Engine, Car	13.00		Engine, Car
Station 66 (Brockman Road)	13.00		Engine, Car	13.00		Engine, Car
Station 67 (Farmington Road)	26.00		Truck, Engine, Medic	26.00		Truck, Engine, Medic
Station 68 (Bethany)	12.00		Truck	12.00		Truck
Station 69 (Cooper Mountain)	12.00		Engine	12.00		Engine
Station 70 (Raleigh Hills)	2.00		Medic	2.00		Light Brush

*The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for 3 additional FTE at each of these stations.

○ 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 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.
 Status: → Ongoing
 Status Report: Examples of activities held throughout the year include the summer BBQ for all day personnel and multiple CBOC events (luau, Halloween, and winter holiday parties). Integrated Operations meetings were reformatted to include internal guest speakers from various divisions to encourage collaboration between departments. Additionally, staff's ability to support programs outside of core job functions allowed for greater camaraderie and personal ties to District-wide efforts of the organization. For example, the Integrated Operations Administrative Assistants helped the EMS Division and the Youth Fire Intervention Prevention team partner with School Resource Officers from all local school districts and the Safe Schools Committee.

- 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.
 Status: → Ongoing
 Status Report: Purposeful efforts were made by the Battalion Chiefs to discuss turnout performance at station visits and during Ops Updates. Stations received specialized training on the EGIS Unit Performance Module for monitoring and tracking turnout time performance. Individual goals related to turnout performance were added to Halogen for Battalion Chiefs and Station Captains. Preliminary data for Calendar Year 2016 indicated improvement in the turnout time interval.

North Integrated Operations Division, continued

Status of 2016-17 Tactics, continued

- 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.
Status: √ Complete
Status Report: Deputy Fire Marshals (DFMs), Public Affairs Officers, and Chiefs Officers frequently visited North Division stations to communicate the work of the North Operating Center and listen to concerns and ideas. Staff meetings were adjusted to include personnel from other internal divisions to share their messages. Also, DFM personnel started attending the Company Officer In-service sessions.

- 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.
Status: → Ongoing
Status Report: Throughout the fiscal year, staff provided support to Capital Projects, Logistics, Fire Chief's Office and station personnel during the remodel phases of stations 372, 64 and 69. Response data analysis informed this work and is in progress to inform needs for future growth areas.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: In addition to organizational changes where divisional responsibilities/geography increased, staff has been able to improve relationships with partnering municipalities and community networks. Examples include: City of North Plains staff, council, businesses and community groups; Washington County Sheriff's Office, Land Use and Transportation, and Health & Human Services; School Resource Officers from all are school districts; media publications in North Plains and Tigard; Nike, and Providence St. Vincent's Hospital.

Staff worked to maintain existing relationships with the cities and civic groups of King City, Rivergrove, Durham, Beaverton and Tigard. Also, staff were assigned to participate in or attend advisory committee/group meetings for the Southwest Corridor, Tigard Triangle, Beaverton Urban Redevelopment Agency, , King City Urban Reserve Area 6D, and Aloha Tomorrow. Additionally, staff attended Tigard Leadership, Oregon Fire Code Committee and Safe Schools Committee meetings.

The station crews and staff participated in emergency vehicle operator training with Washington County Sheriffs.

North Integrated Operations Division, continued

Additional 2016-17 Accomplishments

- Completed teaching 32 Hands-Only CPR events in the North Operating Center at every middle school in the division. This, and other Hands-Only CPR events throughout the District, reached 5,614 students and an additional 3,822 adults.
- In the City of North Plains and Washington County District 2, supported FCO by establishing valuable relationships with civic leaders, businesses, and the community. This resulted in a smooth transition for North Operating Center personnel.
- The District completed an evaluation process with ISO to get re-rated. This process involved work from the District at all levels. Deputy Fire Marshalls engaged with the multiple water purveyors to complete the water supply portion of the rating schedule which accounted for 40% of the overall rating.
- With the reorganization and boundary alignment, North Operating Center added the cities of Beaverton, North Plains, Rivergrove, and Durham. This challenge allowed opportunities to enhance relationships with mayors, councilors, law enforcement agencies and civic groups. Deputy Fire Marshalls maintained a high level of services to existing jurisdictions while providing exceptional service to added municipalities

2017-18 Tactics

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

Goal/Strategy: Goal 1 – Strategy 1.2
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.

- 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 1 – Strategy 1.2; 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 reopening of Stations 372, 64 and 69 measured by citizen attendance at open houses. Participation in planning efforts for additional emerging construction and relocation projects.

North Integrated Operations Division, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
General Fund						
5001 Salaries & Wages Union	\$12,781,818	\$13,401,108	\$15,810,045	\$15,832,133	\$15,832,133	\$15,832,133
5002 Salaries & Wages Nonunion	413,760	338,687	617,861	604,739	604,739	615,325
5003 Vacation Taken Union	1,800,299	1,926,367	2,071,386	2,159,331	2,159,331	2,159,331
5004 Vacation Taken Nonunion	29,682	32,776	42,710	40,718	40,718	42,517
5005 Sick Leave Taken Union	220,951	252,080	393,390	319,899	319,899	319,899
5006 Sick Taken Nonunion	4,010	5,347	11,348	10,818	10,818	10,818
5007 Personal Leave Taken Union	201,182	172,476	217,524	226,915	226,915	227,682
5008 Personal Leave Taken Nonunion	2,679	3,169	6,009	5,728	5,728	5,982
5009 Comp Taken Union	2,516	988				
5010 Comp Taken Nonunion	340	879				
5015 Vacation Sold			16,041	16,822	16,822	17,566
5016 Vacation Sold at Retirement		16,795	98,875	128,056	128,056	130,277
5017 PEHP Vac Sold at Retirement	74,103	99,870	81,906	87,795	87,795	87,795
5018 Comp Time Sold Union	4,100	15,394				
5019 Comp Time Sold Nonunion		4,398				
5020 Deferred Comp Match Union	682,143	723,062	851,554	871,546	871,546	871,546
5021 Deferred Comp Match Nonunion	31,059	27,996	53,457	53,303	53,303	55,115
5090 Temporary Services-Backfill	1,459					
5101 Vacation Relief	2,003,736	2,145,245	2,326,167	2,387,222	2,387,222	2,387,222
5105 Sick Relief	349,911	351,925	351,153	333,245	333,245	333,245
5106 On the Job Injury Relief	78,083	59,003	76,784	70,990	70,990	70,990
5107 Short Term Disability Relief	17,923	21,435	25,126	19,269	19,269	19,269
5110 Personal Leave Relief	222,949	264,914	224,664	243,424	243,424	243,424
5115 Vacant Slot Relief	202,830	270,978				
5117 Regular Day Off Relief				274,137	274,137	274,137
5118 Standby Overtime	12,480	14,580	15,700	14,019	14,019	14,019
5120 Overtime Union	340,069	446,434	516,551	266,272	266,272	266,272
5121 Overtime Nonunion	3,343	665	7,480	10,260	10,260	10,260
5201 PERS Taxes	3,681,100	3,999,672	4,740,080	5,451,309	5,451,309	5,456,230
5203 FICA/MEDI	1,377,876	1,450,236	1,814,047	1,821,350	1,821,350	1,822,505
5206 Worker's Comp	938,658	436,001	521,940	524,435	524,435	524,661
5207 TriMet/Wilsonville Tax	132,988	141,832	187,720	172,471	172,471	172,604
5208 OR Worker's Benefit Fund Tax	7,831	7,815	8,939	7,709	7,709	7,709
5210 Medical Ins Union	3,157,509	3,391,850	4,154,067	4,372,153	4,372,153	4,372,153
5211 Medical Ins Nonunion	65,178	57,586	127,464	116,725	116,725	116,725
5220 Post Retire Ins Union	107,150	109,400	120,600	120,601	120,601	120,601
5221 Post Retire Ins Nonunion	4,500	4,650	7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion	7,293	5,747	10,989	10,641	10,641	10,641
5240 Life/Disability Insurance	4,092	3,558	8,908	8,219	8,219	8,219
5270 Uniform Allowance	46,915	36,733	61,110	63,075	63,075	63,075
5295 Vehicle/Cell Allowance	1,150	390	7,560	6,960	6,960	6,960
Total Personnel Services	29,013,662	30,242,043	35,586,355	36,658,589	36,658,589	36,683,207
5300 Office Supplies	5,726	4,959	9,840	9,220	9,220	9,220
5301 Special Department Supplies	60,698	58,409	83,580	68,935	68,935	68,935

North Integrated Operations Division, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5302 Training Supplies	1,272	950	3,800	3,200	3,200	3,200
5303 Physical Fitness			1,200			
5305 Fire Extinguisher	525		1,680	1,550	1,550	1,550
5307 Smoke Detector Program	2,334	3,948	4,600	5,600	5,600	5,600
5320 EMS Supplies	136,414	163,949	197,544	202,646	202,646	202,646
5321 Fire Fighting Supplies	41,383	46,405	46,600	48,975	48,975	48,975
5325 Protective Clothing	61,660	65,931	52,600	51,850	51,850	51,850
5330 Noncapital Furniture & Equip	25,445	16,930	56,525	57,236	57,236	57,236
5350 Apparatus Fuel/Lubricants	155,189	112,367	224,683	186,792	186,792	186,792
5361 M&R Bldg/Bldg Equip & Improv	327,401	523,341	388,062	478,700	478,700	478,700
5365 M&R Firefight Equip	2,023	2,083	3,325	2,625	2,625	2,625
5367 M&R Office Equip	18,901	18,711	28,200	22,555	22,555	22,555
5400 Insurance Premium		290	200	200	200	200
5414 Other Professional Services	11,349	14,414	22,800	20,825	20,825	20,825
5415 Printing	728	216	2,200	1,325	1,325	1,325
5416 Custodial & Bldg Services	42,561	43,433	42,660	23,318	23,318	23,318
5417 Temporary Services	5,282					
5432 Natural Gas	51,264	55,016	67,037	67,615	67,615	67,615
5433 Electricity	161,110	169,507	188,700	190,004	190,004	190,004
5434 Water/Sewer	107,078	119,004	132,281	131,588	131,588	131,588
5436 Garbage	21,208	23,714	27,161	27,748	27,748	27,748
5445 Rent/Lease of Building	3,232	360	12,960	2,800	2,800	2,800
5450 Rental of Equip	545	234	250	250	250	250
5461 External Training		1,560				
5462 Travel and Per Diem	1,921	1,722	1,300	800	800	800
5471 Citizen Awards	10	10	450	450	450	450
5480 Community/Open House/Outreach	6,227	2,745	6,100	13,800	13,800	13,800
5481 Community Education Materials	10,105	14,944	18,994	14,674	14,674	14,674
5484 Postage UPS & Shipping	1,299	417	1,000	300	300	300
5500 Dues & Subscriptions	4,235	3,446	8,049	6,754	6,754	6,754
5502 Certifications & Licensing	423	270	1,100	1,100	1,100	1,100
5570 Misc Business Exp	8,823	14,579	13,409	17,409	17,409	17,409
5571 Planning Retreat Expense		96	500	750	750	750
5575 Laundry/Repair Expense	4,639	6,098	6,158	7,915	7,915	7,915
Total Materials & Services	1,281,010	1,490,056	1,655,548	1,669,509	1,669,509	1,669,509
Total General Fund	\$30,294,672	\$31,732,100	\$37,241,903	\$38,328,098	\$38,328,098	\$38,352,716

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.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,464,574	\$ 2,502,214	\$ 3,322,753	\$ 3,461,881
Materials & Services	30,349	41,596	55,919	59,479
Total Expenditure	\$ 2,494,923	\$ 2,543,810	\$ 3,378,672	\$ 3,521,360

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	0.00	0.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	8.00	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	3.00	3.00	4.00	3.00
Total Full-Time Equivalents (FTE)	14.50	15.00	19.00	18.00

2017-18 Significant Changes

Within Personnel Services, one administrative assistant was transferred to South Division.

Materials and Services reflects the uniforms, office supplies and apparatus fuel for the assigned staff. The increase in account 5570 reflects the budget of \$4,000 for continuation of a high school fire program formerly performed by District 2.

North Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10165 General Fund						
5001 Salaries & Wages Union	\$ 675,099	\$ 727,291	\$ 1,067,027	\$ 1,064,477	\$ 1,064,477	\$ 1,064,477
5002 Salaries & Wages Nonunion	589,426	562,792	617,861	604,739	604,739	615,325
5003 Vacation Taken Union	98,444	92,387	73,402	74,871	74,871	74,871
5004 Vacation Taken Nonunion	43,762	59,561	42,710	40,718	40,718	42,517
5005 Sick Leave Taken Union	23,127	18,012	19,503	19,890	19,890	19,890
5006 Sick Taken Nonunion	7,130	8,913	11,348	10,818	10,818	10,818
5007 Personal Leave Taken Union	17,668	12,651	10,328	10,529	10,529	11,296
5008 Personal Leave Taken Nonunion	4,916	2,193	6,009	5,728	5,728	5,982
5009 Comp Taken Union	2,148	830				
5010 Comp Taken Nonunion	1,606	1,882				
5015 Vacation Sold	5,555	3,364	16,041	16,822	16,822	17,566
5016 Vacation Sold at Retirement	2,522		80,940	109,455	109,455	111,676
5017 PEHP Vac Sold at Retirement		5,649	27,568	30,931	30,931	30,931
5020 Deferred Comp Match Union	31,394	36,549	57,346	58,492	58,492	58,492
5021 Deferred Comp Match Nonunion	46,394	49,025	53,457	53,303	53,303	55,115
5101 Vacation Relief	70,398	79,289	59,260	64,800	64,800	64,800
5105 Sick Relief	4,660		3,658	4,000	4,000	4,000
5106 On the Job Injury Relief	3,916		6,585	7,200	7,200	7,200
5107 Short Term Disability Relief			1,464	1,600	1,600	1,600
5110 Personal Leave Relief	3,323	2,100	2,195	2,400	2,400	2,400
5118 Standby Overtime	34					
5120 Overtime Union	48,152	34,592	89,602	89,717	89,717	89,717
5121 Overtime Nonunion	86	1,183	7,480	10,260	10,260	10,260
5201 PERS Taxes	313,978	323,462	436,282	530,663	530,663	535,584
5203 FICA/MEDI	110,821	110,935	164,525	161,569	161,569	162,724
5206 Worker's Comp	53,054	34,129	47,552	47,072	47,072	47,298
5207 TriMet/Wilsonville Tax	11,444	11,506	18,637	16,766	16,766	16,899
5208 OR Worker's Benefit Fund Tax	501	487	665	540	540	540
5210 Medical Ins Union	145,907	149,802	227,337	239,283	239,283	239,283
5211 Medical Ins Nonunion	105,555	124,007	127,464	116,725	116,725	116,725
5220 Post Retire Ins Union	5,050	4,750	6,600	6,600	6,600	6,600
5221 Post Retire Ins Nonunion	5,175	8,325	7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion	11,667	12,155	10,989	10,641	10,641	10,641
5240 Life/Disability Insurance	5,487	5,677	8,908	8,219	8,219	8,219
5270 Uniform Allowance	2,259	4,798	5,250	5,175	5,175	5,175
5295 Vehicle/Cell Allowance	13,920	13,920	7,560	6,960	6,960	6,960
Total Personnel Services	2,464,574	2,502,214	3,322,753	3,437,263	3,437,263	3,461,881
5300 Office Supplies	176	78	1,500	1,500	1,500	1,500
5301 Special Department Supplies	180	233	500	1,000	1,000	1,000
5302 Training Supplies	981	470	1,000	1,500	1,500	1,500
5307 Smoke Detector Program	300	500	400	1,800	1,800	1,800
5320 EMS Supplies	386	261	400	400	400	400
5321 Fire Fighting Supplies	283	47	500	750	750	750
5325 Protective Clothing	485	851	3,600	3,600	3,600	3,600

North Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5330 Noncapital Furniture & Equip	243	4,156	1,150	1,150	1,150	1,150
5350 Apparatus Fuel/Lubricants	7,464	5,682	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	7					
5367 M&R Office Equip	6,738					
5400 Insurance Premium	192	161	200	200	200	200
5414 Other Professional Services		10,828	500	500	500	500
5415 Printing	527	364	1,000	1,000	1,000	1,000
5450 Rental of Equip		110	250	250	250	250
5461 External Training	150	700				
5462 Travel and Per Diem	28	40	800	800	800	800
5471 Citizen Awards	77	387	450	450	450	450
5480 Community/Open House/Outreach	4,265	2,816	4,000	5,100	5,100	5,100
5481 Community Education Materials	3,370	6,223	8,570	4,750	4,750	4,750
5484 Postage UPS & Shipping	25		500	300	300	300
5500 Dues & Subscriptions	3,964	4,321	5,774	5,354	5,354	5,354
5502 Certifications & Licensing	188	210	1,100	1,100	1,100	1,100
5570 Misc Business Exp	319	3,145	3,000	7,000	7,000	7,000
5571 Planning Retreat Expense			500	750	750	750
5575 Laundry/Repair Expense		15	225	225	225	225
Total Materials & Services	30,349	41,596	55,919	59,479	59,479	59,479
Total General Fund	\$ 2,494,923	\$ 2,543,810	\$ 3,378,672	\$ 3,496,742	\$ 3,496,742	\$ 3,521,360



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 **12 full-time personnel** as of June 1, 2017 (nine are funded by this General Fund budget and three are budgeted in the Grant Fund budget), (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for three of the twelve personnel. The crew responds to incidents primarily utilizing **Engine 17** and can also respond in **Light Brush 17** or **Water Tender 17** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 403,399 acres (67.8 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services		\$ 504	\$ 1,544,132	\$ 1,586,077
Materials & Services		1,047	65,845	97,725
Total Expenditure		\$ 1,551	\$ 1,609,977	\$ 1,683,802

Station 17 First-Due Area Incident Count¹

303



2016

*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 17 – North Plains, continued

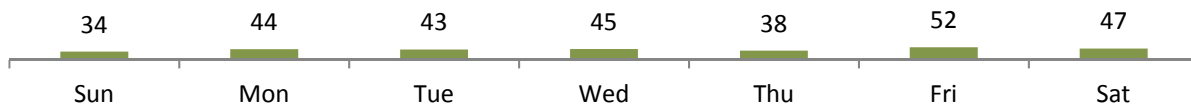
Station 17 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	42	11
Overpressure	0	1
EMS/Rescue Call	227	181
Hazardous Condition	12	21
Service Call	13	19
Good Intent Call	2	45
False Call	0	24
Natural Condition	0	1
Other Situation	7	0
Total	303	

*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

Station 17 First-Due Area

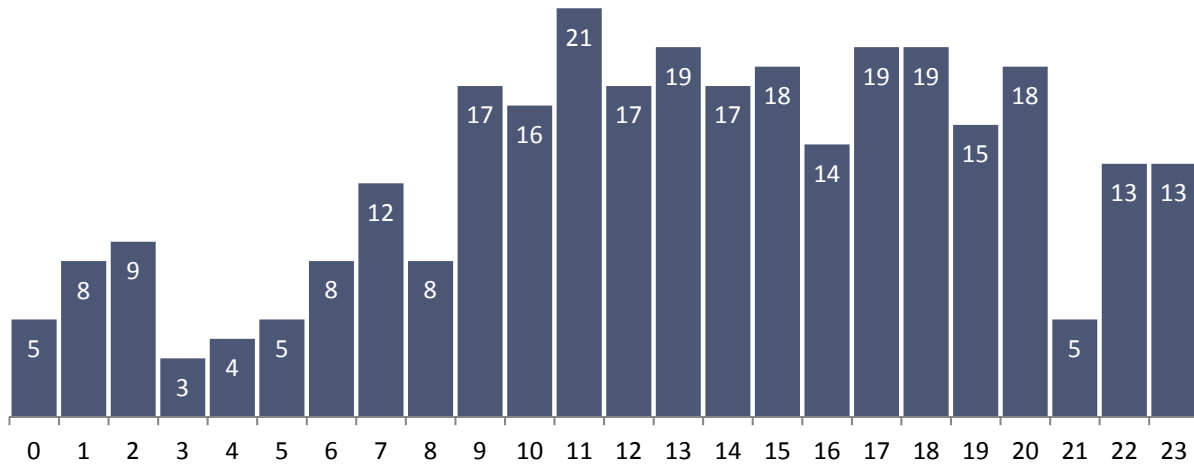
Incident Count by Day of Week, 2016¹



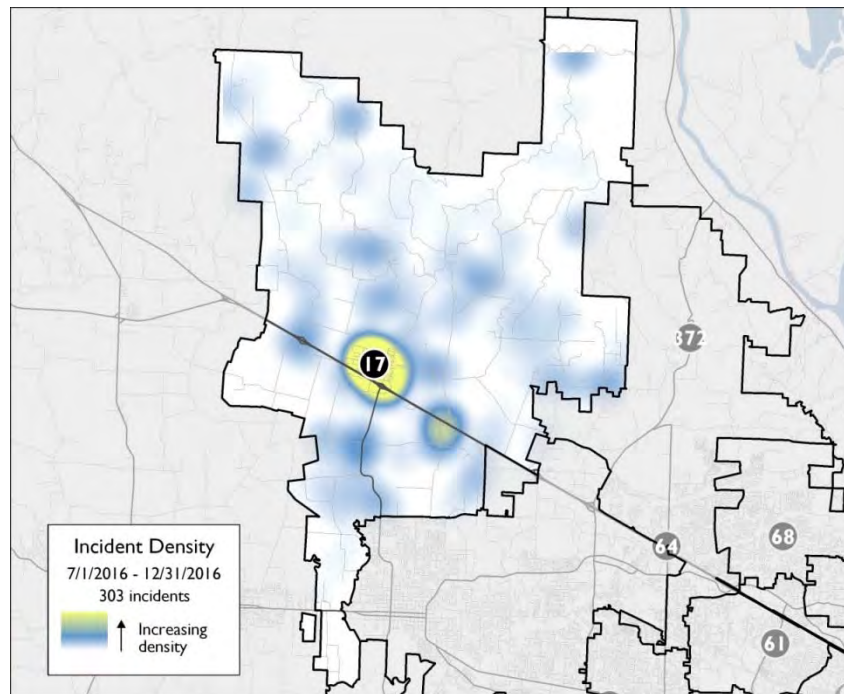
*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 17 First-Due Area

Incident Count by Hour of Day, Calendar Years 2016¹

*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017.

Incident Density 2016 (Low Incident Count Model)¹

*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 17 – North Plains, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10017	General Fund						
5001	Salaries & Wages Union			\$ 710,652	\$ 709,199	\$ 709,199	\$ 709,199
5003	Vacation Taken Union			96,304	100,104	100,104	100,104
5005	Sick Leave Taken Union			18,022	14,408	14,408	14,408
5007	Personal Leave Taken Union			9,988	10,383	10,383	10,383
5016	Vacation Sold at Retirement			867	895	895	895
5017	PEHP Vac Sold at Retirement			2,626	2,734	2,734	2,734
5020	Deferred Comp Match Union			38,369	39,091	39,091	39,091
5101	Vacation Relief			109,514	111,658	111,658	111,658
5105	Sick Relief			16,788	15,829	15,829	15,829
5106	On the Job Injury Relief			3,392	3,067	3,067	3,067
5107	Short Term Disability Relief			1,144	850	850	850
5110	Personal Leave Relief			10,748	11,588	11,588	11,588
5117	Regular Day Off Relief				13,180	13,180	13,180
5118	Standby Overtime			759	672	672	672
5120	Overtime Union			20,627	8,489	8,489	8,489
5201	PERS Taxes			207,546	236,362	236,362	236,362
5203	FICA/MEDI			79,547	79,727	79,727	79,727
5206	Worker's Comp			22,878	22,931	22,931	22,931
5208	OR Worker's Benefit Fund Tax			393	333	333	333
5210	Medical Ins Union			186,003	195,577	195,577	195,577
5220	Post Retire Ins Union			5,400	5,400	5,400	5,400
5270	Uniform Allowance		\$ 504	2,565	3,600	3,600	3,600
	Total Personnel Services		504	1,544,132	1,586,077	1,586,077	1,586,077
5300	Office Supplies			360	480	480	480
5301	Special Department Supplies			3,195	3,420	3,420	3,420
5302	Training Supplies			200	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program			300	100	100	100
5320	EMS Supplies		112	8,500	8,500	8,500	8,500
5321	Fire Fighting Supplies		368	2,025	3,200	3,200	3,200
5325	Protective Clothing			2,250	3,000	3,000	3,000
5330	Noncapital Furniture & Equip			1,000			
5350	Apparatus Fuel/Lubricants			9,000	9,000	9,000	9,000
5361	M&R Bldg/Bldg Equip & Improv		417	12,895	43,815	43,815	43,815
5365	M&R Firefight Equip			200	150	150	150
5367	M&R Office Equip			1,650	1,605	1,605	1,605
5414	Other Professional Services			500	150	150	150
5415	Printing			50	25	25	25
5416	Custodial & Bldg Services			1,315	1,630	1,630	1,630
5432	Natural Gas			3,600	3,600	3,600	3,600
5433	Electricity			9,600	9,600	9,600	9,600
5434	Water/Sewer			6,000	6,000	6,000	6,000
5436	Garbage			1,200	1,200	1,200	1,200

Station 17 – North Plains, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480	Community/Open House/Outreach			150	500	500	500
5481	Community Education Materials			750	750	750	750
5500	Dues & Subscriptions			325	100	100	100
5570	Misc Business Exp		151	360	480	480	480
5575	Laundry/Repair Expense			300	200	200	200
Total Materials & Services			1,047	65,845	97,725	97,725	97,725
Total General Fund			\$ 1,551	\$1,609,977	\$1,683,802	\$1,683,802	\$1,683,802



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) primarily respond to incidents utilizing **Engine 50** and can also respond in **Water Tenders 50A and 50B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

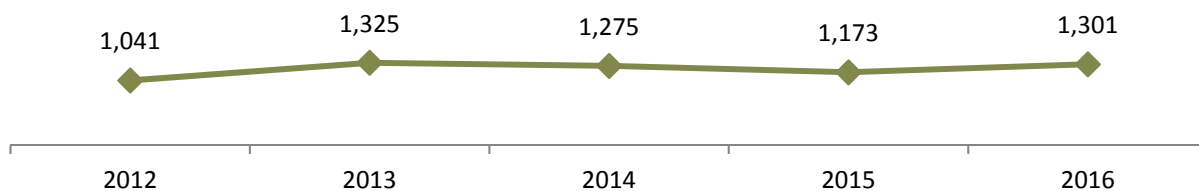
The 3,260 acres (5.1 square miles) of Station 50's first due area includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,993,187	\$ 1,940,218	\$ 2,032,486	\$ 2,085,683
Materials & Services	94,845	93,238	105,699	102,460
Total Expenditure	\$ 2,088,032	\$ 2,033,455	\$ 2,138,185	\$ 2,188,143

Station 50 First-Due Area Incident Count ¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

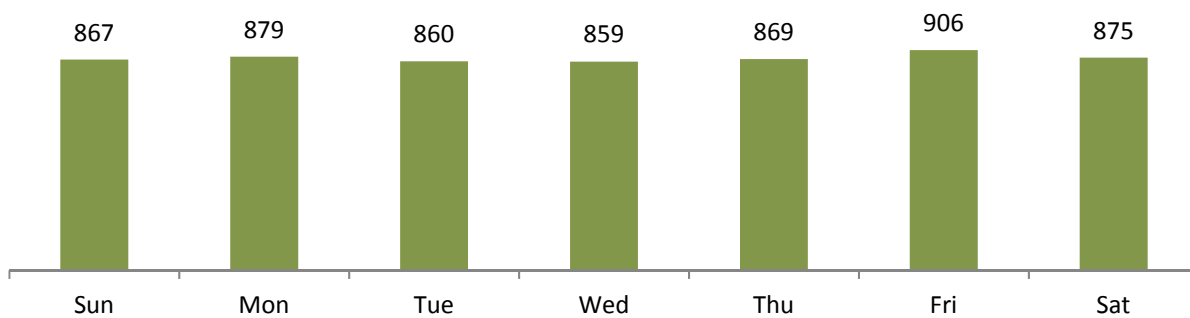
Station 50 – Walnut, continued

Station 50 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	86	39	119	29	92	31	117	48	111	43
Overpressure	0	1	0	2	0	3	0	1	0	2
EMS/Rescue Call	848	718	1,091	853	1,085	870	930	780	1,058	854
Hazardous Condition	20	22	16	15	15	30	26	35	30	30
Service Call	64	49	74	122	66	97	74	82	78	111
Good Intent Call	3	144	6	218	6	175	9	138	10	175
False Call	0	67	0	86	0	67	0	88	0	86
Natural Condition	0	0	0	0	0	1	0	1	0	0
Other Situation	20	1	19	0	11	1	17	0	14	0
Total	1,041		1,325		1,275		1,173		1,301	

Station 50 First-Due Area

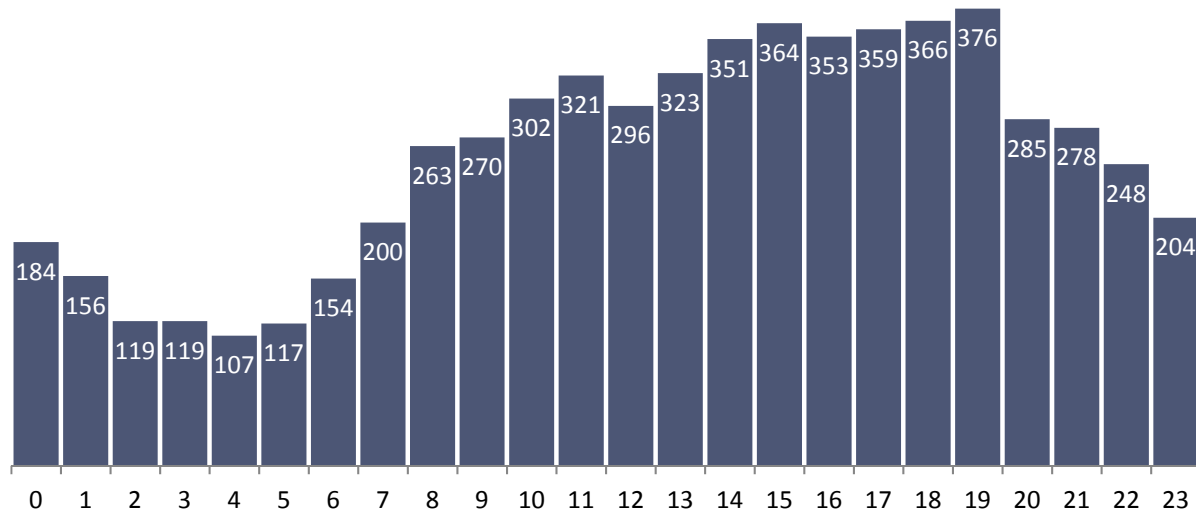
Incident Count by Day of Week, Calendar Years 2012–2016¹



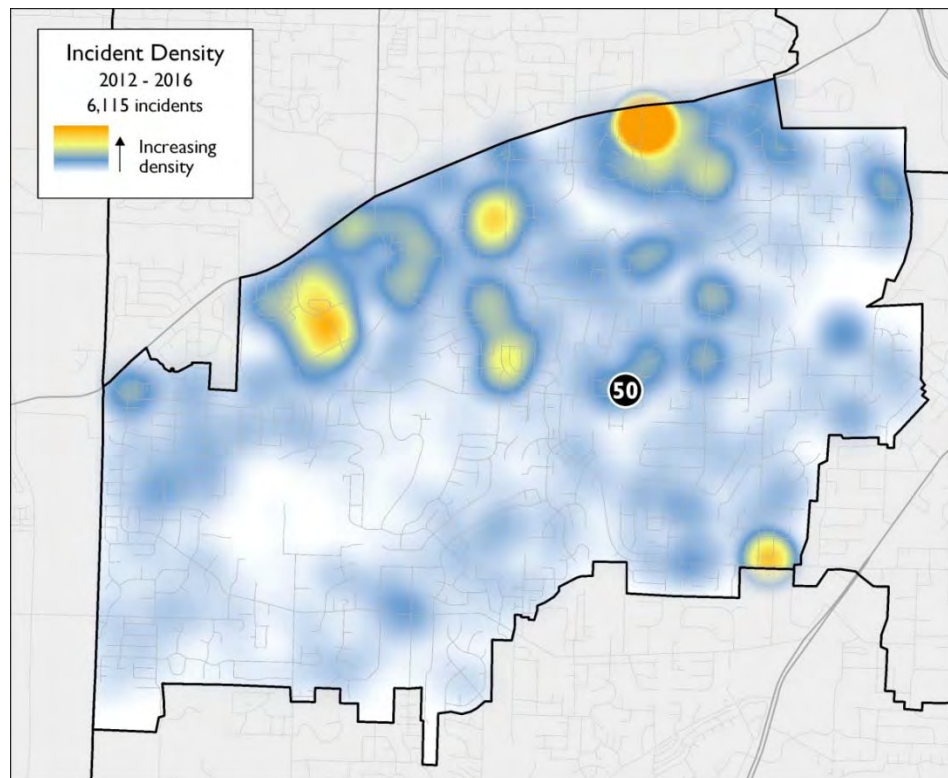
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Moderate Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10050 General Fund						
5001 Salaries & Wages Union	\$ 903,774	\$ 889,099	\$ 927,779	\$ 925,883	\$ 925,883	\$ 925,883
5003 Vacation Taken Union	139,684	138,234	125,727	130,688	130,688	130,688
5005 Sick Leave Taken Union	21,785	28,481	23,528	18,809	18,809	18,809
5007 Personal Leave Taken Union	7,224	4,123	13,039	13,555	13,555	13,555
5016 Vacation Sold at Retirement			1,132	1,167	1,167	1,167
5017 PEHP Vac Sold at Retirement			3,427	3,569	3,569	3,569
5020 Deferred Comp Match Union	52,883	51,847	50,090	51,033	51,033	51,033
5101 Vacation Relief	122,359	113,377	142,973	145,772	145,772	145,772
5105 Sick Relief	24,982	26,321	21,917	20,666	20,666	20,666
5106 On the Job Injury Relief	9,613	4,366	4,428	4,004	4,004	4,004
5107 Short Term Disability Relief	1,287	1,093	1,493	1,109	1,109	1,109
5110 Personal Leave Relief	11,699	18,883	14,031	15,128	15,128	15,128
5115 Vacant Slot Relief	14,763	20,792				
5117 Regular Day Off Relief				17,207	17,207	17,207
5118 Standby Overtime	944	1,090	991	877	877	877
5120 Overtime Union	18,244	15,536	26,928	11,082	11,082	11,082
5201 PERS Taxes	255,417	257,164	270,955	308,576	308,576	308,576
5203 FICA/MEDI	96,366	94,407	103,850	104,086	104,086	104,086
5206 Worker's Comp	65,935	28,820	29,866	29,936	29,936	29,936
5207 TriMet/Wilsonville Tax	9,152	9,124	11,185	10,257	10,257	10,257
5208 OR Worker's Benefit Fund Tax	539	506	523	443	443	443
5210 Medical Ins Union	225,293	228,261	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	7,550	7,300	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,694	1,395	3,420	3,600	3,600	3,600
Total Personnel Services	1,993,187	1,940,218	2,032,486	2,085,683	2,085,683	2,085,683
5300 Office Supplies	534	273	480	480	480	480
5301 Special Department Supplies	5,335	4,516	4,260	3,420	3,420	3,420
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	75	300	300	100	100	100
5320 EMS Supplies	12,510	10,281	10,872	11,198	11,198	11,198
5321 Fire Fighting Supplies	2,079	1,432	2,700	2,700	2,700	2,700
5325 Protective Clothing	4,901	3,804	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	130	330	185	980	980	980
5350 Apparatus Fuel/Lubricants	20,042	10,171	22,100	22,100	22,100	22,100
5361 M&R Bldg/Bldg Equip & Improv	15,316	30,706	25,455	20,215	20,215	20,215
5365 M&R Firefight Equip	196	108	200	150	150	150
5367 M&R Office Equip	1,318	1,303	1,650	1,650	1,650	1,650
5414 Other Professional Services	208	287	250	200	200	200
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	1,367	1,053	738	1,053	1,053	1,053
5432 Natural Gas	2,858	2,673	3,261	3,400	3,400	3,400
5433 Electricity	13,999	13,222	14,500	14,935	14,935	14,935
5434 Water/Sewer	10,154	9,640	11,315	12,500	12,500	12,500

Station 50 – Walnut, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,610	1,752	1,794	1,790	1,790	1,790
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	1,582	860	1,124	1,124	1,124	1,124
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	235		480	480	480	480
5575 Laundry/Repair Expense	327	484	365	440	440	440
Total Materials & Services	94,845	93,238	105,699	102,460	102,460	102,460
Total General Fund	\$ 2,088,032	\$ 2,033,455	\$ 2,138,185	\$ 2,188,143	\$ 2,188,143	\$ 2,188,143



Station 51 – Tigard

Fund 10 • Directorate 04 • Division 60 • Department 051

Station Description

Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993 and 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 Firefighter/EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 51**.

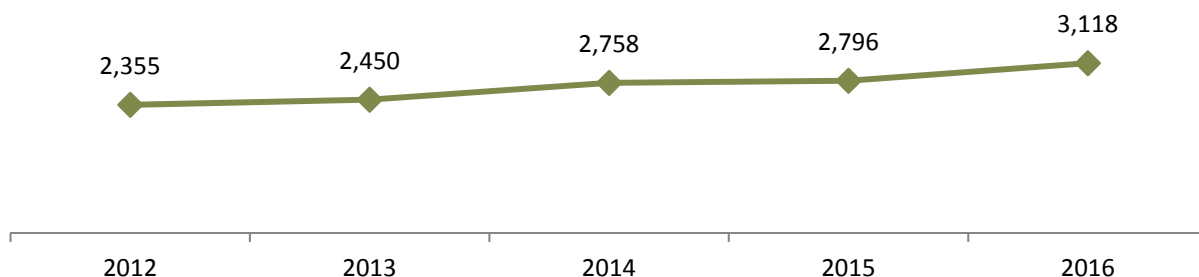
The 3,617 acres (5.7 square miles) of Station 51's first due area includes Tigard and a small northern portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Technical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



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 4,027,756	\$ 4,059,282	\$ 4,378,641	\$ 4,681,683
Materials & Services	114,639	133,755	115,918	113,485
Total Expenditure	\$ 4,142,395	\$ 4,193,038	\$ 4,494,559	\$ 4,795,168

Station 51 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

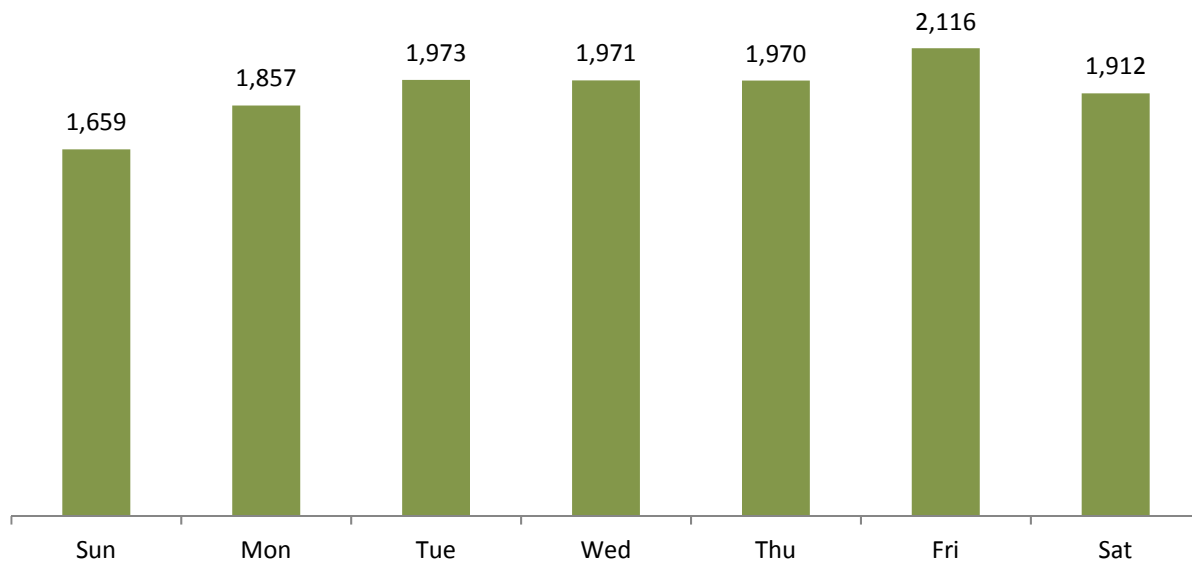
Station 51 – Tigard, continued

Station 51 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	246	84	268	74	268	70	275	89	304	68
Overpressure	0	8	0	9	0	5	0	1	0	6
EMS/Rescue Call	1,968	1,436	2,032	1,427	2,295	1,519	2,336	1,734	2,616	2,107
Hazardous Condition	48	60	49	71	87	100	62	83	61	84
Service Call	53	88	57	128	66	133	67	161	80	150
Good Intent Call	13	552	14	599	14	778	13	592	18	519
False Call	0	119	0	141	0	148	0	135	0	181
Natural Condition	0	0	0	0	0	2	0	1	0	1
Other Situation	27	8	30	1	28	3	43	0	39	2
Total	2,355		2,450		2,758		2,796		3,118	

Station 51 First-Due Area

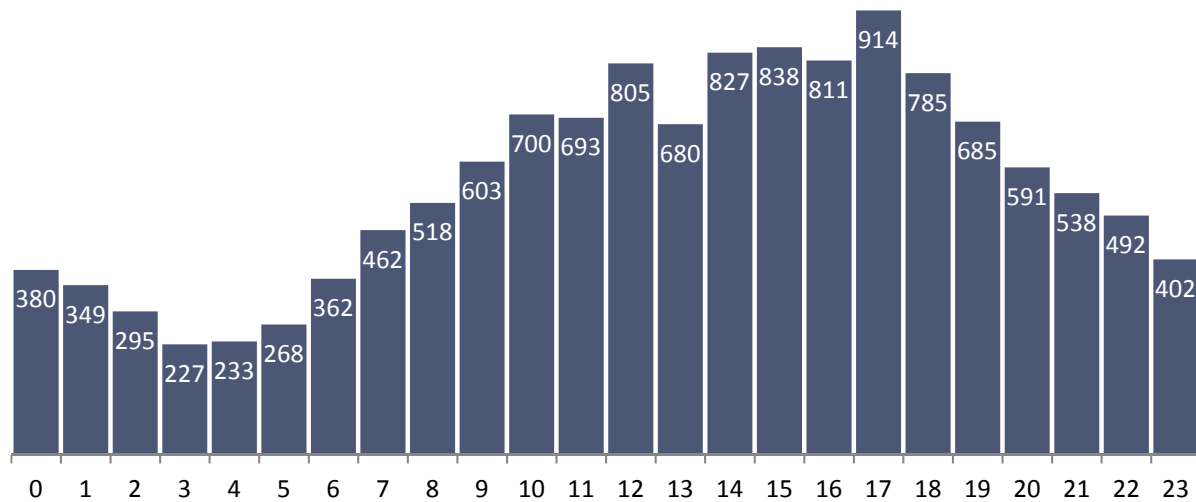
Incident Count by Day of Week, Calendar Years 2012–2016¹



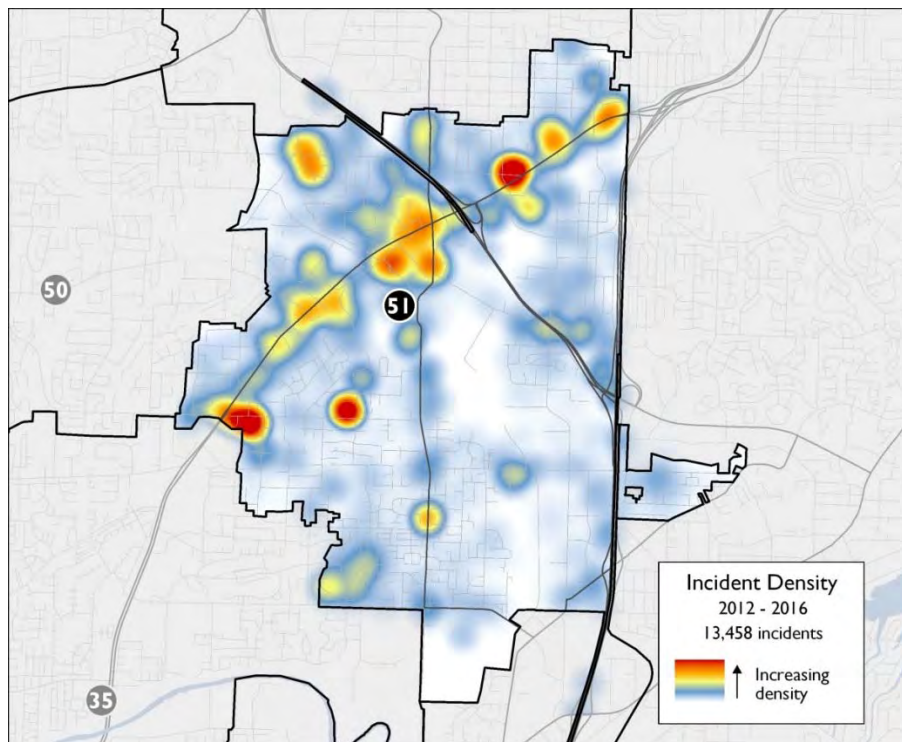
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10051 General Fund						
5001 Salaries & Wages Union	\$ 1,811,617	\$ 1,862,885	\$ 2,009,189	\$ 2,101,601	\$ 2,101,601	\$ 2,101,601
5003 Vacation Taken Union	275,899	279,890	272,283	296,638	296,638	296,638
5005 Sick Leave Taken Union	20,561	29,395	50,951	42,691	42,691	42,691
5007 Personal Leave Taken Union	31,499	20,923	28,233	30,766	30,766	30,766
5016 Vacation Sold at Retirement			2,443	2,642	2,642	2,642
5017 PEHP Vac Sold at Retirement	2,101	4,637	7,405	8,083	8,083	8,083
5020 Deferred Comp Match Union	105,734	107,415	108,253	115,603	115,603	115,603
5101 Vacation Relief	294,866	272,627	308,991	330,218	330,218	330,218
5105 Sick Relief	54,024	40,239	47,364	46,813	46,813	46,813
5106 On the Job Injury Relief	15,284	14,287	9,567	9,067	9,067	9,067
5107 Short Term Disability Relief	3,785	2,222	3,223	2,510	2,510	2,510
5110 Personal Leave Relief	34,016	39,238	30,323	34,270	34,270	34,270
5115 Vacant Slot Relief	30,848	25,470				
5117 Regular Day Off Relief				38,977	38,977	38,977
5118 Standby Overtime	1,273	752	2,137	1,984	1,984	1,984
5120 Overtime Union	40,909	83,535	58,193	25,101	25,101	25,101
5201 PERS Taxes	516,986	530,579	586,539	700,128	700,128	700,128
5203 FICA/MEDI	193,812	196,192	224,801	236,158	236,158	236,158
5206 Worker's Comp	126,824	56,328	64,651	67,917	67,917	67,917
5207 TriMet/Wilsonville Tax	18,481	19,179	24,208	23,269	23,269	23,269
5208 OR Worker's Benefit Fund Tax	1,052	1,024	1,087	922	922	922
5210 Medical Ins Union	425,425	451,120	516,675	543,825	543,825	543,825
5220 Post Retire Ins Union	14,600	14,500	15,000	15,000	15,000	15,000
5270 Uniform Allowance	8,159	6,845	7,125	7,500	7,500	7,500
Total Personnel Services	4,027,756	4,059,282	4,378,641	4,681,683	4,681,683	4,681,683
5300 Office Supplies	386	481	1,000	1,000	1,000	1,000
5301 Special Department Supplies	5,994	6,377	8,875	7,125	7,125	7,125
5302 Training Supplies		148	200	100	100	100
5305 Fire Extinguisher	64		120	120	120	120
5307 Smoke Detector Program	75	225	300	300	300	300
5320 EMS Supplies	4,329	15,902	15,070	15,522	15,522	15,522
5321 Fire Fighting Supplies	4,328	4,870	6,625	7,925	7,925	7,925
5325 Protective Clothing	8,695	16,790	6,250	6,250	6,250	6,250
5330 Noncapital Furniture & Equip	9,063	2,912	1,500	4,820	4,820	4,820
5350 Apparatus Fuel/Lubricants	8,963	14,236	23,220	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	38,597	35,199	16,820	16,065	16,065	16,065
5365 M&R Firefight Equip	92	221	500	450	450	450
5367 M&R Office Equip	1,207	1,199	1,650	1,650	1,650	1,650
5414 Other Professional Services	5,898	261	300	300	300	300
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	300	804	323	805	805	805
5432 Natural Gas	4,205	4,945	5,200	5,200	5,200	5,200
5433 Electricity	7,646	12,363	12,000	12,480	12,480	12,480
5434 Water/Sewer	9,678	12,318	11,675	11,675	11,675	11,675

Station 51 – Tigard, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	631	1,972	2,090	2,173	2,173	2,173
5445 Rent/Lease of Building	3,232					
5480 Community/Open House/Outreach	41		150	200	200	200
5481 Community Education Materials	66	366	350	700	700	700
5484 Postage UPS & Shipping		15				
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	602	1,520	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense	479	589	500	500	500	500
Total Materials & Services	114,639	133,755	115,918	113,485	113,485	113,485
Total General Fund	\$ 4,142,395	\$ 4,193,038	\$ 4,494,559	\$ 4,795,168	\$ 4,795,168	\$ 4,795,168



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 utilizing **Engine 53**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two additional EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 53**.

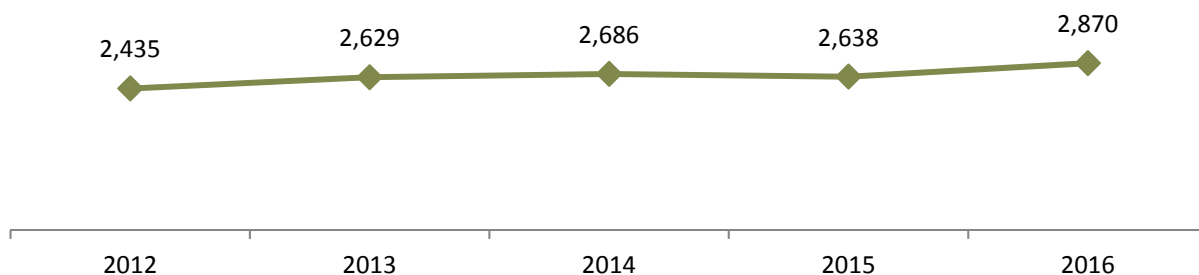
The 3,636 acres (5.7 square miles) of Station 53's first due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,242,900	\$ 2,474,119	\$ 2,443,996	\$ 2,420,612
Materials & Services	107,605	136,372	116,054	126,977
Total Expenditure	\$ 2,350,505	\$ 2,610,491	\$ 2,560,050	\$ 2,547,589

Station 53 First-Due Area Incident Count¹



¹ NOTE First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

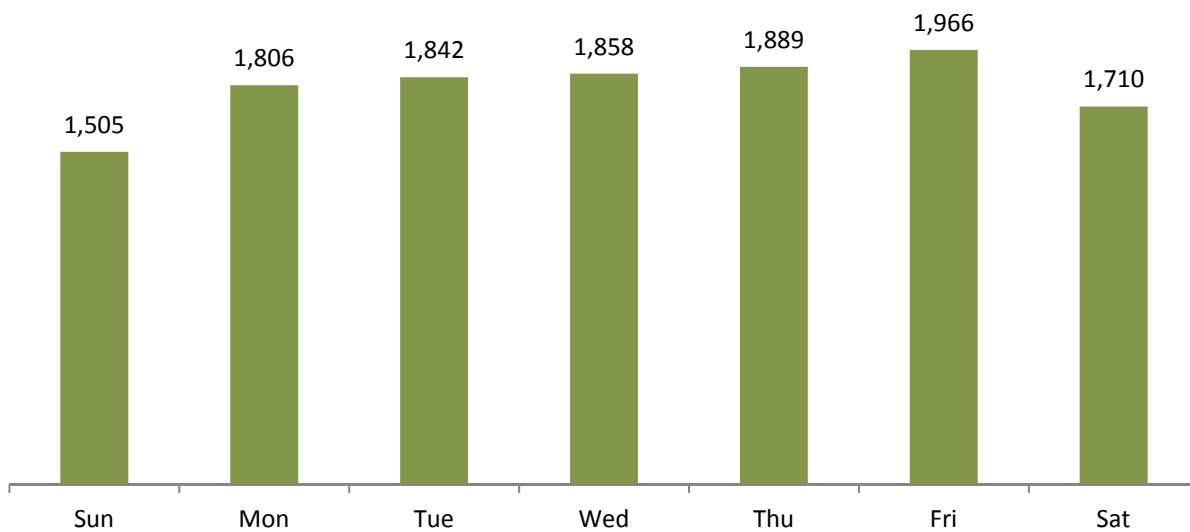
Station 53 – Progress, continued

Station 53 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	217	45	212	48	230	57	263	61	241	59
Overpressure	0	6	0	7	0	8	0	0	0	1
EMS/Rescue Call	2,058	1,639	2,244	1,751	2,285	1,798	2,219	1,811	2,457	2,083
Hazardous Condition	75	78	60	85	63	92	53	91	61	88
Service Call	54	145	76	231	63	206	70	177	65	176
Good Intent Call	5	394	5	378	5	383	9	335	5	300
False Call	0	125	0	129	0	141	0	162	0	163
Natural Condition	0	0	0	0	0	1	0	1	0	0
Other Situation	26	3	32	0	40	0	24	0	41	0
Total	2,435		2,629		2,686		2,638		2,870	

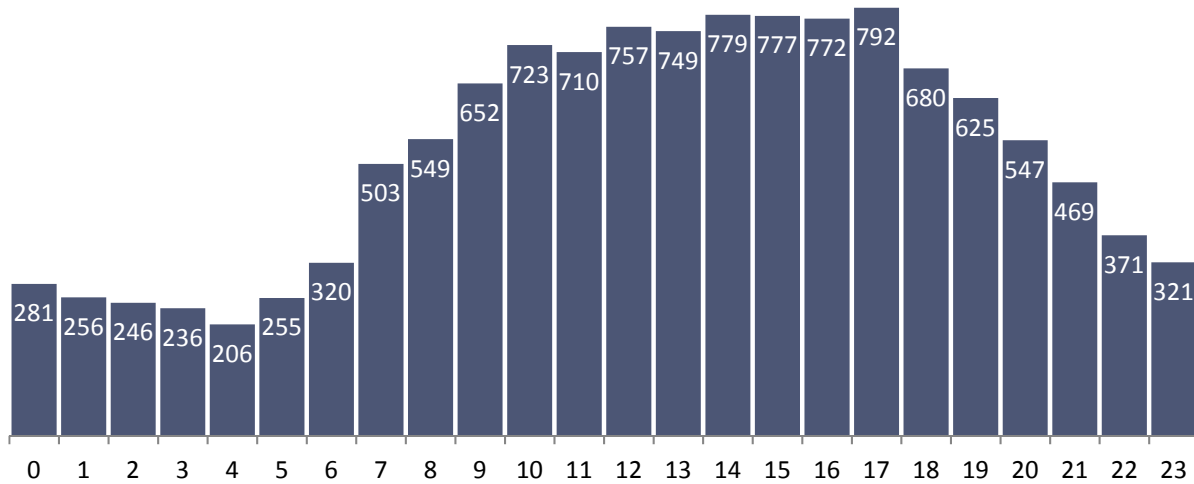
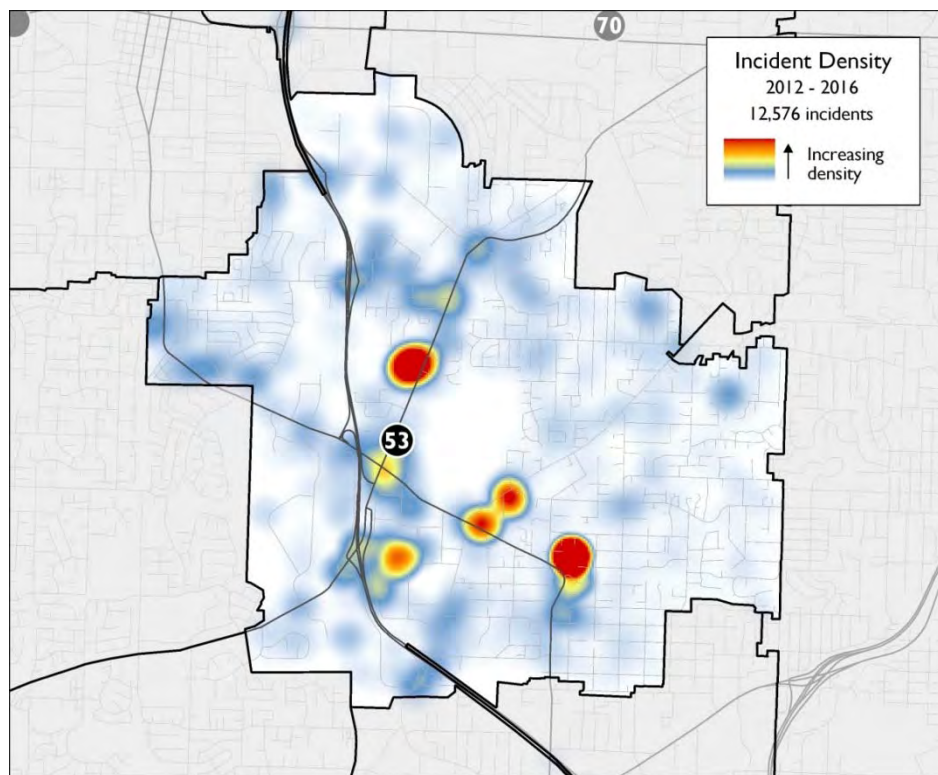
Station 53 First-Due Area

Incident Count by Day of Week, Calendar Years 2012–2016¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹Incident Density 2012-2016 (High Incident Count Model)¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10053 General Fund						
5001 Salaries & Wages Union	\$ 998,274	\$ 1,066,383	\$ 1,120,479	\$ 1,073,703	\$ 1,073,703	\$ 1,073,703
5003 Vacation Taken Union	131,332	132,959	151,840	151,554	151,554	151,554
5005 Sick Leave Taken Union	14,477	11,452	28,415	21,814	21,814	21,814
5007 Personal Leave Taken Union	18,836	15,988	15,746	15,720	15,720	15,720
5016 Vacation Sold at Retirement			1,366	1,355	1,355	1,355
5017 PEHP Vac Sold at Retirement	4,482	4,435	4,139	4,141	4,141	4,141
5020 Deferred Comp Match Union	54,282	62,186	60,495	59,183	59,183	59,183
5101 Vacation Relief	170,505	233,115	172,669	169,047	169,047	169,047
5105 Sick Relief	25,507	40,682	26,468	23,966	23,966	23,966
5106 On the Job Injury Relief	10,384	7,246	5,348	4,644	4,644	4,644
5107 Short Term Disability Relief	2,351		1,802	1,288	1,288	1,288
5110 Personal Leave Relief	15,735	23,667	16,945	17,545	17,545	17,545
5115 Vacant Slot Relief	23,648	19,498				
5117 Regular Day Off Relief				19,955	19,955	19,955
5118 Standby Overtime	1,172	1,202	1,196	1,018	1,018	1,018
5120 Overtime Union	36,190	72,237	32,521	12,853	12,853	12,853
5201 PERS Taxes	282,912	341,423	327,233	357,847	357,847	357,847
5203 FICA/MEDI	108,597	120,227	125,420	120,706	120,706	120,706
5206 Worker's Comp	73,974	32,979	36,069	34,717	34,717	34,717
5207 TriMet/Wilsonville Tax	10,410	11,700	13,507	11,897	11,897	11,897
5208 OR Worker's Benefit Fund Tax	605	635	610	517	517	517
5210 Medical Ins Union	246,257	264,011	289,338	304,542	304,542	304,542
5220 Post Retire Ins Union	9,500	9,900	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,468	2,194	3,990	4,200	4,200	4,200
Total Personnel Services	2,242,900	2,474,119	2,443,996	2,420,612	2,420,612	2,420,612
5300 Office Supplies	714	239	560	560	560	560
5301 Special Department Supplies	5,692	4,079	4,970	3,990	3,990	3,990
5302 Training Supplies	62		200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	200	275	300	300	300	300
5320 EMS Supplies	18,356	18,136	20,160	20,507	20,507	20,507
5321 Fire Fighting Supplies	1,743	3,077	3,150	3,150	3,150	3,150
5325 Protective Clothing	7,412	6,418	3,500	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	1,497	821	2,390			
5350 Apparatus Fuel/Lubricants	16,494	9,830	16,500	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	23,156	58,587	28,692	44,950	44,950	44,950
5365 M&R Firefight Equip	98	23	200	150	150	150
5367 M&R Office Equip	1,329	1,473	1,650	1,650	1,650	1,650
5414 Other Professional Services	119	206	300	200	200	200
5415 Printing	19		50	25	25	25
5416 Custodial & Bldg Services	1,401	1,065	728	1,065	1,065	1,065
5432 Natural Gas	2,058	2,011	2,400	2,400	2,400	2,400
5433 Electricity	17,653	19,144	18,960	19,500	19,500	19,500
5434 Water/Sewer	5,425	7,186	7,500	9,000	9,000	9,000

Station 53 – Progress, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,552	1,607	1,614	1,650	1,650	1,650
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	950	693	750	750	750	750
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	1,156	940	560	560	560	560
5575 Laundry/Repair Expense	448	518	500	550	550	550
Total Materials & Services	107,605	136,372	116,054	126,977	126,977	126,977
Total General Fund	\$ 2,350,505	\$ 2,610,491	\$ 2,560,050	\$ 2,547,589	\$ 2,547,589	\$ 2,547,589



Station 60 – Cornell Road

Fund 10 • Directorate 04 • Division 60 • Department 060

Station Description

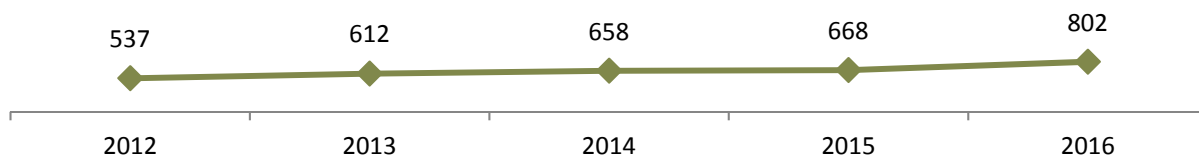
Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 60** and can also respond in **Light Brush 60** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. The 3,969 acres (6.2 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,999,189	\$ 1,969,817	\$ 2,045,454	\$ 2,098,946
Materials & Services	53,967	96,101	81,711	97,034
Total Expenditure	\$ 2,053,155	\$ 2,065,918	\$ 2,127,165	\$ 2,195,980

Station 60 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

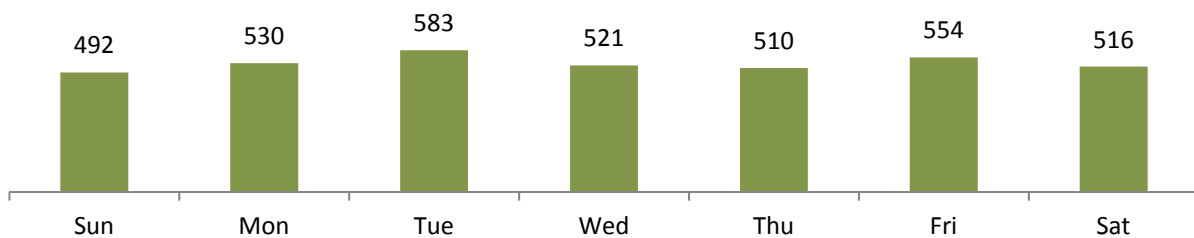
Station 60 – Cornell Road, continued

Station 60 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	63	10	67	12	85	16	68	20	70	11
Overpressure	0	3	0	0	0	1	0	0	0	0
EMS/Rescue Call	425	346	493	379	515	426	544	467	669	578
Hazardous Condition	13	16	14	20	21	18	14	20	15	29
Service Call	27	35	24	51	27	50	30	43	34	35
Good Intent Call	3	103	2	107	2	98	3	80	7	97
False Call	0	24	0	42	0	47	0	36	0	51
Natural Condition	0	0	0	0	0	1	0	1	0	1
Other Situation	6	0	12	1	8	1	9	1	7	0
Total	537		612		658		668		802	

Station 60 First-Due Area

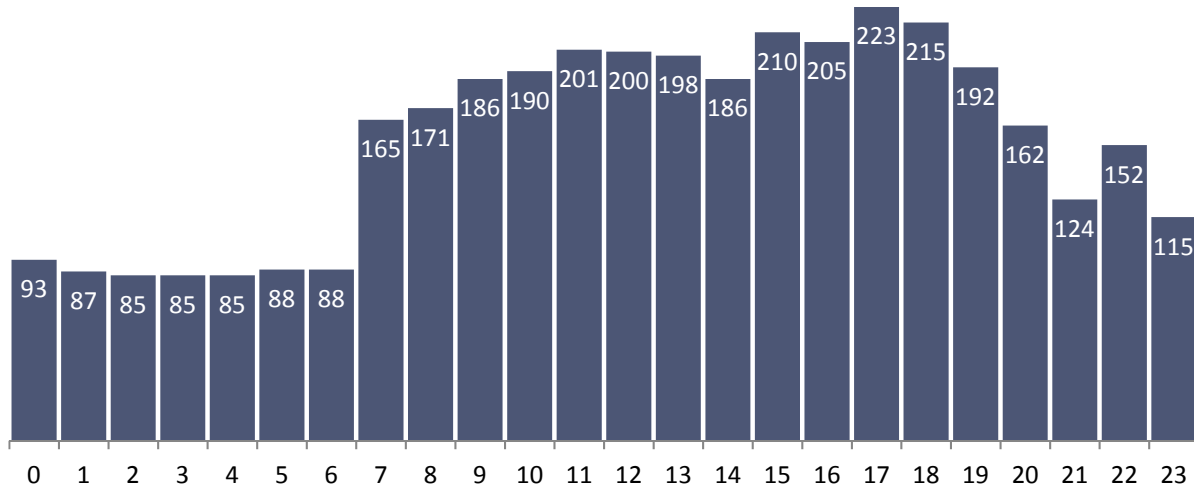
Incident Count by Day of Week, Calendar Years 2012–2016¹



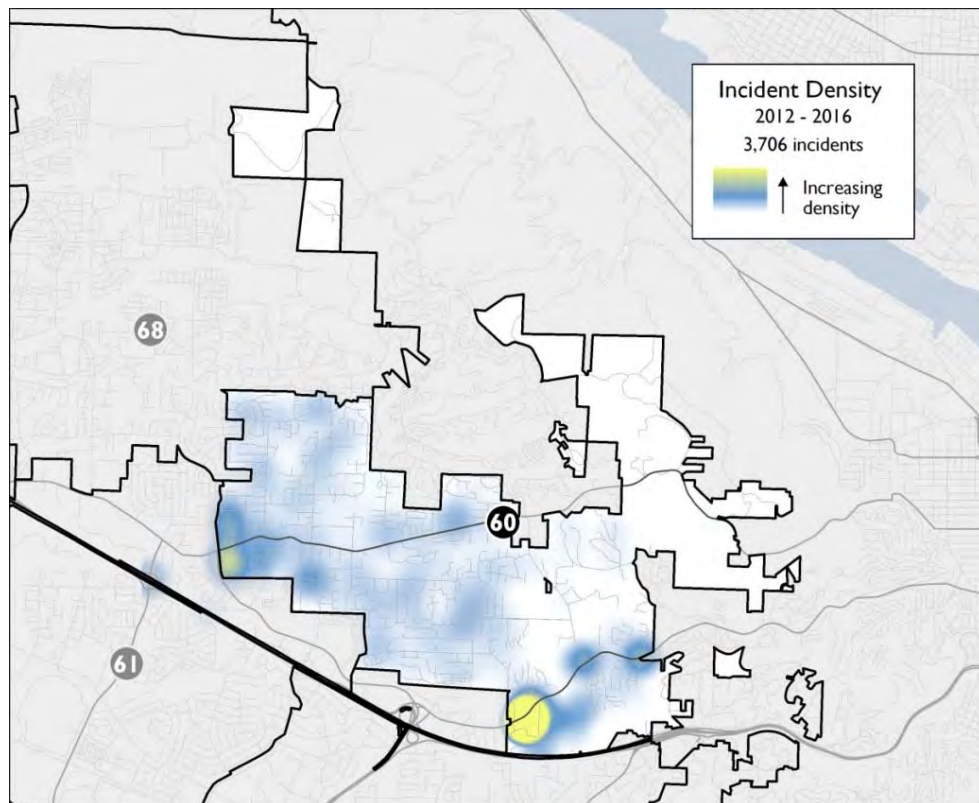
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012 -2016¹



Incident Density 2012-2016 (Low Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10060 General Fund						
5001 Salaries & Wages Union	\$ 857,857	\$ 874,327	\$ 934,564	\$ 932,654	\$ 932,654	\$ 932,654
5003 Vacation Taken Union	120,955	144,509	126,646	131,644	131,644	131,644
5005 Sick Leave Taken Union	8,344	22,463	23,700	18,947	18,947	18,947
5007 Personal Leave Taken Union	11,153	11,568	13,134	13,654	13,654	13,654
5016 Vacation Sold at Retirement			1,140	1,176	1,176	1,176
5017 PEHP Vac Sold at Retirement	53,782	27,876	3,452	3,595	3,595	3,595
5020 Deferred Comp Match Union	49,280	49,876	50,457	51,407	51,407	51,407
5101 Vacation Relief	155,128	134,727	144,019	146,838	146,838	146,838
5105 Sick Relief	32,884	25,781	22,077	20,817	20,817	20,817
5106 On the Job Injury Relief	1,062	2,277	4,460	4,033	4,033	4,033
5107 Short Term Disability Relief	1,303	2,482	1,503	1,117	1,117	1,117
5110 Personal Leave Relief	16,945	14,620	14,134	15,239	15,239	15,239
5115 Vacant Slot Relief	19,905	14,994				
5117 Regular Day Off Relief				17,333	17,333	17,333
5118 Standby Overtime	1,246	1,607	998	883	883	883
5120 Overtime Union	17,173	13,995	27,125	11,163	11,163	11,163
5201 PERS Taxes	271,062	269,583	272,937	310,833	310,833	310,833
5203 FICA/MEDI	92,038	93,285	104,610	104,847	104,847	104,847
5206 Worker's Comp	61,451	26,254	30,085	30,155	30,155	30,155
5207 TriMet/Wilsonville Tax	8,856	9,079	11,266	10,332	10,332	10,332
5208 OR Worker's Benefit Fund Tax	530	496	523	443	443	443
5210 Medical Ins Union	208,178	221,168	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	7,000	6,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,058	1,949	3,420	3,600	3,600	3,600
Total Personnel Services	1,999,189	1,969,817	2,045,454	2,098,946	2,098,946	2,098,946
5300 Office Supplies	253	75	480	480	480	480
5301 Special Department Supplies	4,471	4,450	4,260	3,420	3,420	3,420
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	63	56	300	300	300	300
5320 EMS Supplies	4,976	5,625	7,077	7,289	7,289	7,289
5321 Fire Fighting Supplies	1,404	1,914	2,700	2,700	2,700	2,700
5325 Protective Clothing	2,724	3,406	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	328	630	2,890	500	500	500
5350 Apparatus Fuel/Lubricants	6,086	4,974	10,000	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	11,774	51,517	24,635	43,065	43,065	43,065
5365 M&R Firefight Equip		49	200	150	150	150
5367 M&R Office Equip	1,221	1,183	1,650	1,650	1,650	1,650
5414 Other Professional Services	136	52	200	125	125	125
5415 Printing		19	50	25	25	25
5416 Custodial & Bldg Services	620	519	519	650	650	650
5432 Natural Gas	2,709	3,039	3,400	3,500	3,500	3,500
5433 Electricity	8,171	8,537	8,500	9,000	9,000	9,000
5434 Water/Sewer	6,517	7,574	8,000	8,000	8,000	8,000

Station 60 – Cornell Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,608	1,504	2,200	2,000	2,000	2,000
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	354	125	300	250	250	250
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	255	534	480	480	480	480
5575 Laundry/Repair Expense	227	277	250	550	550	550
Total Materials & Services	53,967	96,101	81,711	97,034	97,034	97,034
Total General Fund	\$ 2,053,155	\$ 2,065,918	\$ 2,127,165	\$ 2,195,980	\$ 2,195,980	\$ 2,195,980



Station 61 – Butner Road

Fund 10 • Directorate 04 • Division 60 • Department 061

Station Description

Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One additional Firefighter/EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 61**.

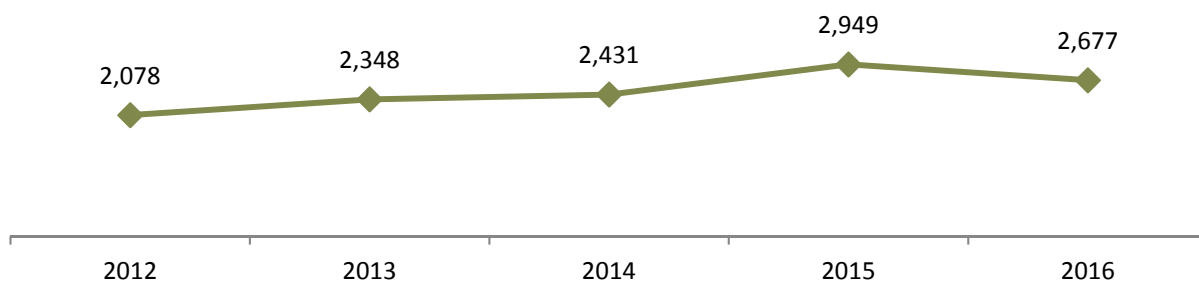
The 4,171 acres (6.5 square miles) of Station 61's first due area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups,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



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,934,688	\$ 1,868,888	\$ 2,190,050	\$ 2,247,533
Materials & Services	82,086	144,323	89,386	86,586
Total Expenditure	\$ 2,016,774	\$ 2,013,211	\$ 2,279,436	\$ 2,334,119

Station 61 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

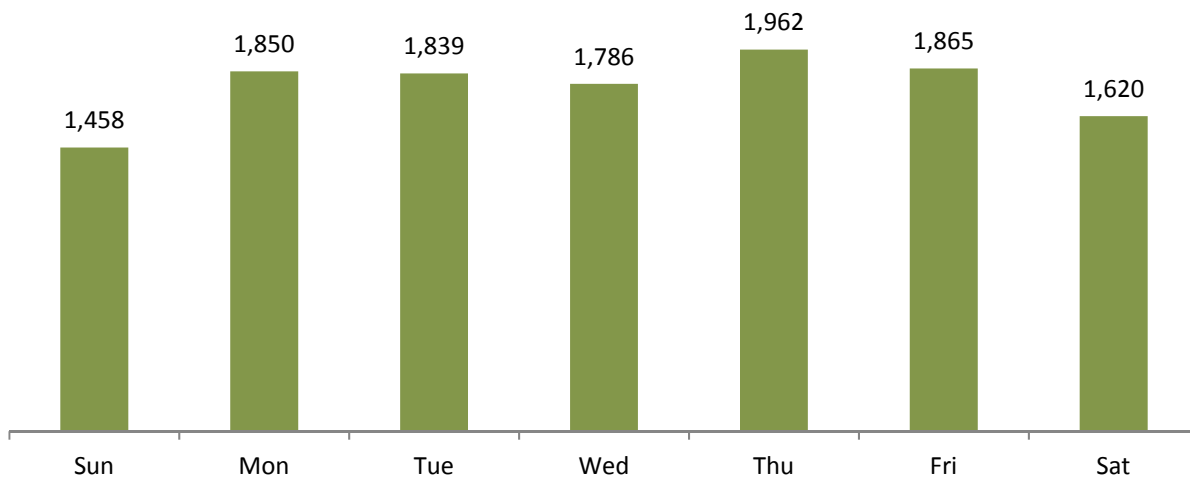
Station 61 – Butner Road, continued

Station 61 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	226	78	316	116	305	84	303	104	255	72
Overpressure	0	4	0	8	0	3	0	2	0	0
EMS/Rescue Call	1,725	1,273	1,844	1,362	1,918	1,422	2,451	1,985	2,218	1,793
Hazardous Condition	29	54	49	88	77	121	61	103	84	116
Service Call	68	100	79	128	88	145	87	139	73	176
Good Intent Call	6	444	19	500	9	495	20	474	15	388
False Call	0	123	0	146	0	157	0	142	0	132
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	24	2	41	0	34	4	27	0	32	0
Total	2,078		2,348		2,431		2,949		2,677	

Station 61 First-Due Area

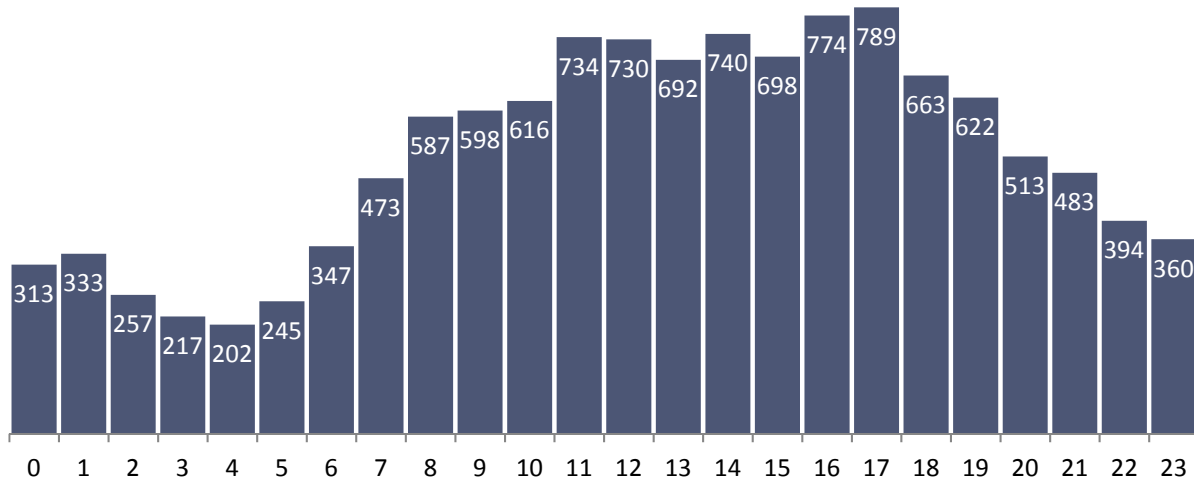
Incident Count by Day of Week, Calendar Years 2012–2016¹



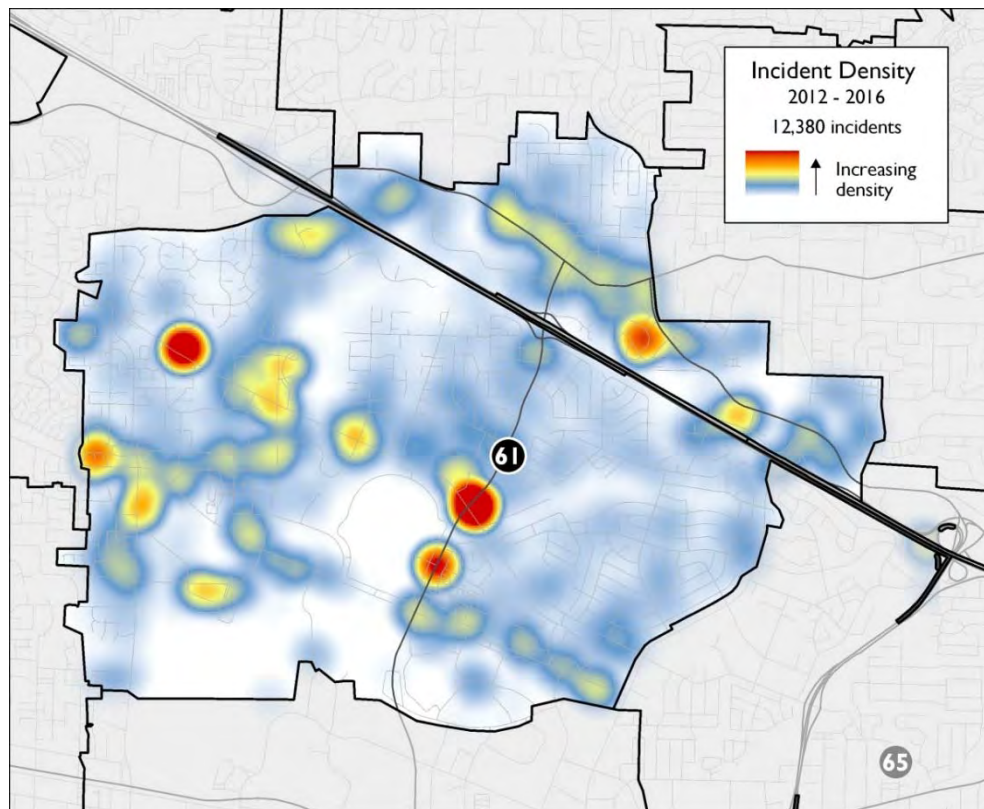
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10061 General Fund						
5001 Salaries & Wages Union	\$ 847,302	\$ 895,760	\$ 999,709	\$ 997,766	\$ 997,766	\$ 997,766
5003 Vacation Taken Union	138,687	110,545	135,488	140,835	140,835	140,835
5005 Sick Leave Taken Union	27,903	10,046	25,354	20,270	20,270	20,270
5007 Personal Leave Taken Union	18,524	12,292	14,051	14,609	14,609	14,609
5016 Vacation Sold at Retirement		5,908	1,214	1,253	1,253	1,253
5017 PEHP Vac Sold at Retirement		10,419	3,678	3,830	3,830	3,830
5020 Deferred Comp Match Union	47,802	44,498	53,754	54,765	54,765	54,765
5101 Vacation Relief	128,107	105,098	153,429	156,433	156,433	156,433
5105 Sick Relief	27,877	10,030	23,519	22,177	22,177	22,177
5106 On the Job Injury Relief	5,899	2,992	4,751	4,297	4,297	4,297
5107 Short Term Disability Relief	931	1,118	1,602	1,190	1,190	1,190
5110 Personal Leave Relief	21,726	18,763	15,057	16,234	16,234	16,234
5115 Vacant Slot Relief	15,132	16,952				
5117 Regular Day Off Relief				18,465	18,465	18,465
5118 Standby Overtime	1,082	1,005	1,063	941	941	941
5120 Overtime Union	15,958	18,201	28,897	11,892	11,892	11,892
5201 PERS Taxes	247,714	241,403	291,731	332,256	332,256	332,256
5203 FICA/MEDI	90,700	88,251	111,812	112,074	112,074	112,074
5206 Worker's Comp	65,847	28,255	32,156	32,233	32,233	32,233
5207 TriMet/Wilsonville Tax	8,920	8,679	12,043	11,044	11,044	11,044
5208 OR Worker's Benefit Fund Tax	500	510	566	480	480	480
5210 Medical Ins Union	213,292	226,673	268,671	282,789	282,789	282,789
5220 Post Retire Ins Union	7,300	7,250	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,485	4,241	3,705	3,900	3,900	3,900
Total Personnel Services	1,934,688	1,868,888	2,190,050	2,247,533	2,247,533	2,247,533
5300 Office Supplies	177	178	520	520	520	520
5301 Special Department Supplies	3,548	3,418	4,615	3,705	3,705	3,705
5302 Training Supplies	135		200	400	400	400
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	327	425	300	300	300	300
5320 EMS Supplies	6,124	11,757	15,565	16,032	16,032	16,032
5321 Fire Fighting Supplies	5,083	3,596	2,925	2,925	2,925	2,925
5325 Protective Clothing	5,742	4,159	3,250	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	1,647	1,196	100	1,504	1,504	1,504
5350 Apparatus Fuel/Lubricants	8,338	6,034	10,200	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	24,537	86,160	20,977	16,730	16,730	16,730
5365 M&R Firefight Equip	49	147	200	150	150	150
5367 M&R Office Equip	1,232	1,176	1,650	1,650	1,650	1,650
5414 Other Professional Services	158	166	400	250	250	250
5415 Printing	19		50	25	25	25
5416 Custodial & Bldg Services	702	703	464	705	705	705
5432 Natural Gas	3,159	3,748	4,200	4,000	4,000	4,000
5433 Electricity	9,496	8,769	10,002	10,000	10,000	10,000
5434 Water/Sewer	7,493	7,982	8,400	9,000	9,000	9,000
5436 Garbage	2,252	2,017	2,400	2,400	2,400	2,400

Station 61 – Butner Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	821	1,488	1,500	1,500	1,500	1,500
5500 Dues & Subscriptions	48	44	150	100	100	100
5570 Misc Business Exp	428	543	520	520	520	520
5575 Laundry/Repair Expense	572	617	528	600	600	600
Total Materials & Services	82,086	144,323	89,386	86,586	86,586	86,586
Total General Fund	\$ 2,016,774	\$ 2,013,211	\$ 2,279,436	\$ 2,334,119	\$ 2,334,119	\$ 2,334,119



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 **Engine 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**.

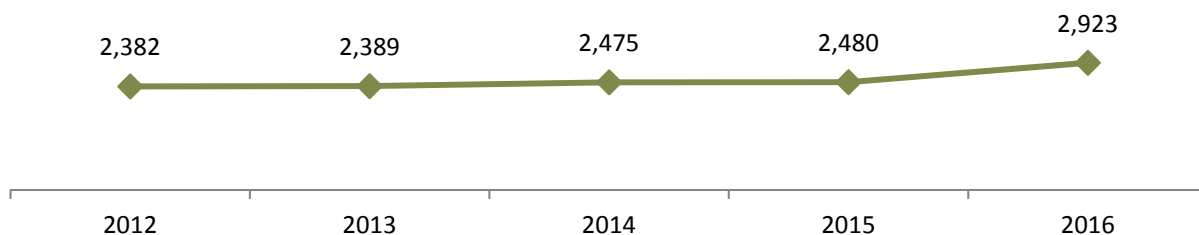
The 10,219 acres (16 square miles) of Station 62's first due area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro. Personnel at this station also assist with the management of the District's Wildland Program by housing 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,945,753	\$ 2,091,131	\$ 2,347,613	\$ 2,394,954
Materials & Services	103,370	109,217	107,140	111,007
Total Expenditure	\$ 2,049,123	\$ 2,200,348	\$ 2,454,753	\$ 2,505,961

Station 62 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

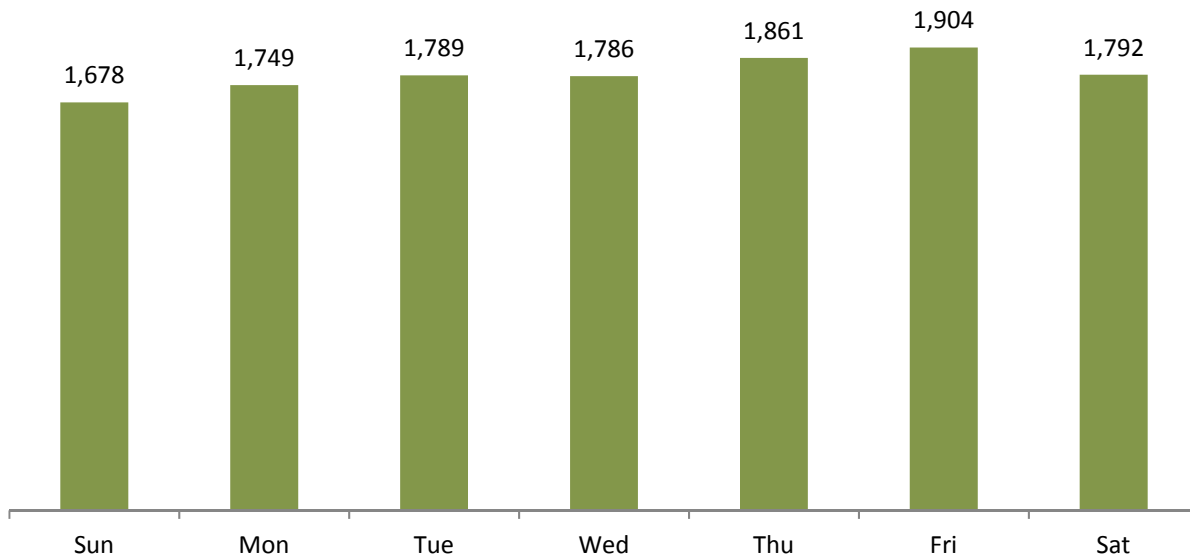
Station 62 – Aloha, continued

Station 62 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	145	61	166	69	162	55	172	85	214	84
Overpressure	0	5	0	3	0	2	0	1	0	3
EMS/Rescue Call	2,056	1,607	2,034	1,646	2,107	1,667	2,112	1,739	2,478	1,943
Hazardous Condition	50	54	44	46	47	57	41	56	64	66
Service Call	96	123	109	168	115	177	113	138	122	213
Good Intent Call	12	450	19	357	20	415	17	367	16	486
False Call	0	79	0	90	0	99	0	94	0	128
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	23	3	17	9	24	3	25	0	29	0
Total	2,382		2,389		2,475		2,480		2,923	

Station 62 First-Due Area

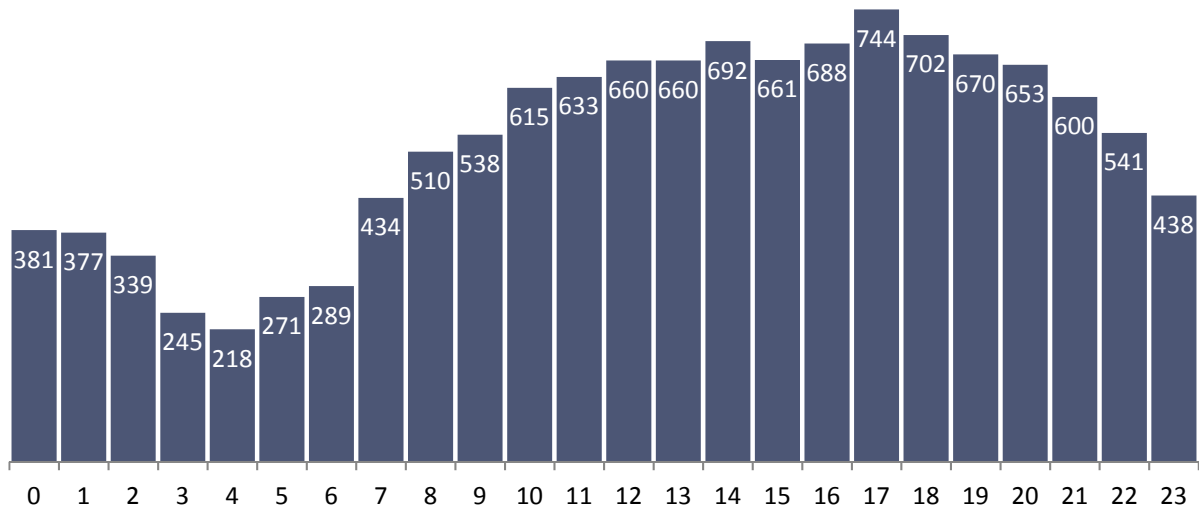
Incident Count by Day of Week, Calendar Years 2012–2016¹



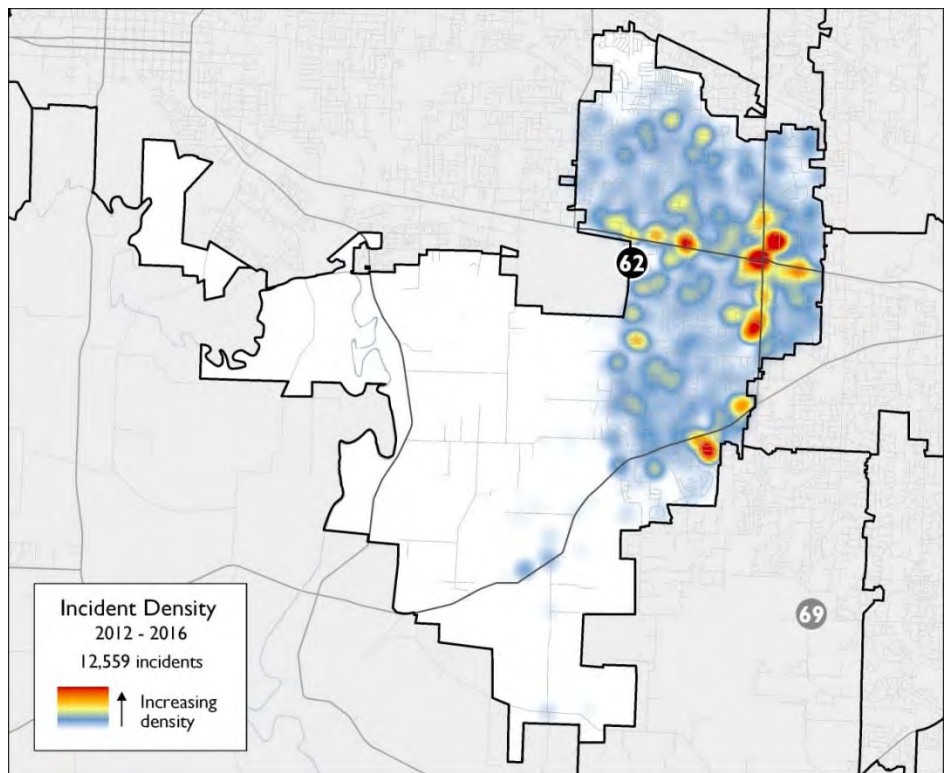
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10062 General Fund						
5001 Salaries & Wages Union	\$ 917,208	\$ 959,478	\$ 1,071,636	\$ 1,060,540	\$ 1,060,540	\$ 1,060,540
5003 Vacation Taken Union	99,357	141,619	145,249	149,695	149,695	149,695
5005 Sick Leave Taken Union	16,609	14,495	27,181	21,546	21,546	21,546
5007 Personal Leave Taken Union	10,674	12,482	15,063	15,528	15,528	15,528
5016 Vacation Sold at Retirement			1,297	1,338	1,338	1,338
5017 PEHP Vac Sold at Retirement	1,998		3,928	4,090	4,090	4,090
5020 Deferred Comp Match Union	42,544	49,670	57,417	58,457	58,457	58,457
5101 Vacation Relief	120,734	154,359	163,885	166,974	166,974	166,974
5105 Sick Relief	26,840	21,759	25,122	23,673	23,673	23,673
5106 On the Job Injury Relief	4,403	2,653	5,075	4,588	4,588	4,588
5107 Short Term Disability Relief	1,234	415	1,711	1,271	1,271	1,271
5110 Personal Leave Relief	16,286	10,314	16,083	17,330	17,330	17,330
5115 Vacant Slot Relief	18,808	24,933				
5117 Regular Day Off Relief				19,710	19,710	19,710
5118 Standby Overtime	1,229	1,840	1,135	1,055	1,055	1,055
5120 Overtime Union	21,211	23,872	30,866	12,695	12,695	12,695
5201 PERS Taxes	223,781	259,087	312,506	353,460	353,460	353,460
5203 FICA/MEDI	94,062	102,408	119,775	119,226	119,226	119,226
5206 Worker's Comp	69,726	32,877	34,446	34,291	34,291	34,291
5207 TriMet/Wilsonville Tax	8,989	9,838	12,900	11,750	11,750	11,750
5208 OR Worker's Benefit Fund Tax	580	574	610	594	594	594
5210 Medical Ins Union	238,423	259,359	289,338	304,542	304,542	304,542
5220 Post Retire Ins Union	8,350	8,050	8,400	8,401	8,401	8,401
5270 Uniform Allowance	2,707	1,051	3,990	4,200	4,200	4,200
Total Personnel Services	1,945,753	2,091,131	2,347,613	2,394,954	2,394,954	2,394,954
5300 Office Supplies	178	264	560	560	560	560
5301 Special Department Supplies	5,432	5,501	5,970	3,990	3,990	3,990
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher	116		120	120	120	120
5307 Smoke Detector Program	75	550	300	300	300	300
5320 EMS Supplies	17,370	20,992	17,123	17,637	17,637	17,637
5321 Fire Fighting Supplies	3,042	4,608	3,150	3,150	3,150	3,150
5325 Protective Clothing	5,940	3,291	3,500	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	499	1,171	1,360	1,070	1,070	1,070
5350 Apparatus Fuel/Lubricants	12,295	8,319	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	12,680	13,737	10,805	14,115	14,115	14,115
5365 M&R Firefight Equip	49	147	200	150	150	150
5367 M&R Office Equip	1,226	1,357	2,000	2,000	2,000	2,000

Station 62 – Aloha, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5414 Other Professional Services	756	637	500	300	300	300
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	1,422	1,423	729	1,425	1,425	1,425
5432 Natural Gas	8,717	10,662	12,000	12,480	12,480	12,480
5433 Electricity	17,480	17,304	18,500	19,240	19,240	19,240
5434 Water/Sewer	11,372	14,076	11,600	12,064	12,064	12,064
5436 Garbage	1,800	1,800	1,943	2,021	2,021	2,021
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	623	369	750	400	400	400
5500 Dues & Subscriptions	48	44	150	100	100	100
5570 Misc Business Exp	1,371	1,890	560	560	560	560
5575 Laundry/Repair Expense	878	1,074	920	1,500	1,500	1,500
Total Materials & Services	103,370	109,217	107,140	111,007	111,007	111,007
Total General Fund	\$ 2,049,123	\$ 2,200,348	\$ 2,454,753	\$ 2,505,961	\$ 2,505,961	\$ 2,505,961



Station Description

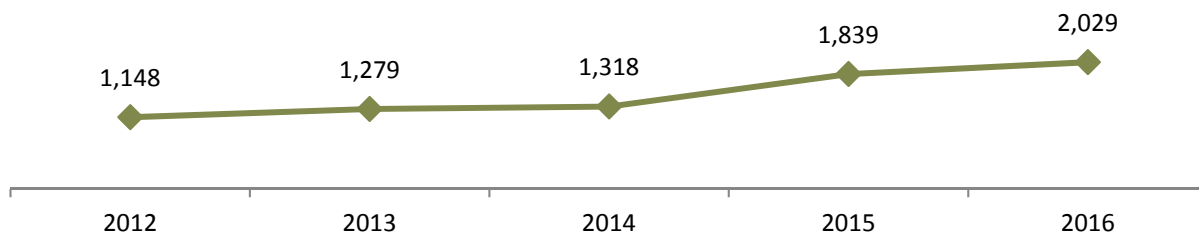
Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970 and is undergoing a major seismic improvement through a two-year state grant which began in fiscal year 2015-16. The crews have been operating in nearby temporary quarters and are expected to return in the summer of 2017. This station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond 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 Firefighter/EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 64**. The 17,757 acres (27.7 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.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,644,281	\$ 1,779,265	\$ 2,183,767	\$ 2,240,994
Materials & Services	106,197	80,793	182,640	166,952
Total Expenditure	\$ 1,750,478	\$ 1,860,058	\$ 2,366,407	\$ 2,407,946

Station 64 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

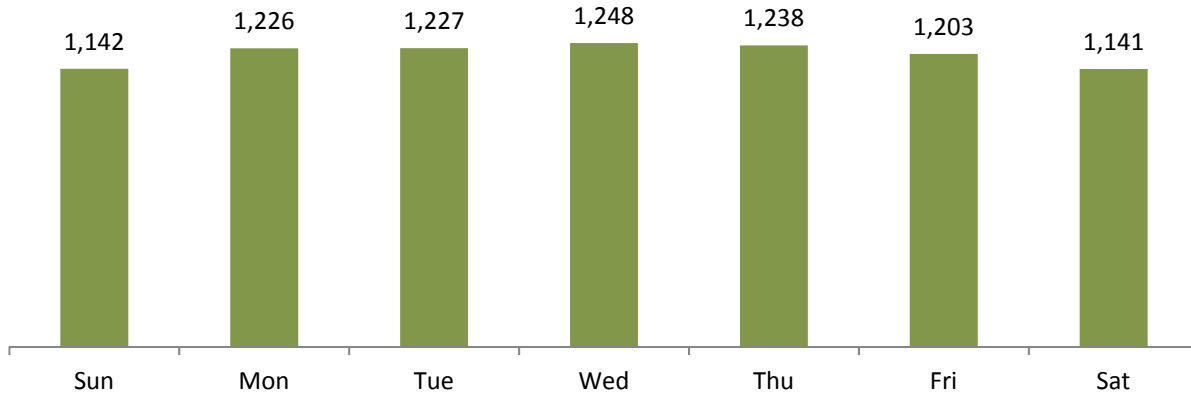
Station 64 – Somerset, continued

Station 64 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	112	43	144	42	128	50	170	77	174	69
Overpressure	0	1	0	5	0	6	0	1	0	1
EMS/Rescue Call	946	776	1,036	853	1,067	878	1,500	1,231	1,706	1,404
Hazardous Condition	19	31	28	32	35	49	46	53	44	80
Service Call	40	91	51	92	56	79	79	96	72	109
Good Intent Call	5	152	5	175	15	191	21	289	7	264
False Call	0	50	0	79	0	63	0	92	0	100
Natural Condition	0	1	0	1	0	2	0	0	0	0
Other Situation	26	3	15	0	17	0	23	0	26	2
Total	1,148		1,279		1,318		1,839		2,029	

Station 64 First-Due Area

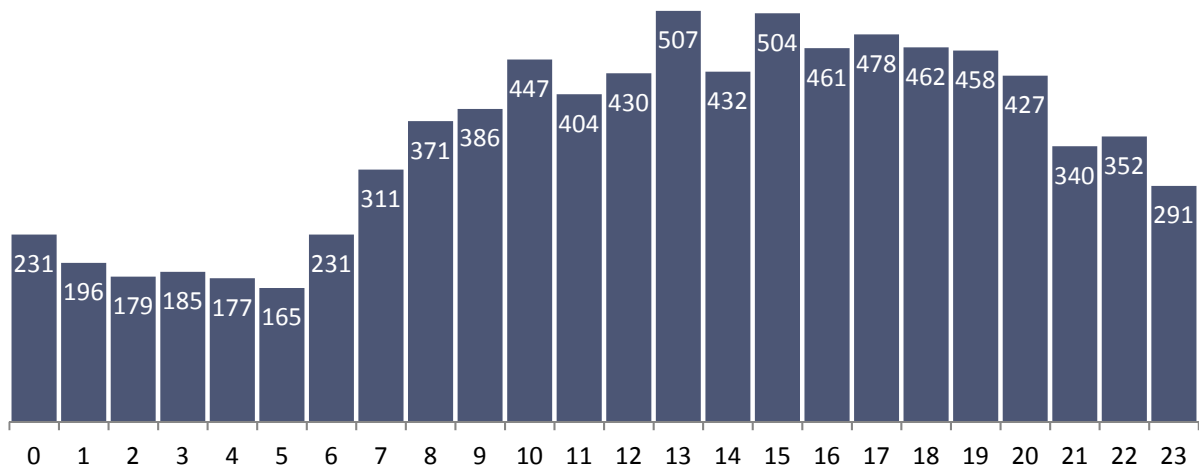
Incident Count by Day of Week, Calendar Years 2012–2016¹



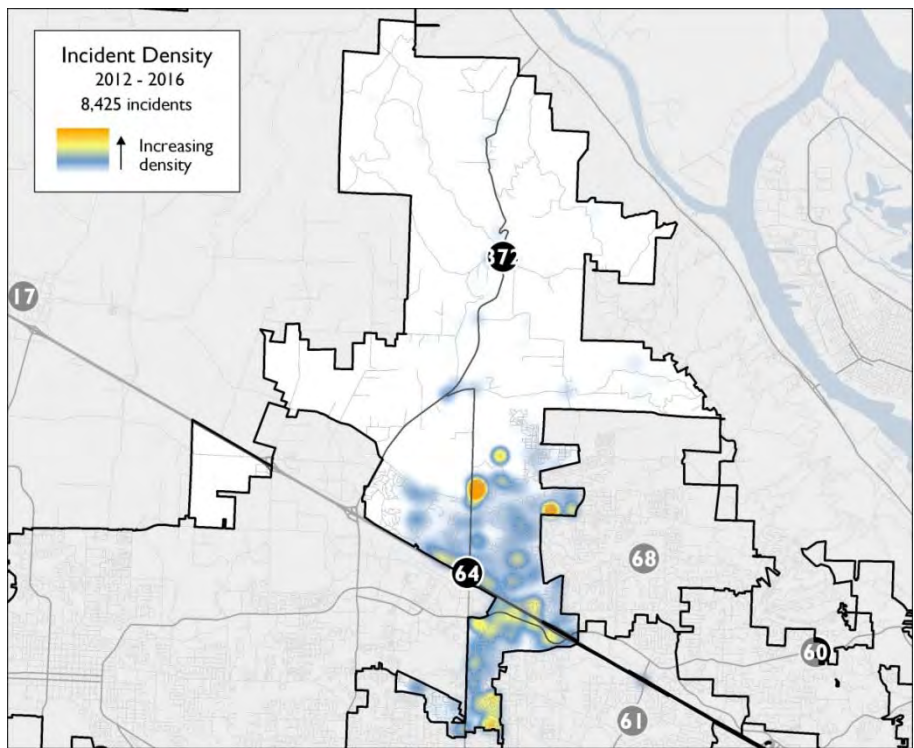
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Moderate Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10064 General Fund						
5001 Salaries & Wages Union	\$ 771,150	\$ 807,338	\$ 995,632	\$ 993,597	\$ 993,597	\$ 993,597
5003 Vacation Taken Union	94,183	128,008	134,921	140,246	140,246	140,246
5005 Sick Leave Taken Union	11,722	18,735	25,248	20,185	20,185	20,185
5007 Personal Leave Taken Union	12,332	15,428	13,992	14,547	14,547	14,547
5016 Vacation Sold at Retirement		5,123	1,214	1,253	1,253	1,253
5017 PEHP Vac Sold at Retirement	7,896	1,863	3,678	3,830	3,830	3,830
5020 Deferred Comp Match Union	35,105	43,477	53,754	54,765	54,765	54,765
5101 Vacation Relief	102,976	113,825	153,429	156,433	156,433	156,433
5105 Sick Relief	20,572	14,319	23,519	22,177	22,177	22,177
5106 On the Job Injury Relief	931	4,058	4,751	4,297	4,297	4,297
5107 Short Term Disability Relief	2,260	997	1,602	1,190	1,190	1,190
5110 Personal Leave Relief	11,800	17,076	15,057	16,234	16,234	16,234
5115 Vacant Slot Relief	8,313	15,167				
5117 Regular Day Off Relief				18,465	18,465	18,465
5118 Standby Overtime	877	584	1,063	941	941	941
5120 Overtime Union	12,704	13,305	28,897	11,892	11,892	11,892
5201 PERS Taxes	202,475	233,540	290,771	331,143	331,143	331,143
5203 FICA/MEDI	77,317	86,800	111,444	111,698	111,698	111,698
5206 Worker's Comp	55,236	29,194	32,050	32,125	32,125	32,125
5207 TriMet/Wilsonville Tax	7,283	8,274	12,003	11,007	11,007	11,007
5208 OR Worker's Benefit Fund Tax	482	467	566	480	480	480
5210 Medical Ins Union	200,224	211,561	268,671	282,789	282,789	282,789
5220 Post Retire Ins Union	5,700	6,350	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,742	3,776	3,705	3,900	3,900	3,900
Total Personnel Services	1,644,281	1,779,265	2,183,767	2,240,994	2,240,994	2,240,994
5300 Office Supplies	166	256	520	520	520	520
5301 Special Department Supplies	2,704	3,571	10,615	9,705	9,705	9,705
5302 Training Supplies			200	100	100	100
5303 Physical Fitness			1,200			
5305 Fire Extinguisher	52		120	120	120	120
5307 Smoke Detector Program	225	200	300	300	300	300
5320 EMS Supplies	11,749	11,704	15,070	15,522	15,522	15,522
5321 Fire Fighting Supplies	4,036	4,294	2,925	2,925	2,925	2,925
5325 Protective Clothing	1,851	7,344	3,250	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	109		20,750	20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	19,454	13,211	24,163	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	48,147	17,272	67,720	67,265	67,265	67,265
5365 M&R Firefight Equip	488	49	200	150	150	150
5367 M&R Office Equip	1,206	1,362	1,650	1,650	1,650	1,650
5414 Other Professional Services	530	6,621	9,900	9,500	9,500	9,500
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	486	207	1,203	1,450	1,450	1,450
5432 Natural Gas	2,377	2,099	2,676	2,500	2,500	2,500
5433 Electricity	6,308	5,854	6,600	6,500	6,500	6,500
5434 Water/Sewer	3,749	3,943	4,068	4,000	4,000	4,000

Station 64 – Somerset, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,236	1,236	1,300	1,500	1,500	1,500
5445 Rent/Lease of Building			6,480	2,000	2,000	2,000
5480 Community/Open House/Outreach			150	3,000	3,000	3,000
5481 Community Education Materials	334	732	650	650	650	650
5500 Dues & Subscriptions	117	69	150	100	100	100
5570 Misc Business Exp	691	558	520	520	520	520
5575 Laundry/Repair Expense	186	210	210	700	700	700
Total Materials & Services	106,197	80,793	182,640	166,952	166,952	166,952
Total General Fund	\$ 1,750,478	\$ 1,860,058	\$ 2,366,407	\$ 2,407,946	\$ 2,407,946	\$ 2,407,946



Station 65 – West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

Station Description

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

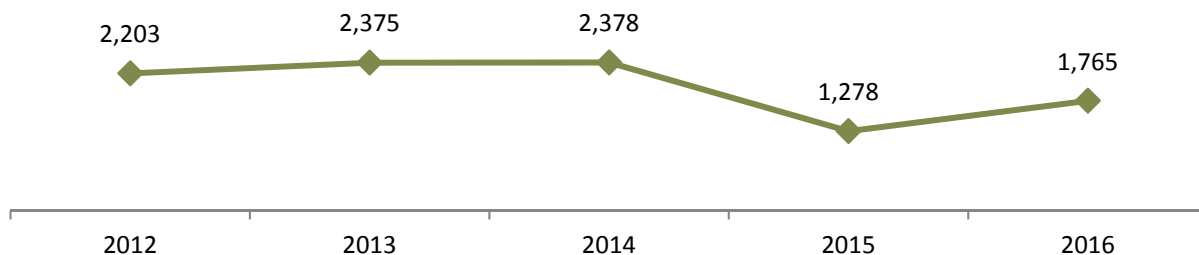
The 2,228 acres (3.5 square miles) of Station 65's first due area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well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



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,742,073	\$ 1,857,185	\$ 2,184,622	\$ 2,240,994
Materials & Services	81,638	91,376	109,236	102,198
Total Expenditure	\$ 1,823,710	\$ 1,948,561	\$ 2,293,858	\$ 2,343,192

Station 65 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

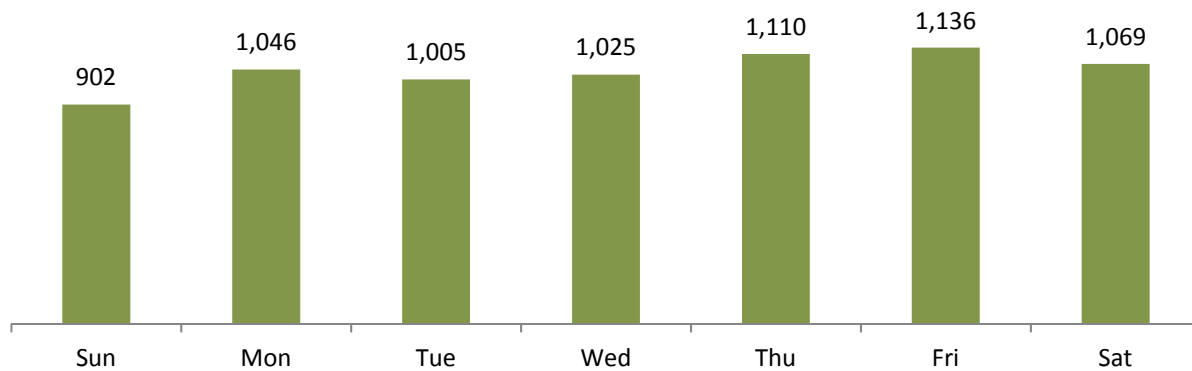
Station 65 – West Slope, continued

Station 65 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	265	78	248	60	246	48	132	56	204	68
Overpressure	0	2	0	7	0	2	0	0	0	7
EMS/Rescue Call	1,811	1,297	1,992	1,476	1,985	1,538	1,061	828	1,436	1,093
Hazardous Condition	46	77	43	76	49	98	38	57	51	79
Service Call	44	157	45	165	55	122	21	73	40	93
Good Intent Call	10	462	7	461	13	437	8	210	11	319
False Call	0	129	0	127	0	129	0	54	0	106
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	27	1	40	3	30	3	18	0	23	0
Total	2,203		2,375		2,378		1,278		1,765	

Station 65 First-Due Area

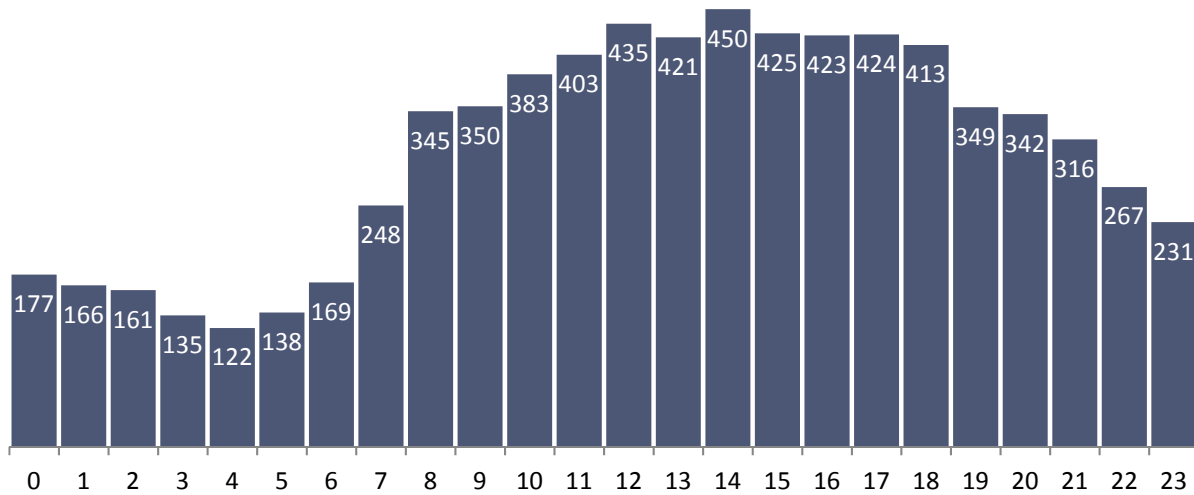
Incident Count by Day of Week, Calendar Years 2012–2016¹



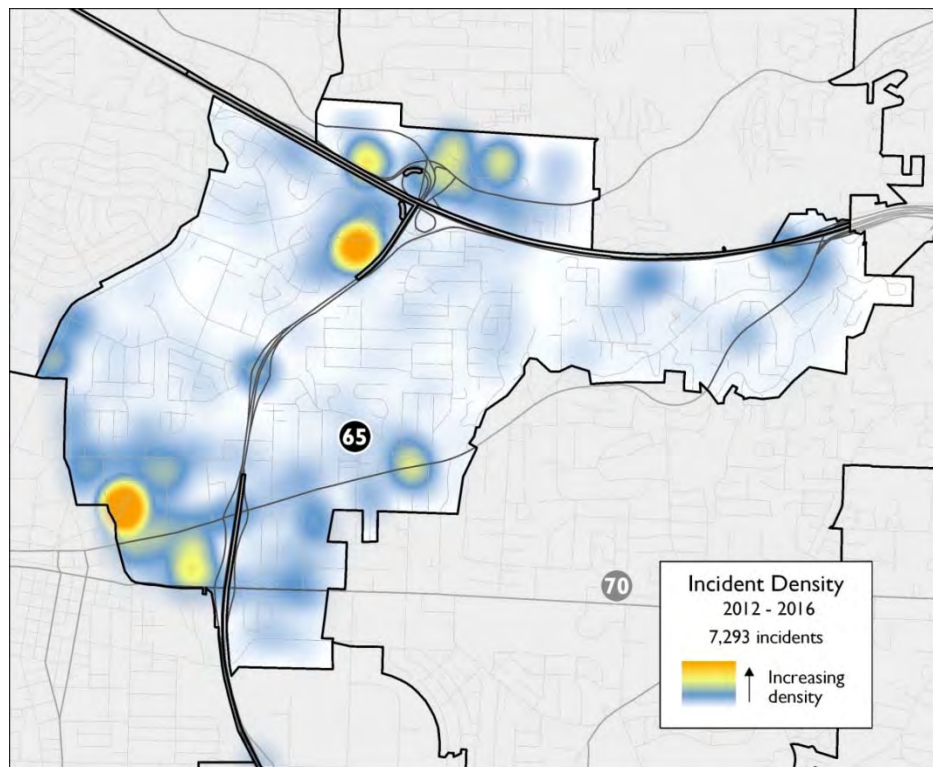
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Moderate Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10065 General Fund						
5001 Salaries & Wages Union	\$ 791,462	\$ 823,042	\$ 995,632	\$ 993,597	\$ 993,597	\$ 993,597
5003 Vacation Taken Union	106,963	113,913	134,921	140,246	140,246	140,246
5005 Sick Leave Taken Union	23,064	21,382	25,248	20,185	20,185	20,185
5007 Personal Leave Taken Union	5,899	11,174	13,992	14,547	14,547	14,547
5016 Vacation Sold at Retirement			1,214	1,253	1,253	1,253
5017 PEHP Vac Sold at Retirement			3,678	3,830	3,830	3,830
5020 Deferred Comp Match Union	36,554	39,590	53,754	54,765	54,765	54,765
5101 Vacation Relief	139,423	165,315	153,429	156,433	156,433	156,433
5105 Sick Relief	16,511	19,854	23,519	22,177	22,177	22,177
5106 On the Job Injury Relief	774	3,810	4,751	4,297	4,297	4,297
5107 Short Term Disability Relief	1,075	914	1,602	1,190	1,190	1,190
5110 Personal Leave Relief	18,999	17,482	15,057	16,234	16,234	16,234
5115 Vacant Slot Relief	4,406	22,694				
5117 Regular Day Off Relief				18,465	18,465	18,465
5118 Standby Overtime	649	592	1,063	941	941	941
5120 Overtime Union	12,856	16,624	28,897	11,892	11,892	11,892
5201 PERS Taxes	220,512	243,148	290,771	331,143	331,143	331,143
5203 FICA/MEDI	83,677	89,589	111,444	111,698	111,698	111,698
5206 Worker's Comp	58,200	26,336	32,050	32,125	32,125	32,125
5207 TriMet/Wilsonville Tax	8,019	8,766	12,003	11,007	11,007	11,007
5208 OR Worker's Benefit Fund Tax	505	517	566	480	480	480
5210 Medical Ins Union	203,919	223,093	268,671	282,789	282,789	282,789
5220 Post Retire Ins Union	5,950	7,700	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,656	1,651	4,560	3,900	3,900	3,900
Total Personnel Services	1,742,073	1,857,185	2,184,622	2,240,994	2,240,994	2,240,994
5300 Office Supplies	206	213	640	520	520	520
5301 Special Department Supplies	2,588	3,984	5,680	3,705	3,705	3,705
5302 Training Supplies	37	110	200	100	100	100
5305 Fire Extinguisher			120	200	200	200
5307 Smoke Detector Program	194	440	300	300	300	300
5320 EMS Supplies	11,411	11,874	15,000	12,651	12,651	12,651
5321 Fire Fighting Supplies	2,172	4,922	3,600	2,925	2,925	2,925
5325 Protective Clothing	6,704	3,998	4,000	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	638	160	750			
5350 Apparatus Fuel/Lubricants	7,652	9,747	20,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	16,367	24,722	18,935	29,640	29,640	29,640
5365 M&R Firefight Equip		218	200	150	150	150
5367 M&R Office Equip	1,267	1,179	1,650	1,650	1,650	1,650
5414 Other Professional Services	131	173	300	125	125	125
5415 Printing	38		50	25	25	25
5416 Custodial & Bldg Services	639	640	480	800	800	800
5432 Natural Gas	1,505	1,714	2,000	2,060	2,060	2,060
5433 Electricity	15,938	13,822	16,500	14,000	14,000	14,000
5434 Water/Sewer	10,768	8,939	14,000	10,000	10,000	10,000
5436 Garbage	1,868	2,016	2,226	2,292	2,292	2,292

Station 65 – West Slope, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	366	685	700	700	700	700
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	723	1,338	1,205	1,205	1,205	1,205
5575 Laundry/Repair Expense	354	438	400	600	600	600
Total Materials & Services	81,638	91,376	109,236	102,198	102,198	102,198
Total General Fund	\$ 1,823,710	\$ 1,948,561	\$ 2,293,858	\$ 2,343,192	\$ 2,343,192	\$ 2,343,192



Station 66 – Brockman Road

Fund 10 • Directorate 04 • Division 60 • Department 066

Station Description

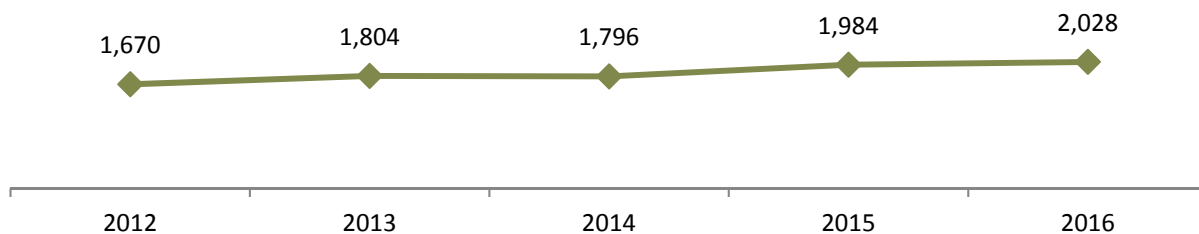
Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and remodeled in 2008. The 7,494 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 66**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One Firefighter/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).



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,636,635	\$ 1,891,601	\$ 2,184,622	\$ 2,240,994
Materials & Services	82,718	76,027	83,563	100,312
Total Expenditure	\$ 1,719,354	\$ 1,967,628	\$ 2,268,185	\$ 2,341,306

Station 66 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

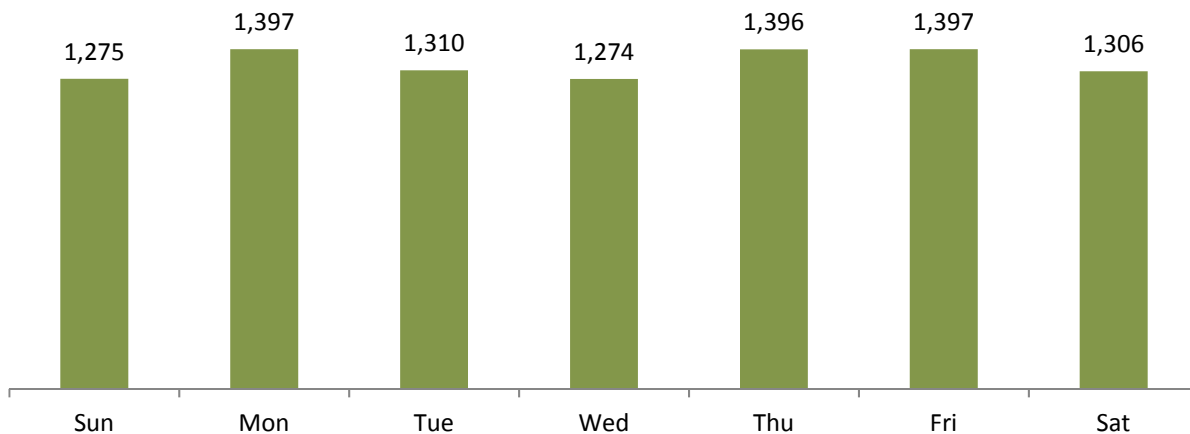
Station 66 – Brockman Road, continued

Station 66 First-Due Area incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	121	41	126	36	118	32	190	66	174	59
Overpressure	0	8	0	4	0	4	0	3	0	0
EMS/Rescue Call	1,446	1,238	1,569	1,316	1,560	1,314	1,670	1,462	1,706	1,474
Hazardous Condition	22	36	24	36	26	48	20	54	39	58
Service Call	57	92	59	110	66	115	65	128	82	157
Good Intent Call	8	174	3	210	3	176	10	163	6	179
False Call	0	80	0	89	0	100	0	107	0	99
Natural Condition	0	0	0	3	0	4	0	0	0	1
Other Situation	16	1	23	0	23	3	29	1	21	1
Total	1,670		1,804		1,796		1,984		2,028	

Station 66 First-Due Area

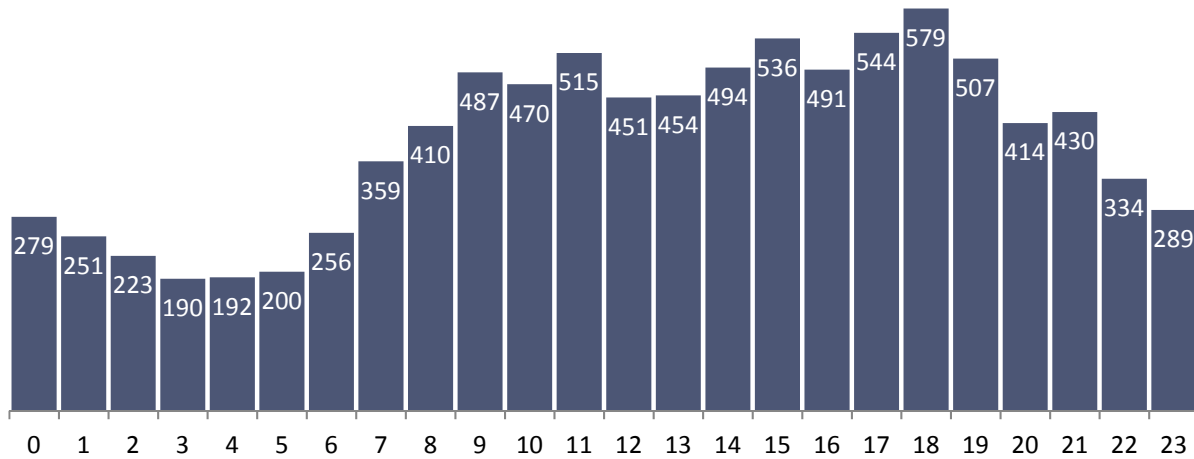
Incident Count by Day of Week, Calendar Years 2012–2016¹



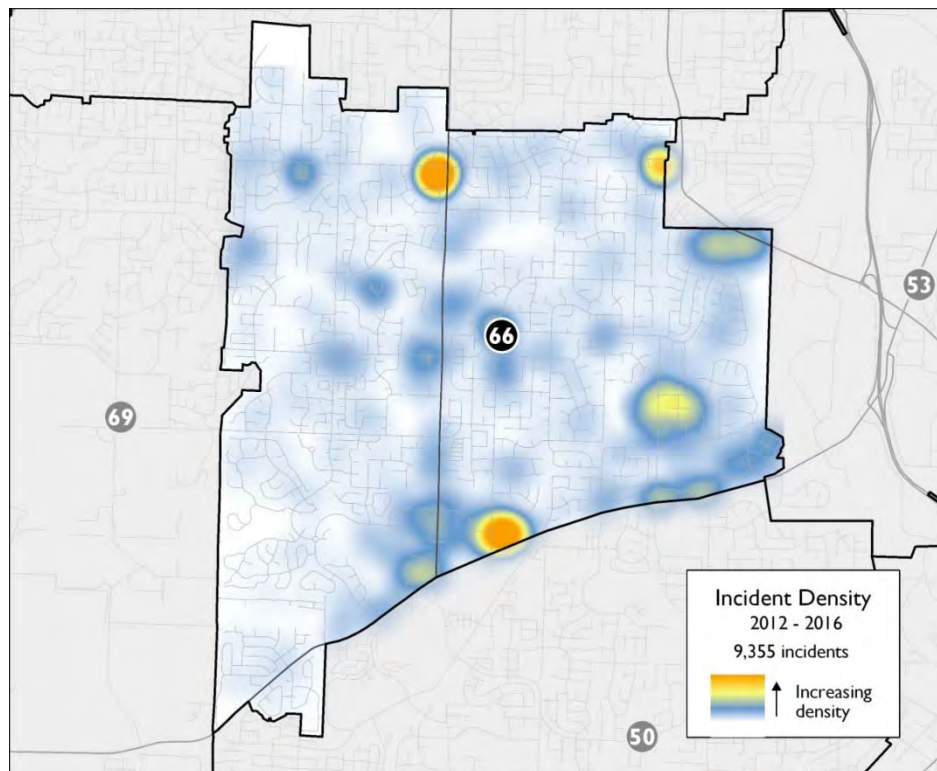
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Moderate Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10066 General Fund						
5001 Salaries & Wages Union	\$ 766,484	\$ 857,378	\$ 995,632	\$ 993,597	\$ 993,597	\$ 993,597
5003 Vacation Taken Union	97,891	118,698	134,921	140,246	140,246	140,246
5005 Sick Leave Taken Union	26,099	14,407	25,248	20,185	20,185	20,185
5007 Personal Leave Taken Union	9,214	11,644	13,992	14,547	14,547	14,547
5016 Vacation Sold at Retirement			1,214	1,253	1,253	1,253
5017 PEHP Vac Sold at Retirement		44,720	3,678	3,830	3,830	3,830
5020 Deferred Comp Match Union	37,011	38,694	53,754	54,765	54,765	54,765
5101 Vacation Relief	89,375	125,396	153,429	156,433	156,433	156,433
5105 Sick Relief	10,432	18,131	23,519	22,177	22,177	22,177
5106 On the Job Injury Relief	7,857	2,825	4,751	4,297	4,297	4,297
5107 Short Term Disability Relief		1,833	1,602	1,190	1,190	1,190
5110 Personal Leave Relief	9,471	16,271	15,057	16,234	16,234	16,234
5115 Vacant Slot Relief	11,641	20,289				
5117 Regular Day Off Relief				18,465	18,465	18,465
5118 Standby Overtime	692	424	1,063	941	941	941
5120 Overtime Union	15,809	20,665	28,897	11,892	11,892	11,892
5201 PERS Taxes	196,737	240,014	290,771	331,143	331,143	331,143
5203 FICA/MEDI	78,293	89,687	111,444	111,698	111,698	111,698
5206 Worker's Comp	63,140	27,832	32,050	32,125	32,125	32,125
5207 TriMet/Wilsonville Tax	7,482	8,695	12,003	11,007	11,007	11,007
5208 OR Worker's Benefit Fund Tax	472	515	566	480	480	480
5210 Medical Ins Union	198,605	225,515	268,671	282,789	282,789	282,789
5220 Post Retire Ins Union	6,700	6,400	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,228	1,567	4,560	3,900	3,900	3,900
Total Personnel Services	1,636,635	1,891,601	2,184,622	2,240,994	2,240,994	2,240,994
5300 Office Supplies	537	501	640	520	520	520
5301 Special Department Supplies	4,714	4,097	5,680	3,705	3,705	3,705
5302 Training Supplies		59	200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	175	630	300	300	300	300
5320 EMS Supplies	11,858	12,702	15,547	16,013	16,013	16,013
5321 Fire Fighting Supplies	2,585	2,633	3,600	2,925	2,925	2,925
5325 Protective Clothing	4,562	1,081	4,000	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	1,132	1,757	740	770	770	770
5350 Apparatus Fuel/Lubricants	8,706	6,349	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	23,151	20,970	12,385	31,465	31,465	31,465
5365 M&R Firefight Equip	288	336	200	150	150	150
5367 M&R Office Equip	1,224	1,280	1,650	1,650	1,650	1,650
5414 Other Professional Services	282	302	525	400	400	400
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	922	922	676	925	925	925
5432 Natural Gas	4,525	3,549	4,900	5,047	5,047	5,047
5433 Electricity	9,299	9,133	9,838	10,133	10,133	10,133
5434 Water/Sewer	5,534	5,815	7,540	7,766	7,766	7,766
5436 Garbage	1,678	1,768	1,872	1,928	1,928	1,928

Station 66 – Brockman Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	694	934	800	850	850	850
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	445	696	640	520	520	520
5575 Laundry/Repair Expense	341	469	360	450	450	450
Total Materials & Services	82,718	76,027	83,563	100,312	100,312	100,312
Total General Fund	\$ 1,719,354	\$ 1,967,628	\$ 2,268,185	\$ 2,341,306	\$ 2,341,306	\$ 2,341,306



Station 67 – Farmington Road

Fund 10 • Directorate 04 • Division 60 • Department 067

Station Description

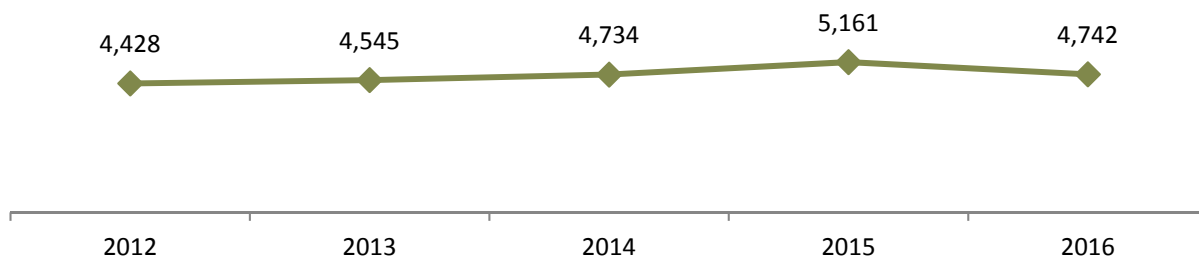
Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **26 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional 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 3,844 acres (6 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 3,988,348	\$ 3,991,590	\$ 4,352,128	\$ 4,491,782
Materials & Services	141,544	200,482	179,402	142,550
Total Expenditure	\$ 4,129,892	\$ 4,192,072	\$ 4,531,530	\$ 4,634,332

Station 67 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

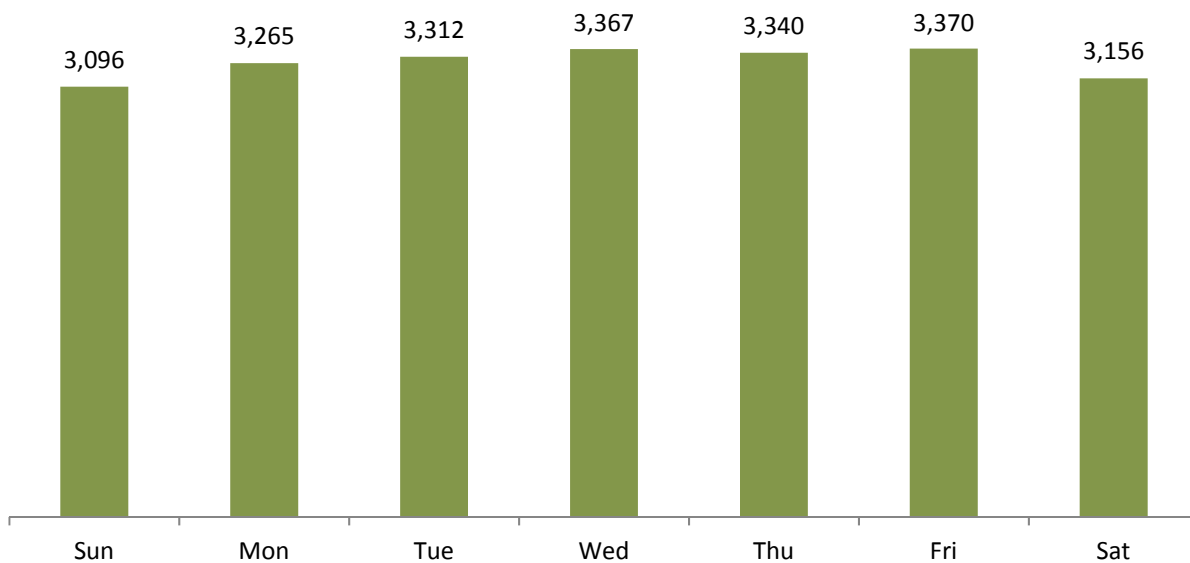
Station 67 – Farmington Road, continued

Station 67 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	369	143	383	154	356	152	360	176	349	132
Overpressure	0	13	0	14	0	4	0	3	0	2
EMS/Rescue Call	3,810	2,853	3,876	2,934	4,106	3,182	4,503	3,567	4,149	3,225
Hazardous Condition	75	104	76	96	73	107	94	128	68	105
Service Call	113	242	121	254	127	293	136	321	110	367
Good Intent Call	14	882	22	893	16	804	15	787	17	701
False Call	0	190	0	198	0	186	0	177	0	210
Natural Condition	0	0	0	0	0	3	0	0	0	0
Other Situation	47	1	67	2	56	3	53	2	49	0
Total	4,428		4,545		4,734		5,161		4,742	

Station 67 First-Due Area

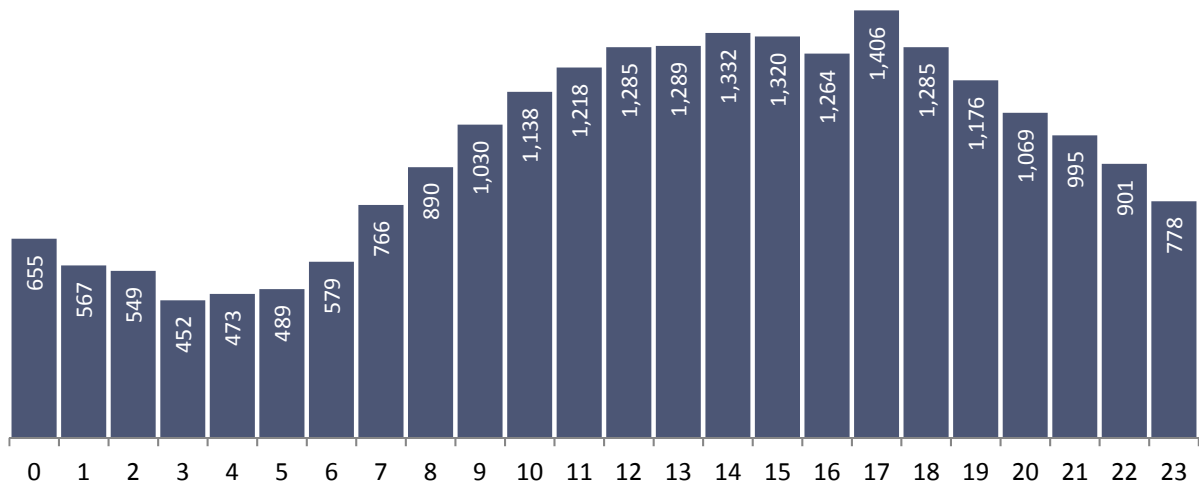
Incident Count by Day of Week, Calendar Years 2012–2016¹



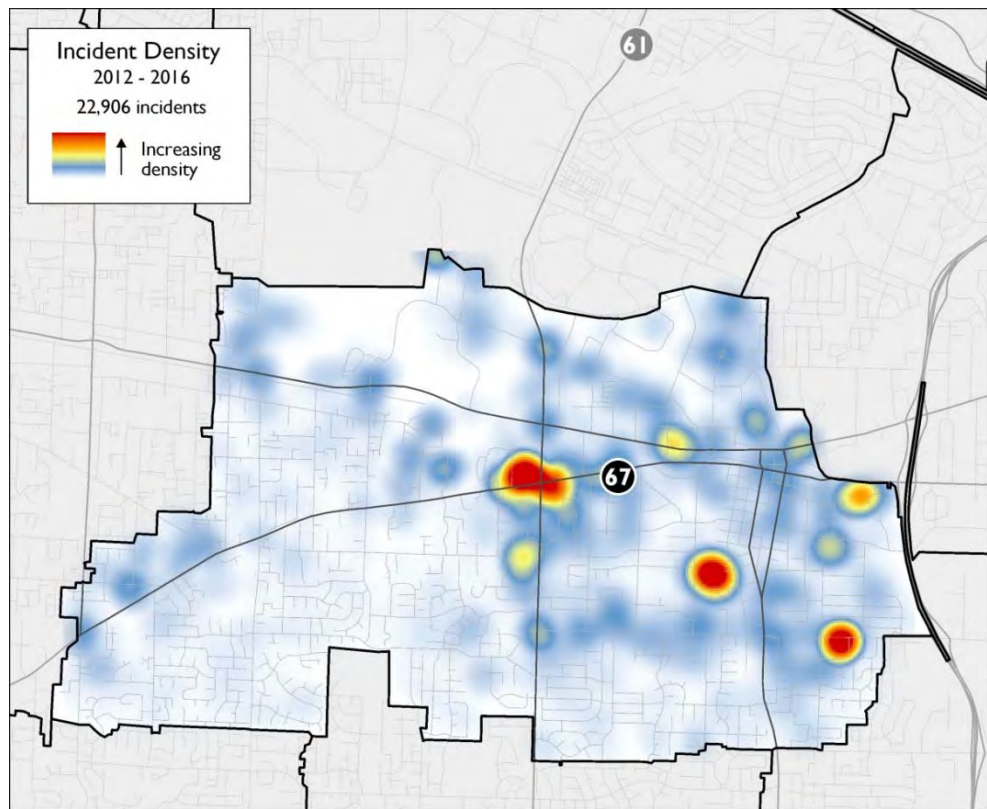
² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10067 General Fund						
5001 Salaries & Wages Union	\$ 1,717,979	\$ 1,754,113	\$ 1,984,813	\$ 1,992,169	\$ 1,992,169	\$ 1,992,169
5003 Vacation Taken Union	271,121	249,130	268,994	281,192	281,192	281,192
5005 Sick Leave Taken Union	33,194	35,168	50,335	40,470	40,470	40,470
5007 Personal Leave Taken Union	31,693	24,439	27,893	29,165	29,165	29,165
5016 Vacation Sold at Retirement			2,407	2,510	2,510	2,510
5017 PEHP Vac Sold at Retirement			7,299	7,679	7,679	7,679
5020 Deferred Comp Match Union	101,568	101,467	106,716	109,803	109,803	109,803
5101 Vacation Relief	342,916	340,746	304,606	313,648	313,648	313,648
5105 Sick Relief	69,052	63,131	46,692	44,465	44,465	44,465
5106 On the Job Injury Relief	14,728	7,567	9,431	8,613	8,613	8,613
5107 Short Term Disability Relief	1,406	6,763	3,177	2,385	2,385	2,385
5110 Personal Leave Relief	32,722	52,373	29,892	32,552	32,552	32,552
5115 Vacant Slot Relief	35,442	47,120				
5117 Regular Day Off Relief				37,022	37,022	37,022
5118 Standby Overtime	1,243	2,280	2,107	1,885	1,885	1,885
5120 Overtime Union	40,280	44,019	57,367	23,843	23,843	23,843
5201 PERS Taxes	499,590	519,157	579,188	663,940	663,940	663,940
5203 FICA/MEDI	188,919	191,063	221,984	223,951	223,951	223,951
5206 Worker's Comp	126,855	56,318	63,840	64,408	64,408	64,408
5207 TriMet/Wilsonville Tax	18,407	18,795	23,905	22,067	22,067	22,067
5208 OR Worker's Benefit Fund Tax	1,084	1,067	1,130	1,037	1,037	1,037
5210 Medical Ins Union	438,521	456,394	537,342	565,578	565,578	565,578
5220 Post Retire Ins Union	14,850	15,150	15,600	15,600	15,600	15,600
5270 Uniform Allowance	6,780	5,331	7,410	7,800	7,800	7,800
Total Personnel Services	3,988,348	3,991,590	4,352,128	4,491,782	4,491,782	4,491,782
5300 Office Supplies	459	593	1,040	1,040	1,040	1,040
5301 Special Department Supplies	7,035	7,073	9,230	7,410	7,410	7,410
5302 Training Supplies	37	44	200	100	100	100
5305 Fire Extinguisher	31		120			
5307 Smoke Detector Program	650	388	300	300	300	300
5320 EMS Supplies	24,259	28,930	29,670	33,060	33,060	33,060
5321 Fire Fighting Supplies	7,316	6,589	5,850	6,850	6,850	6,850
5325 Protective Clothing	10,153	11,584	6,500	6,500	6,500	6,500
5330 Noncapital Furniture & Equip	1,996	1,210	3,000	5,160	5,160	5,160
5350 Apparatus Fuel/Lubricants	19,681	11,165	20,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	36,300	97,840	65,730	26,090	26,090	26,090
5365 M&R Firefight Equip	617	737	500	450	450	450
5367 M&R Office Equip	1,270	1,524	1,650	1,650	1,650	1,650
5414 Other Professional Services	502	581	600	400	400	400
5415 Printing		40	50	25	25	25
5416 Custodial & Bldg Services	327	1,276	622	1,275	1,275	1,275
5432 Natural Gas	4,376	4,266	6,000	5,800	5,800	5,800
5433 Electricity	14,045	13,372	15,000	15,500	15,500	15,500
5434 Water/Sewer	7,292	7,563	8,300	7,500	7,500	7,500
5436 Garbage	1,962	2,068	2,200	2,400	2,400	2,400

Station 67 – Farmington Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450 Rental of Equip	33					
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	1,260	727	1,200	1,200	1,200	1,200
5500 Dues & Subscriptions	95	44	150	100	100	100
5570 Misc Business Exp	1,543	2,538	1,040	1,040	1,040	1,040
5575 Laundry/Repair Expense	302	331	300	500	500	500
Total Materials & Services	141,544	200,482	179,402	142,550	142,550	142,550
Total General Fund	\$ 4,129,892	\$ 4,192,072	\$ 4,531,530	\$ 4,634,332	\$ 4,634,332	\$ 4,634,332



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 10,540 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 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.

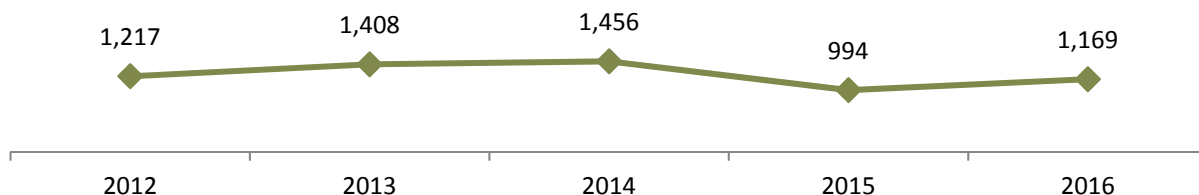
The 4,548 acres (7.1 square miles) of Station 68's first due area includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany). Station 68 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,813,973	\$ 1,860,254	\$ 2,006,635	\$ 2,059,359
Materials & Services	90,659	76,322	82,230	97,318
Total Expenditure	\$ 1,904,632	\$ 1,936,575	\$ 2,088,865	\$ 2,156,677

Station 68 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

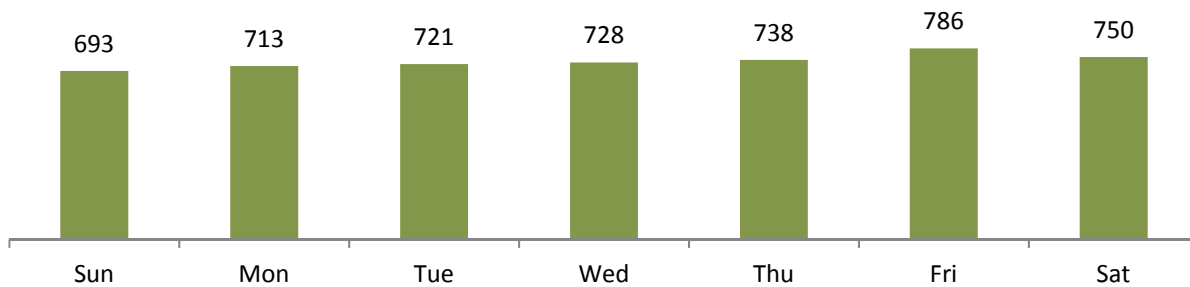
Station 68 – Bethany, continued

Station 68 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	114	30	147	43	143	37	84	28	86	22
Overpressure	0	2	0	2	0	2	0	0	0	2
EMS/Rescue Call	1,004	829	1,126	929	1,165	935	814	695	986	855
Hazardous Condition	29	23	34	30	32	26	18	14	23	16
Service Call	62	89	75	145	95	176	61	95	61	86
Good Intent Call	2	160	12	163	6	178	6	80	5	104
False Call	0	83	0	95	0	101	0	82	0	83
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	6	1	14	1	15	1	11	0	8	0
Total	1,217		1,408		1,456		994		1,169	

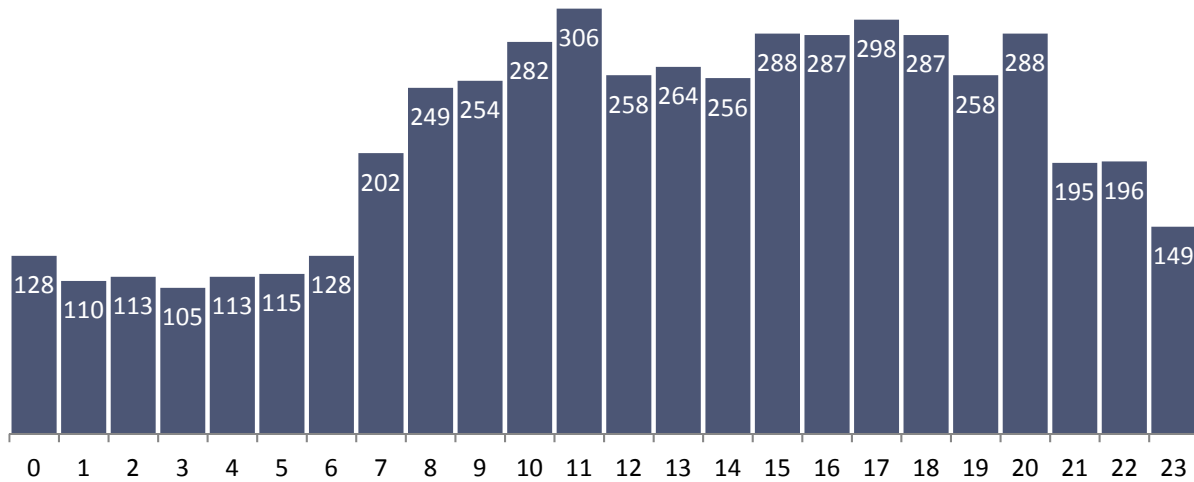
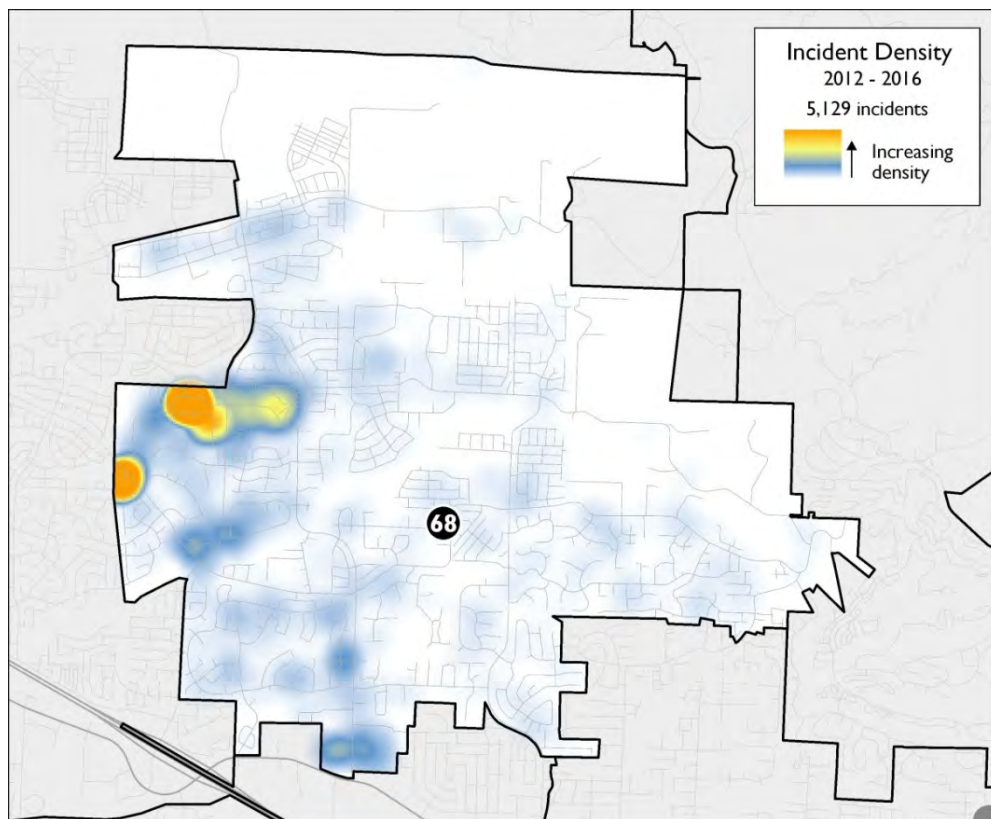
Station 68 First-Due Area

Incident Count by Day of Week, Calendar Years 2012–2016¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹Incident Density 2012-2016 (Moderate Incident Count Model)¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10068 General Fund						
5001 Salaries & Wages Union	\$ 839,824	\$ 861,657	\$ 914,254	\$ 912,316	\$ 912,316	\$ 912,316
5003 Vacation Taken Union	118,919	121,633	123,894	128,783	128,783	128,783
5005 Sick Leave Taken Union	7,511	19,164	23,185	18,535	18,535	18,535
5007 Personal Leave Taken Union	11,741	11,157	12,848	13,537	13,537	13,537
5016 Vacation Sold at Retirement			1,115	1,151	1,151	1,151
5017 PEHP Vac Sold at Retirement	1,699		3,378	3,517	3,517	3,517
5020 Deferred Comp Match Union	39,281	43,475	49,361	50,290	50,290	50,290
5101 Vacation Relief	118,871	116,519	140,889	143,647	143,647	143,647
5105 Sick Relief	25,653	21,798	21,598	20,364	20,364	20,364
5106 On the Job Injury Relief	1,215	3,878	4,363	3,946	3,946	3,946
5107 Short Term Disability Relief	1,161	1,434	1,471	1,093	1,093	1,093
5110 Personal Leave Relief	17,764	17,109	13,827	14,908	14,908	14,908
5115 Vacant Slot Relief	11,040	17,751				
5117 Regular Day Off Relief				16,956	16,956	16,956
5118 Standby Overtime	1,223	1,665	976	864	864	864
5120 Overtime Union	13,031	18,488	26,535	10,920	10,920	10,920
5201 PERS Taxes	229,567	250,092	267,006	304,078	304,078	304,078
5203 FICA/MEDI	86,164	90,414	102,335	102,568	102,568	102,568
5206 Worker's Comp	60,536	25,302	29,432	29,499	29,499	29,499
5207 TriMet/Wilsonville Tax	8,299	8,715	11,021	10,108	10,108	10,108
5208 OR Worker's Benefit Fund Tax	508	497	523	443	443	443
5210 Medical Ins Union	210,331	220,383	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	7,100	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,536	2,124	3,420	3,600	3,600	3,600
Total Personnel Services	1,813,973	1,860,254	2,006,635	2,059,359	2,059,359	2,059,359
5300 Office Supplies	473	142	480	480	480	480
5301 Special Department Supplies	6,857	3,471	4,260	3,420	3,420	3,420
5302 Training Supplies		71	200	100	100	100
5305 Fire Extinguisher	52		120	150	150	150
5307 Smoke Detector Program	113	259	300	300	300	300
5320 EMS Supplies	8,588	6,916	10,138	10,442	10,442	10,442
5321 Fire Fighting Supplies	4,788	4,281	3,700	3,700	3,700	3,700
5325 Protective Clothing	2,280	2,724	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	6,211			682	682	682
5350 Apparatus Fuel/Lubricants	6,440	5,005	7,000	7,000	7,000	7,000
5361 M&R Bldg/Bldg Equip & Improv	21,126	21,464	18,668	33,410	33,410	33,410
5365 M&R Firefight Equip	49	49	200	150	150	150
5367 M&R Office Equip	1,255	1,457	1,650	1,650	1,650	1,650
5414 Other Professional Services	2,467	35	200	125	125	125
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	1,543	1,423	480	800	800	800
5432 Natural Gas	1,607	1,695	1,900	2,000	2,000	2,000
5433 Electricity	11,688	13,222	13,000	13,000	13,000	13,000
5434 Water/Sewer	9,173	8,989	10,450	10,450	10,450	10,450
5436 Garbage	1,008	1,924	2,400	2,400	2,400	2,400

Station 68 – Bethany, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450 Rental of Equip	512					
5480 Community/Open House/Outreach	3,355		150	200	200	200
5481 Community Education Materials	599	470	750	750	750	750
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	360	2,101	2,484	2,484	2,484	2,484
5575 Laundry/Repair Expense	48	581	500	500	500	500
Total Materials & Services	90,659	76,322	82,230	97,318	97,318	97,318
Total General Fund	\$ 1,904,632	\$ 1,936,575	\$ 2,088,865	\$ 2,156,677	\$ 2,156,677	\$ 2,156,677



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 and is undergoing a major seismic improvement through a two year state grant which began in fiscal year 2015-16. The project has also been funded by bond proceeds for station response and crew quarter improvements and crews are expected to return in the summer of 2017 from temporary quarters. The 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.

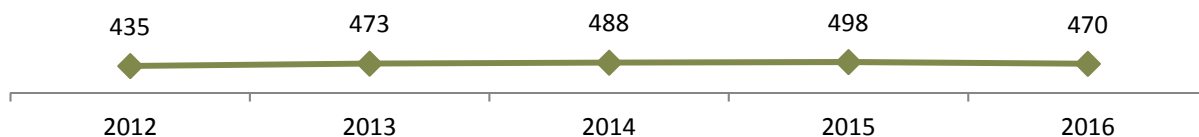
The 6,859 acres (10.7 square miles) of Station 69's first due area includes unincorporated Washington County and portions of west and southwest Beaverton. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,869,118	\$ 1,965,400	\$ 1,993,577	\$ 2,045,901
Materials & Services	55,373	54,565	111,299	113,664
Total Expenditure	\$ 1,924,491	\$ 2,019,965	\$ 2,104,876	\$ 2,159,565

Station 69 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

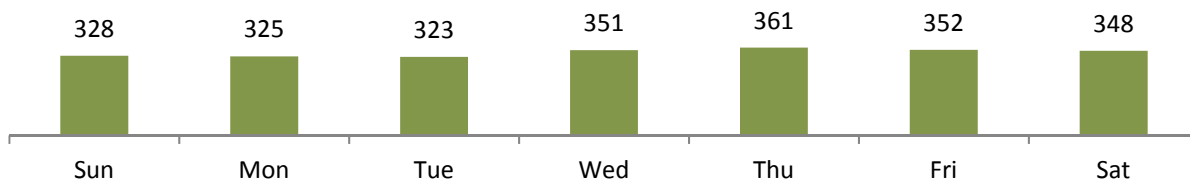
Station 69 – Cooper Mountain, continued

Station 69 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	35	11	41	20	39	12	48	15	42	11
Overpressure	0	2	0	1	0	0	0	0	0	0
EMS/Rescue Call	352	309	380	312	405	342	411	345	389	330
Hazardous Condition	10	11	13	12	17	16	8	20	10	15
Service Call	25	25	26	24	15	38	17	26	20	22
Good Intent Call	4	50	6	72	6	52	10	70	1	64
False Call	0	26	0	30	0	24	0	22	0	28
Natural Condition	0	0	0	0	0	4	0	0	0	0
Other Situation	9	1	7	2	6	0	4	0	8	0
Total	435		473		488		498		470	

Station 69 First-Due Area

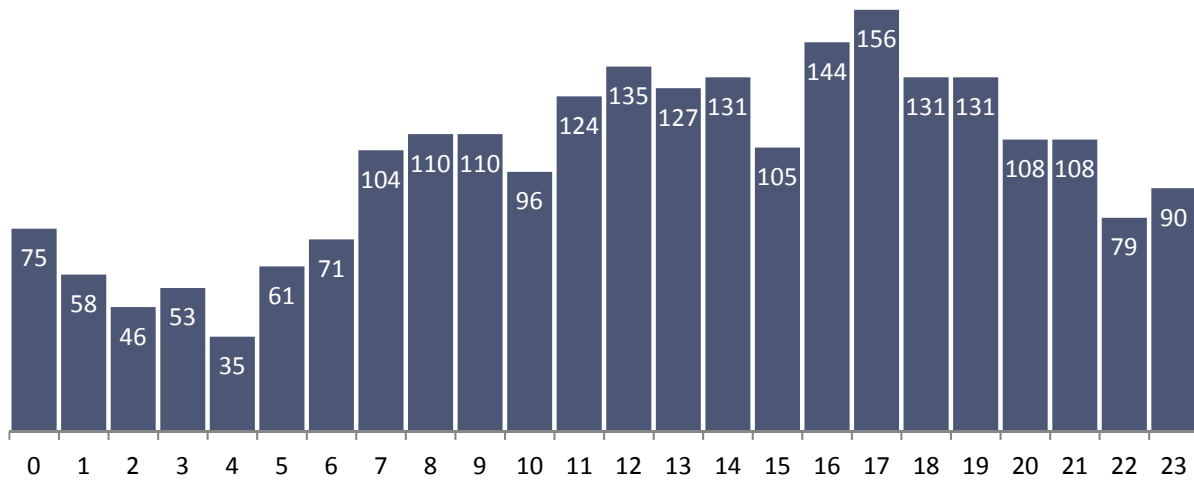
Incident Count by Day of Week, Calendar Years 2012–2016¹



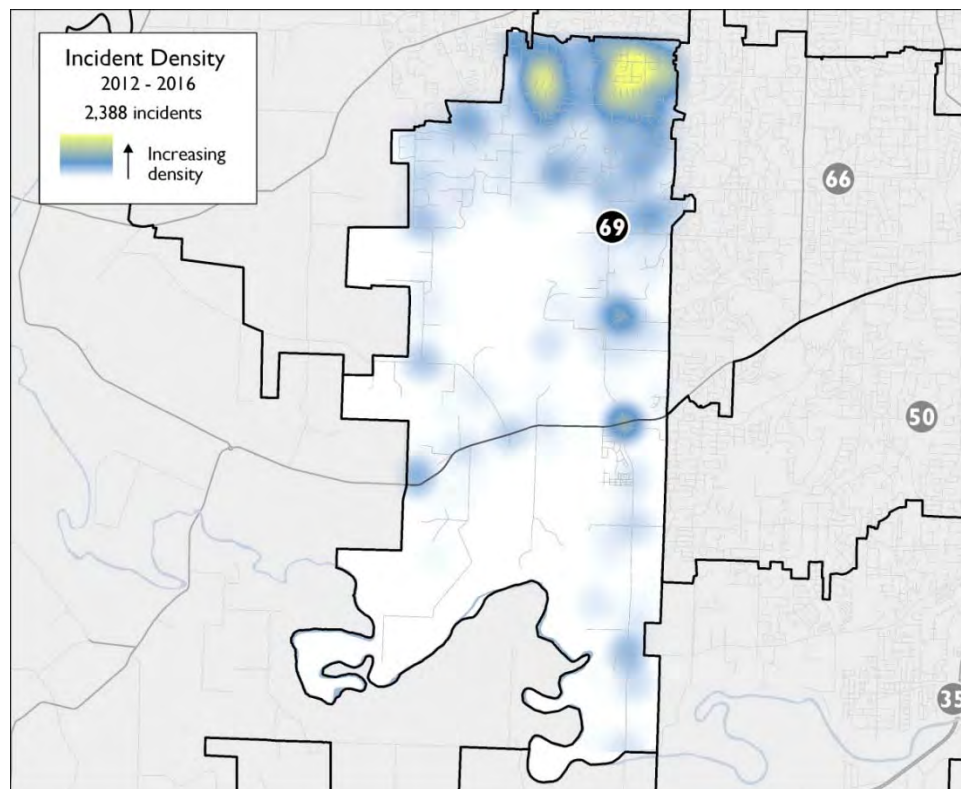
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Low Incident count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10069 General Fund						
5001 Salaries & Wages Union	\$ 846,915	\$ 896,158	\$ 907,423	\$ 905,569	\$ 905,569	\$ 905,569
5003 Vacation Taken Union	107,360	114,979	122,968	127,821	127,821	127,821
5005 Sick Leave Taken Union	4,909	15,473	23,012	18,397	18,397	18,397
5007 Personal Leave Taken Union	17,665	9,662	12,753	13,257	13,257	13,257
5016 Vacation Sold at Retirement			1,107	1,142	1,142	1,142
5017 PEHP Vac Sold at Retirement	2,144	2,187	3,352	3,491	3,491	3,491
5020 Deferred Comp Match Union	48,775	50,571	48,991	49,914	49,914	49,914
5101 Vacation Relief	157,274	146,927	139,836	142,574	142,574	142,574
5105 Sick Relief	15,577	26,219	21,436	20,212	20,212	20,212
5106 On the Job Injury Relief	1,130	1,153	4,331	3,916	3,916	3,916
5107 Short Term Disability Relief	1,130	2,164	1,460	1,085	1,085	1,085
5110 Personal Leave Relief	11,482	10,644	13,723	14,796	14,796	14,796
5115 Vacant Slot Relief	8,883	15,183				
5117 Regular Day Off Relief				16,830	16,830	16,830
5118 Standby Overtime	850	1,509	969	858	858	858
5120 Overtime Union	25,113	38,236	26,337	10,839	10,839	10,839
5201 PERS Taxes	242,931	269,035	265,010	301,807	301,807	301,807
5203 FICA/MEDI	88,709	95,159	101,572	101,802	101,802	101,802
5206 Worker's Comp	60,735	28,622	29,211	29,279	29,279	29,279
5207 TriMet/Wilsonville Tax	8,489	9,175	10,939	10,033	10,033	10,033
5208 OR Worker's Benefit Fund Tax	530	524	523	443	443	443
5210 Medical Ins Union	208,570	223,466	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	7,750	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,196	1,205	3,420	3,600	3,600	3,600
Total Personnel Services	1,869,118	1,965,400	1,993,577	2,045,901	2,045,901	2,045,901
5300 Office Supplies	181	149	480	480	480	480
5301 Special Department Supplies	2,673	1,741	10,260	9,420	9,420	9,420
5302 Training Supplies	20	89	200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	163	150	300	300	300	300
5320 EMS Supplies	4,460	4,405	7,352	7,573	7,573	7,573
5321 Fire Fighting Supplies	2,538	3,115	2,700	2,700	2,700	2,700
5325 Protective Clothing	157	512	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	1,847	470	20,710	20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	7,509	4,311	10,000	7,992	7,992	7,992
5361 M&R Bldg/Bldg Equip & Improv	19,069	16,334	19,660	27,540	27,540	27,540
5365 M&R Firefight Equip	98		200	150	150	150
5367 M&R Office Equip	1,182	1,143	1,650	1,650	1,650	1,650
5414 Other Professional Services	163	4,986	8,200	8,125	8,125	8,125
5415 Printing	12		50	25	25	25
5416 Custodial & Bldg Services	263	319	1,049	1,185	1,185	1,185
5432 Natural Gas	2,338	1,731	2,500	2,628	2,628	2,628
5433 Electricity	7,147	8,925	8,500	8,916	8,916	8,916
5434 Water/Sewer	2,436	2,954	4,000	4,200	4,200	4,200

Station 69 – Cooper Mountain, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,924	1,898	2,208	2,280	2,280	2,280
5445 Rent/Lease of Building		360	6,480	800	800	800
5480 Community/Open House/Outreach	12		150	3,000	3,000	3,000
5481 Community Education Materials	414		300	300	300	300
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	222	423	480	480	480	480
5575 Laundry/Repair Expense	477	507	600	600	600	600
Total Materials & Services	55,373	54,565	111,299	113,664	113,664	113,664
Total General Fund	\$ 1,924,491	\$ 2,019,965	\$ 2,104,876	\$ 2,159,565	\$ 2,159,565	\$ 2,159,565



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 personnel (on a ten-hour, four day a week schedule) respond to incidents utilizing **Light Brush 70**. At least one crewmember is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. 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.

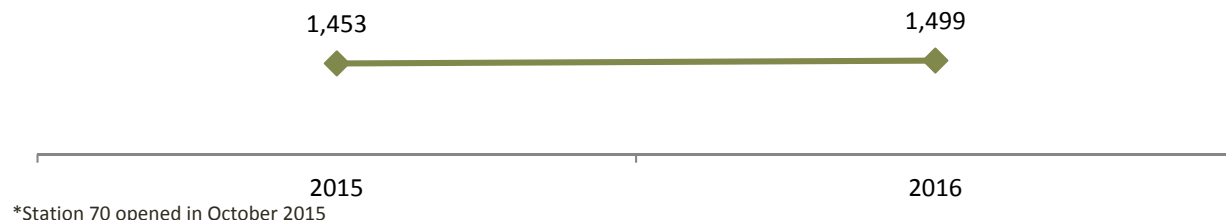
The 2,478 acres (3.9 square miles) of Station 70's first due area includes the Raleigh Hills neighborhood as well as portions of west Beaverton, and the Southwest Hills and Garden Home neighborhoods.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services		\$ 371,963	\$ 375,879	\$ 385,814
Materials & Services		35,594	40,594	53,160
Total Expenditure		\$ 407,558	\$ 416,473	\$ 438,974

Station 70 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

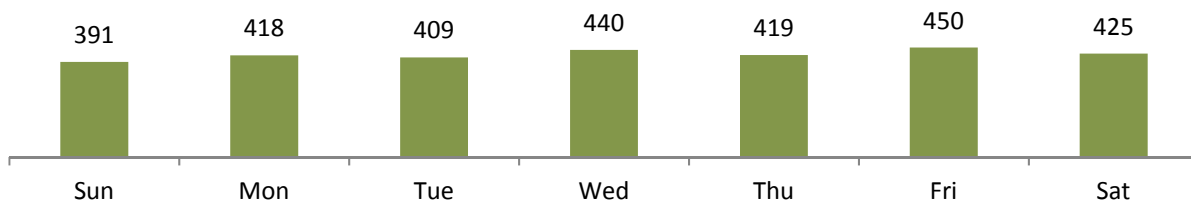
Station 70 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	161	46	131	30
Overpressure	0	1	0	3
EMS/Rescue Call	1,212	973	1,287	1,076
Hazardous Condition	27	28	29	41
Service Call	32	96	32	83
Good Intent Call	6	208	9	191
False Call	0	100	0	75
Natural Condition	0	1	0	0
Other Situation	15	0	11	0
Total	1,453		1,499	

*Station 70 opened in October 2015

Station 70 First-Due Area¹

Incident Count by Day of Week, Calendar Year 2015-2016²



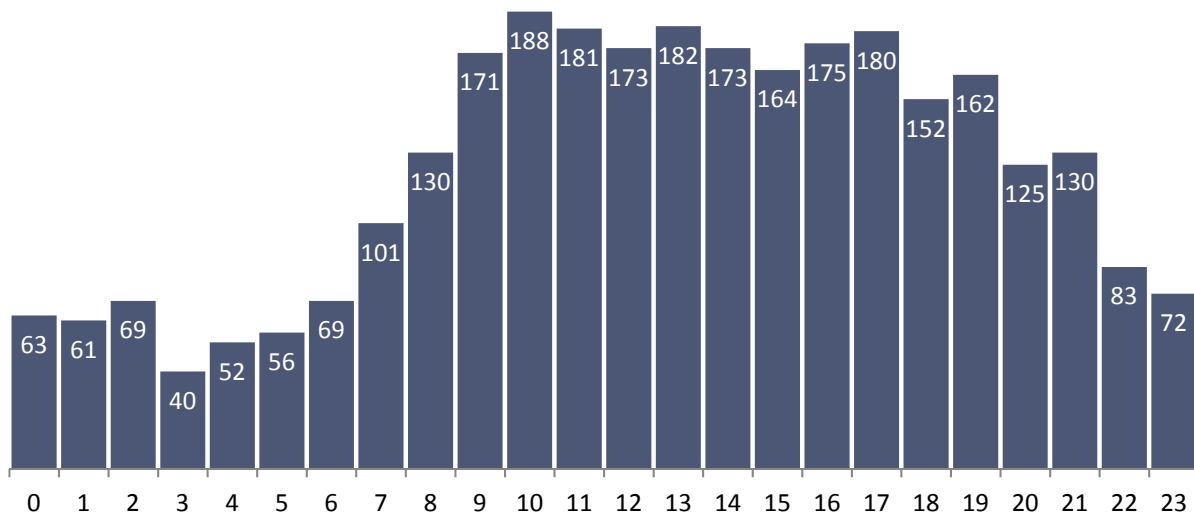
*Station 70 opened in October 2015

¹ NOTE: 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.

² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

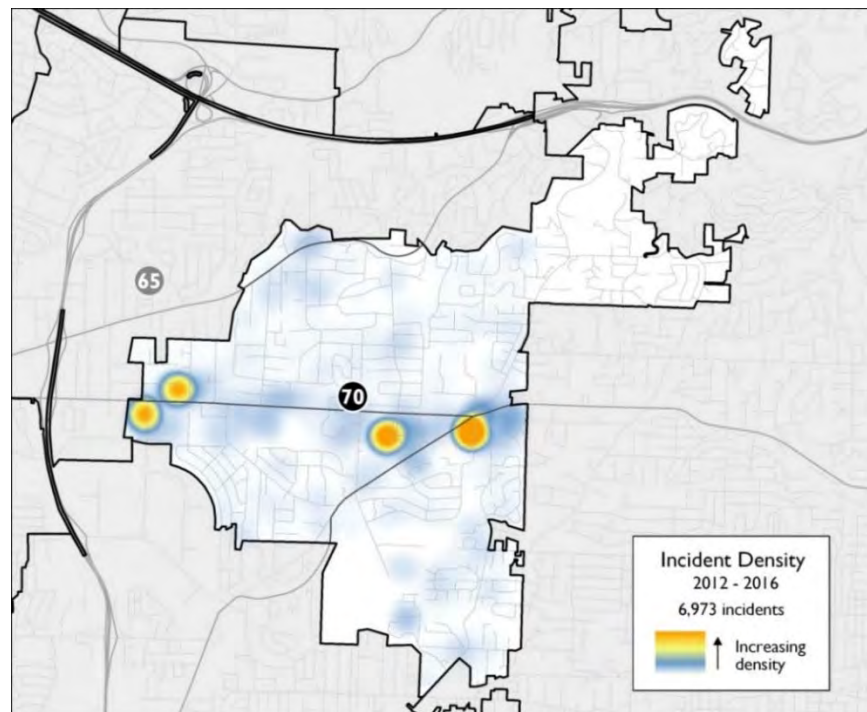
Station 70 First-Due Area¹

Incident Count by Hour of Day, Calendar Year 2015-2016²



*Station 70 opened in October 2015

Incident Density 2015-2016 (Moderate Incident Count Model)¹



*Station 70 opened in October 2015

¹ NOTE: 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.

² NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10070 General Fund						
5001 Salaries & Wages Union		\$ 131,188	\$ 175,624	\$ 175,465	\$ 175,465	\$ 175,465
5003 Vacation Taken Union		12,113	23,828	24,768	24,768	24,768
5005 Sick Leave Taken Union		2,024	4,460	3,567	3,567	3,567
5007 Personal Leave Taken Union		5,681	2,472	2,571	2,571	2,571
5016 Vacation Sold at Retirement			205	213	213	213
5017 PEHP Vac Sold at Retirement			620	645	645	645
5020 Deferred Comp Match Union		7,550	9,043	9,213	9,213	9,213
5101 Vacation Relief		59,880	25,809	26,314	26,314	26,314
5105 Sick Relief		21,923	3,957	3,732	3,732	3,732
5106 On the Job Injury Relief		1,892	800	724	724	724
5107 Short Term Disability Relief			270	201	201	201
5110 Personal Leave Relief		7,606	2,535	2,732	2,732	2,732
5115 Vacant Slot Relief		10,134				
5117 Regular Day Off Relief				3,107	3,107	3,107
5118 Standby Overtime		30	180	159	159	159
5120 Overtime Union		1,262	4,862	2,002	2,002	2,002
5201 PERS Taxes		55,552	50,834	57,930	57,930	57,930
5203 FICA/MEDI		17,714	19,484	19,542	19,542	19,542
5206 Worker's Comp		4,706	5,604	5,622	5,622	5,622
5207 TriMet/Wilsonville Tax		1,804	2,100	1,927	1,927	1,927
5208 OR Worker's Benefit Fund Tax		71	88	74	74	74
5210 Medical Ins Union		29,714	41,334	43,506	43,506	43,506
5220 Post Retire Ins Union		950	1,200	1,200	1,200	1,200
5270 Uniform Allowance		170	570	600	600	600
Total Personnel Services		371,963	375,879	385,814	385,814	385,814
5300 Office Supplies		666	80	80	80	80
5301 Special Department Supplies		4,437	710	1,500	1,500	1,500
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		50	300	300	300	300
5320 EMS Supplies		4,033	10,000	10,300	10,300	10,300
5321 Fire Fighting Supplies		431	450	450	450	450
5325 Protective Clothing		300	500	500	500	500
5330 Noncapital Furniture & Equip		4,619		600	600	600
5350 Apparatus Fuel/Lubricants		288	7,500	1,200	1,200	1,200
5361 M&R Bldg/Bldg Equip & Improv		13,867	12,820	30,765	30,765	30,765
5365 M&R Firefight Equip			125	75	75	75
5367 M&R Office Equip			800	800	800	800
5414 Other Professional Services		106	125	125	125	125
5415 Printing		19	50			
5416 Custodial & Bldg Services			249	380	380	380
5432 Natural Gas		516	500	500	500	500
5433 Electricity		2,297	2,200	2,200	2,200	2,200
5434 Water/Sewer		1,805	2,785	2,785	2,785	2,785

Station 70 – Raleigh Hills, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480 Community/Open House/Outreach		1,489	150	200	200	200
5481 Community Education Materials		276	500			
5500 Dues & Subscriptions		44	150	100	100	100
5570 Misc Business Exp		352	80	80	80	80
5575 Laundry/Repair Expense			200			
Total Materials & Services		35,594	40,594	53,160	53,160	53,160
Total General Fund		\$ 407,558	\$ 416,473	\$ 438,974	\$ 438,974	\$ 438,974



Former North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 155

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,175,761	\$ 2,120,826		
Materials & Services	166,370	160,845	\$ 128,912	\$ 98,602
Total Expenditure	\$ 2,342,131	\$ 2,281,671	\$ 128,912	\$ 98,602

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	1.00	0.00	0.00	0.00
Battalion Chief	3.00	3.00	0.00	0.00
Assistant Fire Marshal	1.00	1.00	0.00	0.00
Deputy Fire Marshal / Inspectors	5.00	5.00	0.00	0.00
Public Affairs Officer	1.00	1.00	0.00	0.00
Administrative Assistant II	2.00	2.00	0.00	0.00
Total Full-Time Equivalents (FTE)	13.00	12.00	0.00	0.00

2017-18 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 were previously transferred to the two Operating Centers budget for the assigned staff.

Remaining costs account for facility operating costs until the sale of the facility.

Former North Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10155 General Fund						
5001 Salaries & Wages Union	\$ 711,972	\$ 722,303				
5002 Salaries & Wages Nonunion	413,760	338,687				
5003 Vacation Taken Union	97,947	120,136				
5004 Vacation Taken Nonunion	29,682	32,776				
5005 Sick Leave Taken Union	4,773	9,395				
5006 Sick Taken Nonunion	4,010	5,347				
5007 Personal Leave Taken Union	14,727	5,917				
5008 Personal Leave Taken Nonunion	2,679	3,169				
5009 Comp Taken Union	2,516	988				
5010 Comp Taken Nonunion	340	879				
5016 Vacation Sold at Retirement		5,764				
5017 PEHP Vac Sold at Retirement		3,733				
5018 Comp Time Sold Union	4,100	15,394				
5019 Comp Time Sold Nonunion		4,398				
5020 Deferred Comp Match Union	31,324	32,746				
5021 Deferred Comp Match Nonunion	31,059	27,996				
5090 Temporary Services-Backfill	1,459					
5101 Vacation Relief	61,202	63,333				
5105 Sick Relief		1,738				
5106 On the Job Injury Relief	4,803					
5110 Personal Leave Relief	4,302	869				
5120 Overtime Union	70,590	66,459				
5121 Overtime Nonunion	3,343	665				
5201 PERS Taxes	291,415	289,894				
5203 FICA/MEDI	99,223	95,041				
5206 Worker's Comp	50,198	32,179				
5207 TriMet/Wilsonville Tax	10,203	10,008				
5208 OR Worker's Benefit Fund Tax	445	414				
5210 Medical Ins Union	140,472	151,136				
5211 Medical Ins Nonunion	65,178	57,586				
5220 Post Retire Ins Union	4,800	4,800				
5221 Post Retire Ins Nonunion	4,500	4,650				
5230 Dental Ins Nonunion	7,293	5,747				
5240 Life/Disability Insurance	4,092	3,558				
5270 Uniform Allowance	2,206	2,729				
5295 Vehicle/Cell Allowance	1,150	390				
Total Personnel Services	2,175,761	2,120,826				
5300 Office Supplies	1,462	929	\$ 500			
5301 Special Department Supplies	3,654	1,694	500			
5302 Training Supplies	981	431				
5305 Fire Extinguisher	210					
5320 EMS Supplies	424	579				
5321 Fire Fighting Supplies	270	277				
5325 Protective Clothing	541	520				
5330 Noncapital Furniture & Equip	349	1,654				

Former North Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5350 Apparatus Fuel/Lubricants	13,528	8,728				
5361 M&R Bldg/Bldg Equip & Improv	37,182	34,549	31,865	\$ 33,570	\$ 33,570	\$ 33,570
5367 M&R Office Equip	3,964	3,075	5,600			
5400 Insurance Premium		290				
5415 Printing	640	138	500			
5416 Custodial & Bldg Services	32,570	33,082	33,085	9,170	9,170	9,170
5417 Temporary Services	5,282					
5432 Natural Gas	10,831	12,369	12,500	12,500	12,500	12,500
5433 Electricity	22,241	23,544	25,000	25,000	25,000	25,000
5434 Water/Sewer	17,487	20,222	16,648	16,648	16,648	16,648
5436 Garbage	2,080	2,152	1,714	1,714	1,714	1,714
5450 Rental of Equip		234				
5461 External Training		1,560				
5462 Travel and Per Diem	1,921	1,722	500			
5471 Citizen Awards	10	10				
5480 Community/Open House/Outreach	2,820	1,255				
5481 Community Education Materials	2,043	7,221				
5484 Postage UPS & Shipping	1,299	402	500			
5500 Dues & Subscriptions	3,368	2,850				
5502 Certifications & Licensing	423	270				
5570 Misc Business Exp	792	994				
5571 Planning Retreat Expense		96				
Total Materials & Services	166,370	160,845	128,912	98,602	98,602	98,602
Total General Fund	\$ 2,342,131	\$ 2,281,671	\$ 128,912	\$ 98,602	\$ 98,602	\$ 98,602



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.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 19,033,542	\$ 19,634,542	\$ 29,602,728	\$ 31,682,593
Materials & Services	721,652	956,452	1,304,310	1,342,477
Total Expenditures	\$ 19,755,194	\$ 20,590,994	\$ 30,907,038	\$ 33,025,070

Personnel Summary

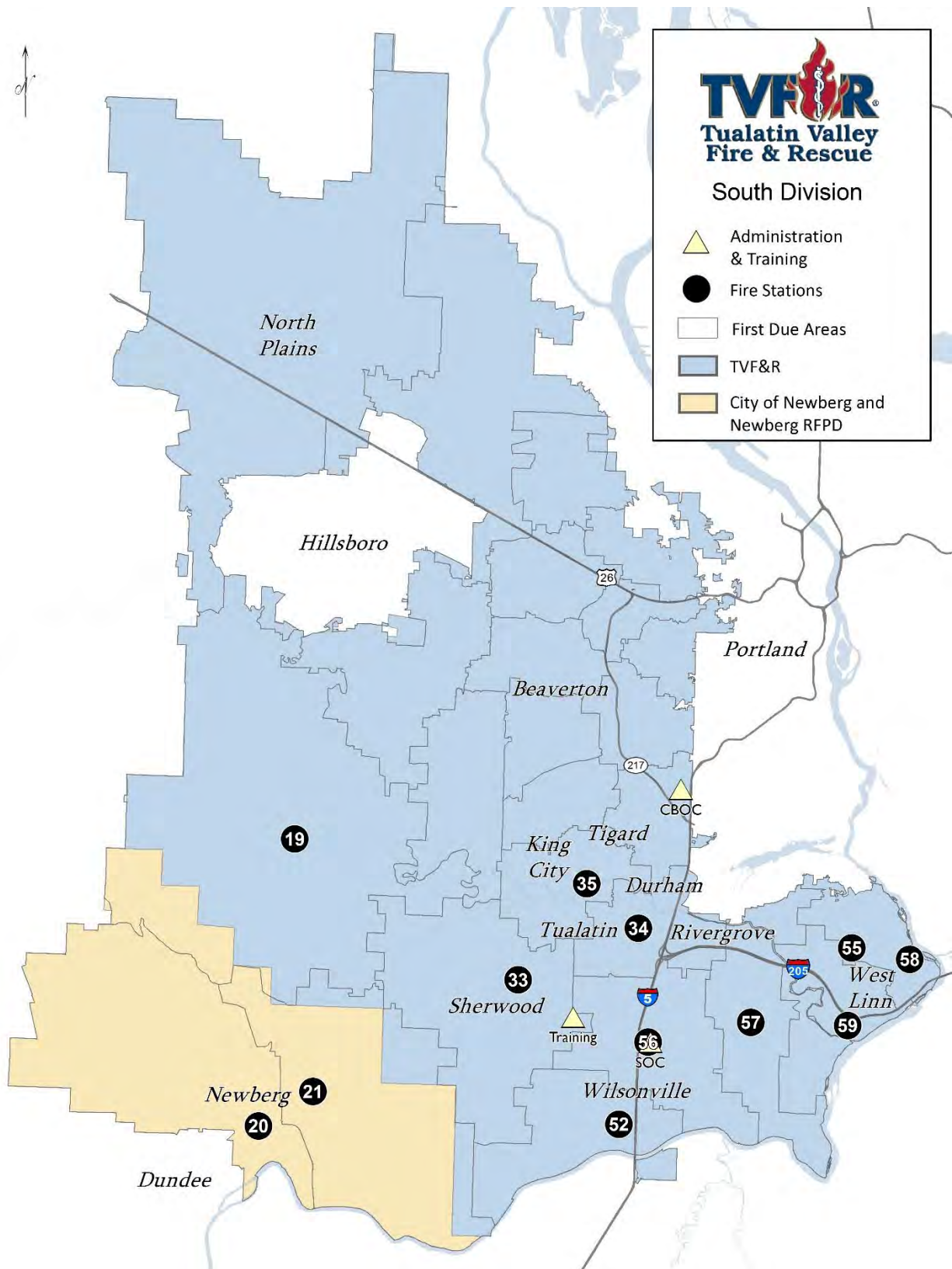
Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	6.00	6.00
Assistant Fire Marshal	1.00	1.00	2.00	2.00
Deputy Fire Marshal	4.00	4.00	6.00	6.00
Public Affairs Officer	1.00	0.00	1.00	1.00
Administrative Assistant	2.00	1.00	1.00	3.00
Station 19	0.00	0.00	9.00	9.00
Station 20	0.00	0.00	15.00	15.00
Station 21	0.00	0.00	15.00	15.00
Station 33	12.00	11.00	12.00	14.00
Station 34	13.00	12.00	13.00	13.00
Station 35	14.00	17.00	18.00	18.00
Station 52	18.00	16.00	18.00	18.00
Station 55	0.00	0.00	0.00	12.00
Station 56	12.00	13.00	12.00	12.00
Station 57	12.00	11.00	12.00	12.00
Station 58	18.00	16.00	12.00	12.00
Station 59	12.00	14.00	18.00	18.00
Total Full-Time Equivalents (FTE)	123.00	120.00	171.00	187.00

2017-18 Significant Changes

Personnel Services increased by the addition of 12 firefighters for a portion of the year at the new station 55, two positions for Medic 33 and two administrative positions, as well as by the contractual wage and benefit increase and budgeted PERS and healthcare increases.



Location of Stations in Area of Operations



South Integrated Operations Division, continued

Station FTE and Units

Station	2016-17 Budget			2017-18 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 19 (Midway)	9.00		Engine	12.00*		Engine
Station 20 (Downtown Newberg)	15.00		Truck, Medic	18.00*		Truck, Rescue
Station 21 (Springbrook)	15.00		Engine, Medic	18.00*		Engine, Rescue
Station 33 (Sherwood)	12.00		Engine	14.00		Engine, Medic
Station 34 (Tualatin)	13.00		Engine, Car	13.00		Engine, Car
Station 35 (King City)	18.00		Engine, Medic	18.00		Engine, Medic
Station 52 (Wilsonville)	18.00		Engine, Medic	18.00		Engine, Rescue
Station 55 (Rosemont)				12.00		Truck
Station 56 (Elligsen Road)	12.00		Truck	12.00		Truck
Station 57 (Mountain Road)	12.00		Engine	12.00		Engine
Station 58 (Bolton)	12.00		Engine	12.00		Engine
Station 59 (Willamette)	18.00		Engine, Medic	18.00		Engine, Rescue

*The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for 3 additional FTE at each of these stations.

○ 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 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 Projects, Media Services, EMS, Fire Chief's Office
 Budget Impact: None
 Measured By: Camaraderie and engagement among staff.
 Status: → Ongoing
 Status Report: Examples of related activities and events included: An informal off-duty retreat, team organized meal periods, group fitness training, and information sharing at monthly staff meetings. Staff engagement was enhanced by opportunities to support programs outside of their core job functions; for example, Administrative Assistants worked on Toy & Joy and special projects, and DFMs managed the air monitoring program and served on committees. The co-location of South Operating Center and Station 56 supported connections between firefighters and support staff, such as: Station Captain attendance at operation center meetings, collaboration on Scouts Day and the Apartment Landlord Training, and joint physical fitness activities.

- 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.
 Status: ✓ Complete
 Status Report: Purposeful efforts were made by the Battalion Chiefs to discuss turnout performance at station visits and during Ops Updates. Stations received specialized training on the EGIS Unit Performance Module for monitoring and tracking turnout time performance. Individual goals related to turnout performance were added to Halogen for Battalion Chiefs and Station Captains. Preliminary data for Calendar Year 2016 indicated improvement in the turnout time interval.

South Integrated Operations Division, continued

Status of 2016-17 Tactics, continued

- 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.
Status: → Ongoing
Status Report: Deputies Fire Marshals, Public Affairs Officer, and Chief Officers visited South Division stations to communicate work of the South Operating Center and listen to concerns and ideas. Integrated Operations meetings at the South Operating Center provided opportunity for liaison with crews and staff (e.g., Hazmat, OPS QI, and EGIS Training). South leadership and staff use ASANA for consistent and thorough messaging and communication to station personnel and staff.

- 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.
Status: → Ongoing
Status Report: SOC and Capital Projects collaborated on the siting, installation and community outreach for Station 55. Additionally, they worked with Logistics to facilitate Station 19, 20, and retrofits. DFMs worked with Capital Projects and County partners to plan adequate access for proposed Station 38. Response data analysis informed this work and is in progress to inform needs for future growth areas.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: South Operating Center staff were active, participatory, and engaged in building relationships with our new municipalities (Newberg and North Plains) and ensuring existing relations remain strong. Examples include: Attended and/or hosted multiple chamber events, participated on public safety advisory boards, partnered with Tualatin Tomorrow, participated on traffic safety committees, worked with water purveyors and building officials, and attended state-of-the-cities presentations. To support quality regional communication with our partners, the South's Public Affairs Officer participated in Clackamas and Yamhill County public information officers' meetings. Operating Center personnel also assist neighboring agencies by participating in their hiring processes. South station crews helped instruct Tualatin Police on hazardous materials response and participated with them on active shooter training. Crews also participated in joint training with Newberg Police.

Additional 2016-17 Accomplishments

- Completed teaching 18 Hands-Only CPR events in the South Operating Center. Including every middle school in our Division. Additionally, this was expanded to George Fox University. This (and other Hands-Only CPR events in our entire District) reached 5,614 students, and an additional 3,822 adults.
- City of Newberg and Newberg Rural – Supported the Fire Chiefs Office in a smooth and successful transition of Newberg programs, services, and operations, including the movement of Battalion headquarters.
- The South Operating center supported the district in completing an evaluation process with ISO to get re-rated. Deputy and Assistant Fire Marshals engaged with the multiple water purveyors to complete the water supply portion of the rating schedule which accounted for 40% of the overall rating. Administrative staff compiled data demonstrating the depth and breadth of our Code Enforcement program, which will serve the purpose of gaining additional points towards our re-rate.
- The successful approval by the West Linn Planning Commission of Station 55. This was achieved after holding a large community meeting, providing presentations to stakeholders and working with multiple partners to explain the numerous benefits of the station's location and proposed staffing. The approval was achieved without any opposition.

2017-18 Tactics

- Build collaborative, respectful and sustain internal relationships at all levels.

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

- 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: Goal 1 – 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: 24 months
Partner(s): Capital Projects, Logistics, Operations, Fire Chief's Office
Budget Impact: Increase required
Measured By: Successful placement or replacement of structures. New or remodeled stations operational. 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 1 – Strategy 1.2; Goal 3 – Strategy 3.10
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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
General Fund						
5001 Salaries & Wages Union	\$ 8,058,451	\$ 8,593,717	\$ 13,276,817	\$ 13,723,011	\$ 13,723,011	\$ 13,723,011
5002 Salaries & Wages Nonunion	394,410	355,871	473,020	603,232	603,232	603,232
5003 Vacation Taken Union	1,302,473	1,271,311	1,715,829	1,848,671	1,848,671	1,848,671
5004 Vacation Taken Nonunion	42,819	25,403	32,523	41,315	41,315	41,315
5005 Sick Leave Taken Union	204,778	123,124	327,812	276,761	276,761	276,761
5006 Sick Taken Nonunion	74	4,879	8,641	10,977	10,977	10,977
5007 Personal Leave Taken Union	132,321	128,299	181,110	194,987	194,987	194,987
5008 Personal Leave Taken Nonunion	4,753	2,525	4,575	5,814	5,814	5,814
5009 Comp Taken Union		791				
5010 Comp Taken Nonunion	318	113				
5015 Vacation Sold			12,215	17,069	17,069	17,069
5016 Vacation Sold at Retirement	53,593	12,847	14,517	15,546	15,546	15,546
5017 PEHP Vac Sold at Retirement	43,840	101,760	76,120	83,777	83,777	83,777
5020 Deferred Comp Match Union	443,877	459,640	709,530	748,093	748,093	748,093
5021 Deferred Comp Match Nonunion	29,041	30,356	44,249	52,614	52,614	52,614
5090 Temporary Services-Backfill	1,680	22,723	16,583			
5101 Vacation Relief	1,289,702	1,434,212	1,982,464	2,070,666	2,070,666	2,070,666
5105 Sick Relief	204,425	201,449	290,331	283,176	283,176	283,176
5106 On the Job Injury Relief	36,287	29,696	73,268	67,716	67,716	67,716
5107 Short Term Disability Relief	9,657	5,978	22,806	17,953	17,953	17,953
5110 Personal Leave Relief	146,554	164,079	185,501	206,247	206,247	206,247
5115 Vacant Slot Relief	186,839	173,062				
5117 Regular Day Off Relief				229,125	229,125	229,125
5118 Standby Overtime	9,038	8,635	12,706	11,677	11,677	11,677
5120 Overtime Union	198,937	255,858	401,038	203,777	203,777	203,777
5121 Overtime Nonunion	437	479	7,128	7,392	7,392	7,392
5201 PERS Taxes	2,456,282	2,613,536	3,947,559	4,725,811	4,725,811	4,725,811
5203 FICA/MEDI	900,139	935,458	1,509,489	1,575,933	1,575,933	1,575,933
5206 Worker's Comp	618,685	279,506	437,381	455,370	455,370	455,370
5207 TriMet/Wilsonville Tax	85,397	88,301	126,318	121,563	121,563	121,563
5208 OR Worker's Benefit Fund Tax	4,954	4,967	7,301	6,468	6,468	6,468
5210 Medical Ins Union	2,001,867	2,136,804	3,430,722	3,734,265	3,734,265	3,734,265
5211 Medical Ins Nonunion	54,427	55,776	101,488	156,494	156,494	156,494
5220 Post Retire Ins Union	71,083	68,650	99,600	103,000	103,000	103,000
5221 Post Retire Ins Nonunion	4,500	4,350	4,500	6,300	6,300	6,300
5230 Dental Ins Nonunion	7,564	5,852	8,978	13,915	13,915	13,915
5240 Life/Disability Insurance	3,998	3,386	6,659	8,378	8,378	8,378
5270 Uniform Allowance	29,143	30,196	51,550	54,300	54,300	54,300
5295 Vehicle/Cell Allowance	1,200	950	2,400	1,200	1,200	1,200
Total Personnel Services	19,033,542	19,634,542	29,602,728	31,682,593	31,682,593	31,682,593
5300 Office Supplies	3,566	3,735	8,100	8,100	8,100	8,100
5301 Special Department Supplies	31,127	31,191	59,500	60,455	60,455	60,455

South Integrated Operations Division, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5302 Training Supplies	1,263	486	3,200	2,600	2,600	2,600
5305 Fire Extinguisher	699		1,360	1,320	1,320	1,320
5307 Smoke Detector Program	1,040	1,188	3,575	4,500	4,500	4,500
5320 EMS Supplies	89,646	108,730	198,992	228,982	228,982	228,982
5321 Fire Fighting Supplies	26,259	27,417	37,500	40,582	40,582	40,582
5325 Protective Clothing	22,135	17,558	43,600	48,450	48,450	48,450
5330 Noncapital Furniture & Equip	24,862	17,793	14,495	51,235	51,235	51,235
5350 Apparatus Fuel/Lubricants	95,505	66,379	163,100	145,100	145,100	145,100
5361 M&R Bldg/Bldg Equip & Improv	167,586	422,865	379,617	302,605	302,605	302,605
5365 M&R Firefight Equip	788	763	2,400	2,250	2,250	2,250
5366 M&R EMS Equip	129					
5367 M&R Office Equip	15,485	15,459	24,030	24,030	24,030	24,030
5400 Insurance Premium	570	570	600	700	700	700
5414 Other Professional Services	5,581	6,134	6,020	5,595	5,595	5,595
5415 Printing	967	503	1,550	1,275	1,275	1,275
5416 Custodial & Bldg Services	27,564	27,304	37,094	41,804	41,804	41,804
5417 Temporary Services	782					
5432 Natural Gas	23,305	21,976	43,900	45,012	45,012	45,012
5433 Electricity	103,304	103,035	146,160	152,270	152,270	152,270
5434 Water/Sewer	46,944	49,262	65,938	82,980	82,980	82,980
5436 Garbage	11,875	11,539	15,038	18,462	18,462	18,462
5445 Rent/Lease of Building	402					
5450 Rental of Equip	345	360	880	350	350	350
5461 External Training	154					
5462 Travel and Per Diem	903	859	1,000	1,000	1,000	1,000
5471 Citizen Awards		114	450	450	450	450
5480 Community/Open House/Outreach	1,946	2,479	10,100	36,325	36,325	36,325
5481 Community Education Materials	4,873	5,153	12,200	9,850	9,850	9,850
5484 Postage UPS & Shipping	128		300	300	300	300
5500 Dues & Subscriptions	5,510	5,377	8,542	8,721	8,721	8,721
5502 Certifications & Licensing		288	800	1,000	1,000	1,000
5570 Misc Business Exp	4,105	5,020	9,520	10,800	10,800	10,800
5571 Planning Retreat Expense			500	750	750	750
5575 Laundry/Repair Expense	2,303	2,914	4,249	4,624	4,624	4,624
Total Materials & Services	721,652	956,452	1,304,310	1,342,477	1,342,477	1,342,477
Total General Fund	\$ 19,755,194	\$ 20,590,994	\$ 30,907,038	\$ 33,025,070	\$ 33,025,070	\$ 33,025,070

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,973,828	\$ 1,929,658	\$ 3,370,430	\$ 3,715,969
Materials & Services	37,594	41,810	72,897	106,401
Total Expenditure	\$ 2,011,422	\$ 1,971,468	\$ 3,443,327	\$ 3,822,370

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	6.00	6.00
Assistant Fire Marshal	1.00	1.00	2.00	2.00
Deputy Fire Marshal	4.00	4.00	6.00	6.00
Public Affairs Officer	1.00	0.00	1.00	1.00
Administrative Assistant	2.00	0.00	1.00	3.00
Total Full-Time Equivalents (FTE)	12.00	10.00	17.00	19.00

2017-18 Significant Changes

The South Operating Center personnel budget reflects a transferred and reinstated administrative assistant position that had been assigned to Records as well as actual wages and benefit costs including PERS rate increases.

South Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10180 General Fund						
5001 Salaries & Wages Union	\$ 616,646	\$ 660,251	\$ 1,249,930	\$ 1,247,481	\$ 1,247,481	\$ 1,247,481
5002 Salaries & Wages Nonunion	394,410	355,871	473,020	603,232	603,232	603,232
5003 Vacation Taken Union	106,223	89,207	85,608	87,744	87,744	87,744
5004 Vacation Taken Nonunion	42,819	25,403	32,523	41,315	41,315	41,315
5005 Sick Leave Taken Union	(2,433)	6,082	22,744	23,310	23,310	23,310
5006 Sick Taken Nonunion	74	4,879	8,641	10,977	10,977	10,977
5007 Personal Leave Taken Union	19,481	7,868	12,044	12,339	12,339	12,339
5008 Personal Leave Taken Nonunion	4,753	2,525	4,575	5,814	5,814	5,814
5009 Comp Taken Union		791				
5010 Comp Taken Nonunion	318	113				
5015 Vacation Sold			12,215	17,069	17,069	17,069
5016 Vacation Sold at Retirement		12,847				
5017 PEHP Vac Sold at Retirement	10,672	2,897	32,152	36,249	36,249	36,249
5020 Deferred Comp Match Union	32,483	34,077	66,882	68,547	68,547	68,547
5021 Deferred Comp Match Nonunion	29,041	30,356	44,249	52,614	52,614	52,614
5090 Temporary Services-Backfill	1,680	22,723	16,583			
5101 Vacation Relief	75,121	53,593	148,149	129,600	129,600	129,600
5105 Sick Relief	1,704		9,145	8,000	8,000	8,000
5106 On the Job Injury Relief	4,837		16,461	14,400	14,400	14,400
5107 Short Term Disability Relief			3,658	3,200	3,200	3,200
5110 Personal Leave Relief		3,331	5,487	4,800	4,800	4,800
5120 Overtime Union	31,464	29,862	55,563	56,210	56,210	56,210
5121 Overtime Nonunion	437	479	7,128	7,392	7,392	7,392
5201 PERS Taxes	260,829	254,520	442,148	577,741	577,741	577,741
5203 FICA/MEDI	86,844	84,693	165,961	176,749	176,749	176,749
5206 Worker's Comp	45,474	29,432	50,995	52,955	52,955	52,955
5207 TriMet/Wilsonville Tax	9,222	8,969	18,795	18,338	18,338	18,338
5208 OR Worker's Benefit Fund Tax	396	361	595	570	570	570
5210 Medical Ins Union	122,896	132,040	248,004	261,036	261,036	261,036
5211 Medical Ins Nonunion	54,427	55,776	101,488	156,494	156,494	156,494
5220 Post Retire Ins Union	4,200	4,200	7,200	7,200	7,200	7,200
5221 Post Retire Ins Nonunion	4,500	4,350	4,500	6,300	6,300	6,300
5230 Dental Ins Nonunion	7,564	5,852	8,978	13,915	13,915	13,915
5240 Life/Disability Insurance	3,998	3,386	6,659	8,378	8,378	8,378
5270 Uniform Allowance	2,550	1,972	5,950	4,800	4,800	4,800
5295 Vehicle/Cell Allowance	1,200	950	2,400	1,200	1,200	1,200
Total Personnel Services	1,973,828	1,929,658	3,370,430	3,715,969	3,715,969	3,715,969
5300 Office Supplies	1,326	1,155	1,700	1,500	1,500	1,500
5301 Special Department Supplies	1,010	1,599	2,700	2,590	2,590	2,590
5302 Training Supplies	981	382	1,000	1,500	1,500	1,500
5305 Fire Extinguisher			40	40	40	40
5307 Smoke Detector Program		63	400	1,800	1,800	1,800
5320 EMS Supplies	571	631	800	400	400	400

South Operating Center, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5321 Fire Fighting Supplies	120	143	500	750	750	750
5325 Protective Clothing	172	691	3,600	7,200	7,200	7,200
5330 Noncapital Furniture & Equip	417	4,464	4,815	4,800	4,800	4,800
5350 Apparatus Fuel/Lubricants	14,457	8,041	20,000	17,500	17,500	17,500
5361 M&R Bldg/Bldg Equip & Improv				5,000	5,000	5,000
5367 M&R Office Equip	5,506	5,285	5,880	5,880	5,880	5,880
5400 Insurance Premium	570	570	600	700	700	700
5414 Other Professional Services	1,620	5,485	2,620	3,120	3,120	3,120
5415 Printing	872	484	1,000	1,000	1,000	1,000
5417 Temporary Services	782					
5450 Rental of Equip		240				
5461 External Training	154					
5462 Travel and Per Diem	903	859	1,000	1,000	1,000	1,000
5471 Citizen Awards		114	450	450	450	450
5480 Community/Open House/Outreach	1,410	2,321	8,450	33,775	33,775	33,775
5481 Community Education Materials	1,255	3,161	6,000	3,500	3,500	3,500
5484 Postage UPS & Shipping	128		300	300	300	300
5500 Dues & Subscriptions	4,833	4,987	6,517	7,621	7,621	7,621
5502 Certifications & Licensing		288	800	1,000	1,000	1,000
5570 Misc Business Exp	507	848	3,000	4,000	4,000	4,000
5571 Planning Retreat Expense			500	750	750	750
5575 Laundry/Repair Expense			225	225	225	225
Total Materials & Services	37,594	41,810	72,897	106,401	106,401	106,401
Total General Fund	\$ 2,011,422	\$ 1,971,468	\$ 3,443,327	\$ 3,822,370	\$ 3,822,370	\$ 3,822,370



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 **12 full-time personnel** as of June 1, 2017 (nine are funded by this General Fund budget and three are budgeted in the Grant Fund budget), (three personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for three of the twelve personnel. The crew responds to incidents primarily utilizing **Engine 19** and can also respond in **Light Brush 19** or **Water Tender 19** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

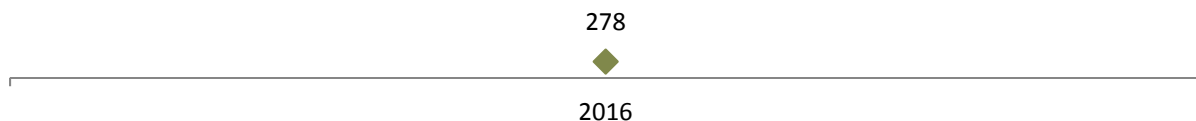
The 36,860 acres (57.6 square miles) of Station 19's first due area consists of a large portion of unincorporated Washington County, south of Hillsboro to the Yamhill County border, which includes the unincorporated communities of Midway and Scholls. A Volunteer Company is located at Station 19, responding out of **Engine 319**.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services		\$ 560	\$ 1,544,132	\$ 1,586,277
Materials & Services		1,116	61,050	84,730
Total Expenditure		\$ 1,676	\$ 1,605,182	\$ 1,671,007

Station 19 First-Due Area Incident Count¹



*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017.

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 19 – Midway, continued

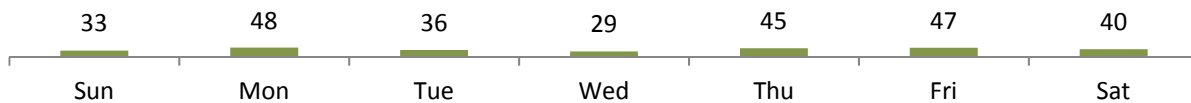
Station 19 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	22	11
Overpressure	0	0
EMS/Rescue Call	231	205
Hazardous Condition	11	16
Service Call	8	19
Good Intent Call	2	22
False Call	0	5
Natural Condition	0	0
Other Situation	4	0
Total	278	

*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

Station 19 First-Due Area

Incident Count by Day of Week, Calendar Years 2016¹

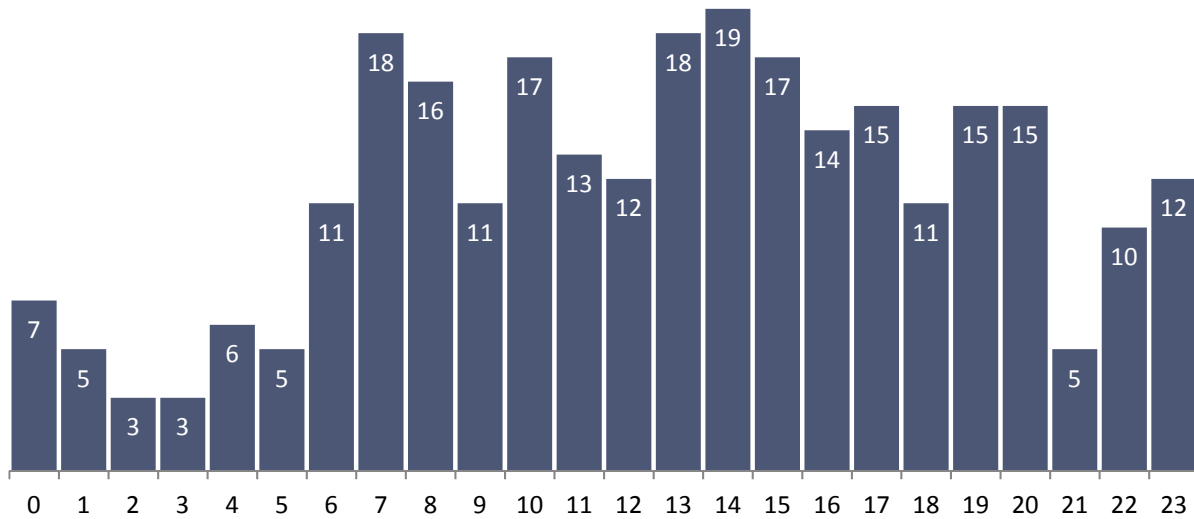


*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

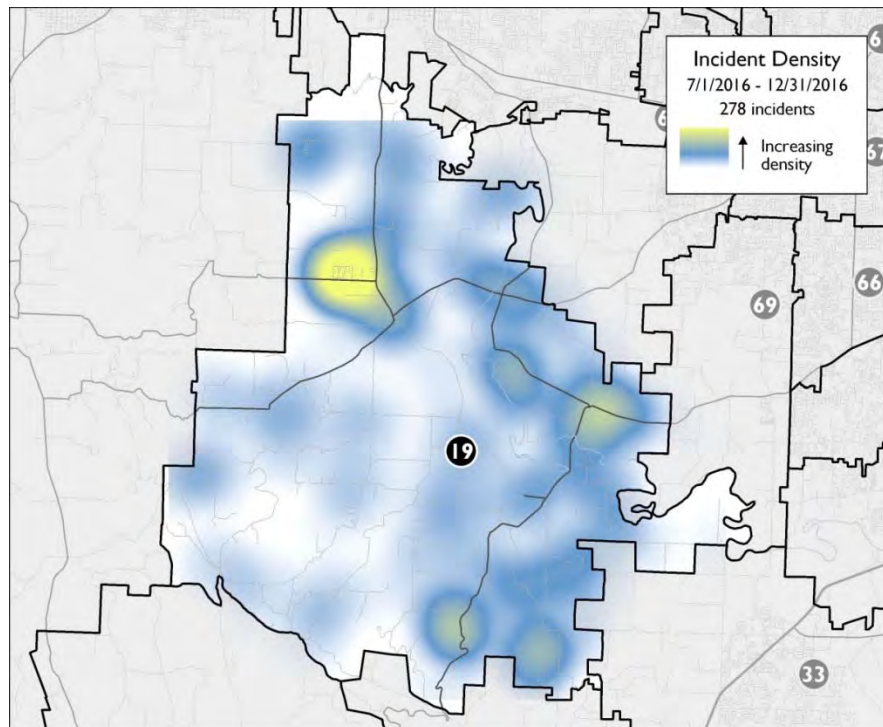
Station 19 First-Due Area

Incident Count by Hour of Day, Calendar Years 2016¹



*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

Incident Density 2016 (Low Incident Count Model)¹



*Washington County Fire District #2 served by Tualatin Valley Fire & Rescue as of July 1, 2016 and will be annexed into the District as of July 1, 2017

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 19 – Midway, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10019	General Fund						
5001	Salaries & Wages Union			\$ 710,652	\$ 709,199	\$ 709,199	\$ 709,199
5003	Vacation Taken Union			96,304	100,104	100,104	100,104
5005	Sick Leave Taken Union			18,022	14,408	14,408	14,408
5007	Personal Leave Taken Union			9,988	10,383	10,383	10,383
5016	Vacation Sold at Retirement			867	895	895	895
5017	PEHP Vac Sold at Retirement			2,626	2,734	2,734	2,734
5020	Deferred Comp Match Union			38,369	39,091	39,091	39,091
5101	Vacation Relief			109,514	111,658	111,658	111,658
5105	Sick Relief			16,788	15,829	15,829	15,829
5106	On the Job Injury Relief			3,392	3,067	3,067	3,067
5107	Short Term Disability Relief			1,144	850	850	850
5110	Personal Leave Relief			10,748	11,588	11,588	11,588
5117	Regular Day Off Relief				13,180	13,180	13,180
5118	Standby Overtime			759	672	672	672
5120	Overtime Union			20,627	8,489	8,489	8,489
5201	PERS Taxes			207,546	236,362	236,362	236,362
5203	FICA/MEDI			79,547	79,727	79,727	79,727
5206	Worker's Comp			22,878	22,931	22,931	22,931
5208	OR Worker's Benefit Fund Tax			393	333	333	333
5210	Medical Ins Union			186,003	195,777	195,777	195,777
5220	Post Retire Ins Union			5,400	5,400	5,400	5,400
5270	Uniform Allowance		\$ 560	2,565	3,600	3,600	3,600
	Total Personnel Services		560	1,544,132	1,586,277	1,586,277	1,586,277
5300	Office Supplies			360	480	480	480
5301	Special Department Supplies			3,195	4,260	4,260	4,260
5302	Training Supplies			200	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program			300	100	100	100
5320	EMS Supplies		246	7,000	7,000	7,000	7,000
5321	Fire Fighting Supplies			2,025	3,200	3,200	3,200
5325	Protective Clothing			2,250	3,000	3,000	3,000
5330	Noncapital Furniture & Equip			1,000	1,500	1,500	1,500
5350	Apparatus Fuel/Lubricants			8,000	8,000	8,000	8,000
5361	M&R Bldg/Bldg Equip & Improv		870	14,260	34,990	34,990	34,990
5365	M&R Firefight Equip			200	150	150	150
5367	M&R Office Equip			1,650	1,650	1,650	1,650
5414	Other Professional Services			500	150	150	150
5415	Printing			50	25	25	25
5416	Custodial & Bldg Services			1,315	1,055	1,055	1,055
5432	Natural Gas			6,000	5,600	5,600	5,600
5433	Electricity			10,200	11,000	11,000	11,000
5436	Garbage			540	520	520	520
5480	Community/Open House/Outreach			150	500	500	500
5481	Community Education Materials			750	750	750	750

Station 19 – Midway, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5500	Dues & Subscriptions			325	100	100	100
5570	Misc Business Exp			360	480	480	480
5575	Laundry/Repair Expense			300			
Total Materials and Services			1,116	61,050	84,730	84,730	84,730
Total General Fund			\$ 1,676	\$ 1,605,182	\$ 1,671,007	\$ 1,671,007	\$ 1,671,007



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 **18 full-time personnel**. as of June 1, 2017 (fifteen are funded by this General Fund budget and three are budgeted in the Grant Fund budget), (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Truck 20** and can also respond in **Engine 20, Light Brush 20, or Water Tenders 20A and 20B** when needed. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for three of these twelve personnel. 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. Two Firefighter/EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Rescue 20** and also provide transport services in Yamhill County Ambulance Service Area #1.

The 20,011 acres (31.3 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 also located at Station 20, responding out of **Engine 320**.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services		\$ 3,814	\$ 2,601,266	\$ 2,739,470
Materials & Services		31,937	115,361	120,508
Total Expenditure		\$ 35,752	\$ 2,716,627	\$ 2,859,978

Station 20 First-Due Area Incident Count¹

790



2016

* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 20 – Downtown Newberg, continued

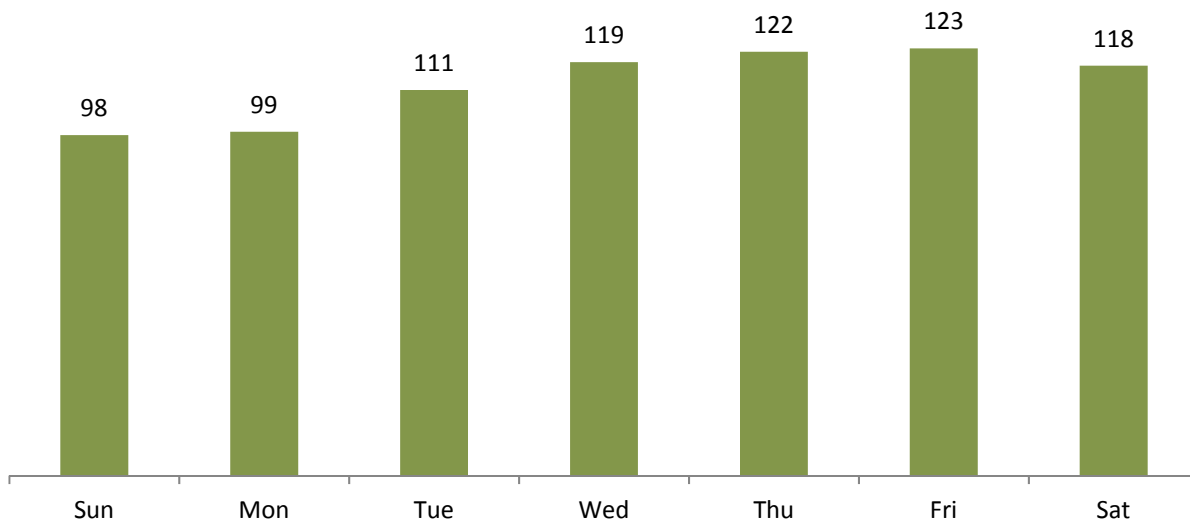
Station 20 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	70	16
Overpressure	0	1
EMS/Rescue Call	651	578
Hazardous Condition	27	27
Service Call	28	58
Good Intent Call	3	52
False Call	0	58
Natural Condition	0	0
Other Situation	11	0
Total	2,160	

* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

Station 20 First-Due Area

Incident Count by Day of Week, Calendar Years 2016¹

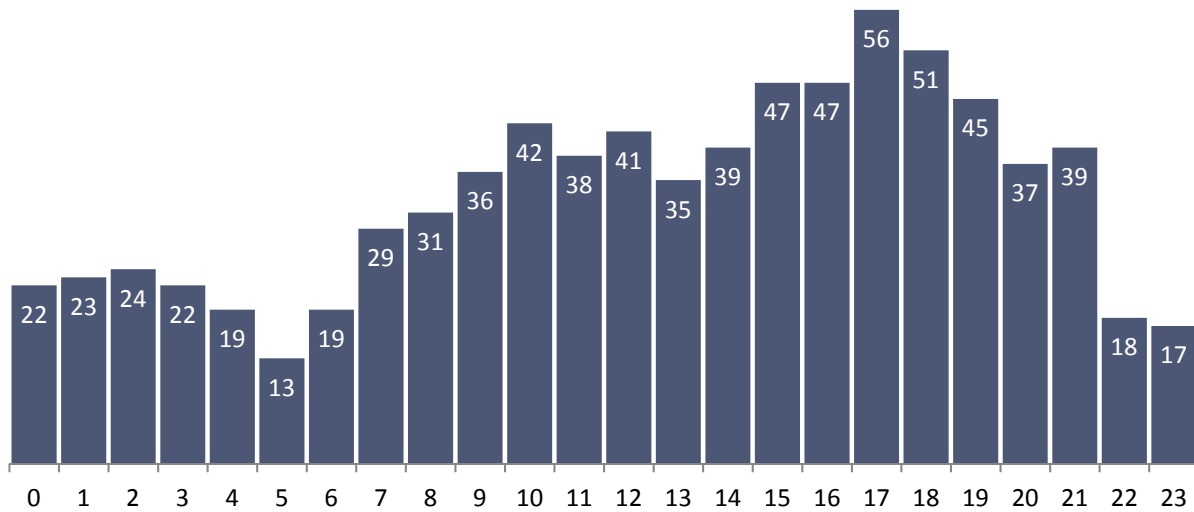


* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

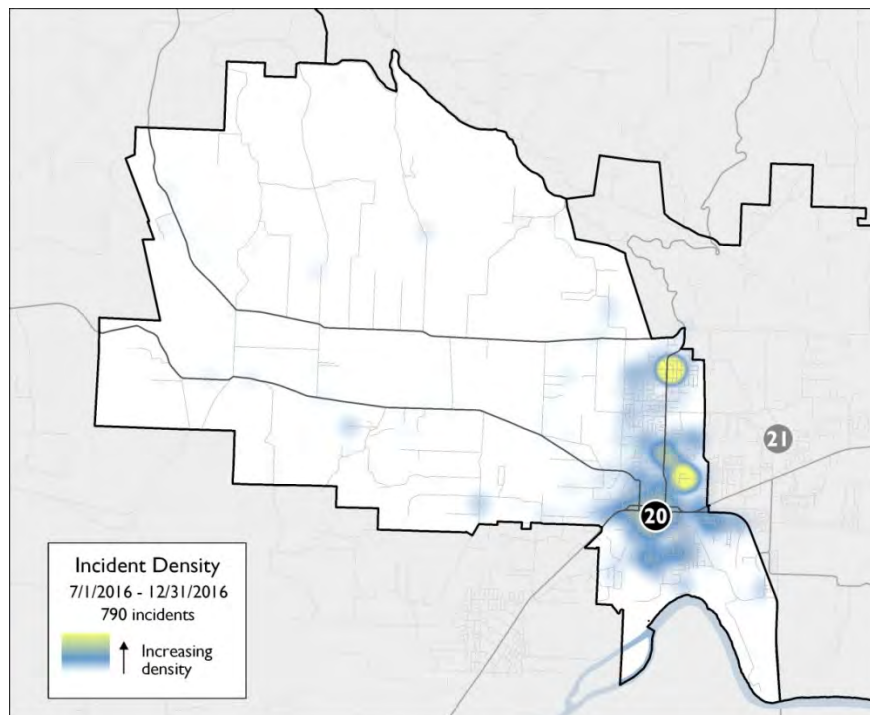
Station 20 First-Due Area

Incident Count by Hour of Day, Calendar Years 2016¹



* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

Incident Density 2016 (Low Incident Count Model)¹



* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 20 – Downtown Newberg, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10020	General Fund						
5001	Salaries & Wages Union			\$ 1,203,975	\$ 1,239,028	\$1,239,028	\$1,239,028
5003	Vacation Taken Union			163,249	174,890	174,890	174,890
5005	Sick Leave Taken Union			30,549	25,172	25,172	25,172
5007	Personal Leave Taken Union			16,931	18,141	18,141	18,141
5016	Vacation Sold at Retirement			1,435	1,514	1,514	1,514
5017	PEHP Vac Sold at Retirement			4,345	4,630	4,630	4,630
5020	Deferred Comp Match Union			63,498	66,198	66,198	66,198
5101	Vacation Relief			181,243	189,089	189,089	189,089
5105	Sick Relief			27,784	26,806	26,806	26,806
5106	On the Job Injury Relief			5,613	5,194	5,194	5,194
5107	Short Term Disability Relief			1,892	1,439	1,439	1,439
5110	Personal Leave Relief			17,787	19,624	19,624	19,624
5117	Regular Day Off Relief				22,320	22,320	22,320
5118	Standby Overtime			1,256	1,137	1,137	1,137
5120	Overtime Union			34,135	14,375	14,375	14,375
5201	PERS Taxes			350,041	410,413	410,413	410,413
5203	FICA/MEDI			134,161	138,436	138,436	138,436
5206	Worker's Comp			38,584	39,815	39,815	39,815
5208	OR Worker's Benefit Fund Tax			653	554	554	554
5210	Medical Ins Union			310,005	326,295	326,295	326,295
5220	Post Retire Ins Union			9,000	9,000	9,000	9,000
5270	Uniform Allowance		\$ 3,814	5,130	5,400	5,400	5,400
	Total Personnel Services		3,814	2,601,266	2,739,470	2,739,470	2,739,470
5300	Office Supplies			720	720	720	720
5301	Special Department Supplies		7	6,390	5,130	5,130	5,130
5302	Training Supplies			200	100	100	100
5305	Fire Extinguisher			120	100	100	100
5307	Smoke Detector Program			300	100	100	100
5320	EMS Supplies		2,831	35,000	35,000	35,000	35,000
5321	Fire Fighting Supplies		30	4,050	5,050	5,050	5,050
5325	Protective Clothing		114	4,500	4,500	4,500	4,500
5330	Noncapital Furniture & Equip			1,000	2,980	2,980	2,980
5350	Apparatus Fuel/Lubricants			24,000	20,000	20,000	20,000
5361	M&R Bldg/Bldg Equip & Improv		28,955	11,436	11,040	11,040	11,040
5365	M&R Firefight Equip			200	450	450	450
5367	M&R Office Equip			1,650	1,650	1,650	1,650
5414	Other Professional Services			250	150	150	150
5415	Printing			50	25	25	25
5416	Custodial & Bldg Services			1,315	1,053	1,053	1,053
5432	Natural Gas			6,000	6,240	6,240	6,240
5433	Electricity			15,600	16,200	16,200	16,200
5434	Water/Sewer				7,600	7,600	7,600
5436	Garbage				500	500	500

Station 20 – Downtown Newberg, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450 Rental of Equip			360			
5480 Community/Open House/Outreach			150	300	300	300
5481 Community Education Materials			750	500	500	500
5500 Dues & Subscriptions			300	100	100	100
5570 Misc Business Exp			720	720	720	720
5575 Laundry/Repair Expense			300	300	300	300
Total Materials and Services		31,937	115,361	120,508	120,508	120,508
Total General Fund		\$ 35,752	\$ 2,716,627	\$ 2,859,978	\$ 2,859,978	\$ 2,859,978



Station 21 – Springbrook

Fund 10 • Directorate 04 • Division 62 • Department 021

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 **18 full-time personnel** as of June 1, 2017 (fifteen are funded by this General Fund budget and three are budgeted in the Grant Fund budget), (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 21** and can also respond in **Light Brush 21** when needed. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for three of the twelve personnel. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two Firefighter/EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Rescue 21** and also provide transport services in Yamhill County Ambulance Service Area #1. **Battalion Chief (C7)** responds from and maintains quarters at Station 21.

The 18,555 acres (29 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services		\$ 3,810	\$ 2,554,005	\$ 2,638,824
Materials & Services		26,781	109,535	110,897
Total Expenditure		\$ 30,591	\$ 2,663,540	\$ 2,749,721

Station 21 First-Due Area Incident Count¹

842



2016

* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 21 – Springbrook, continued

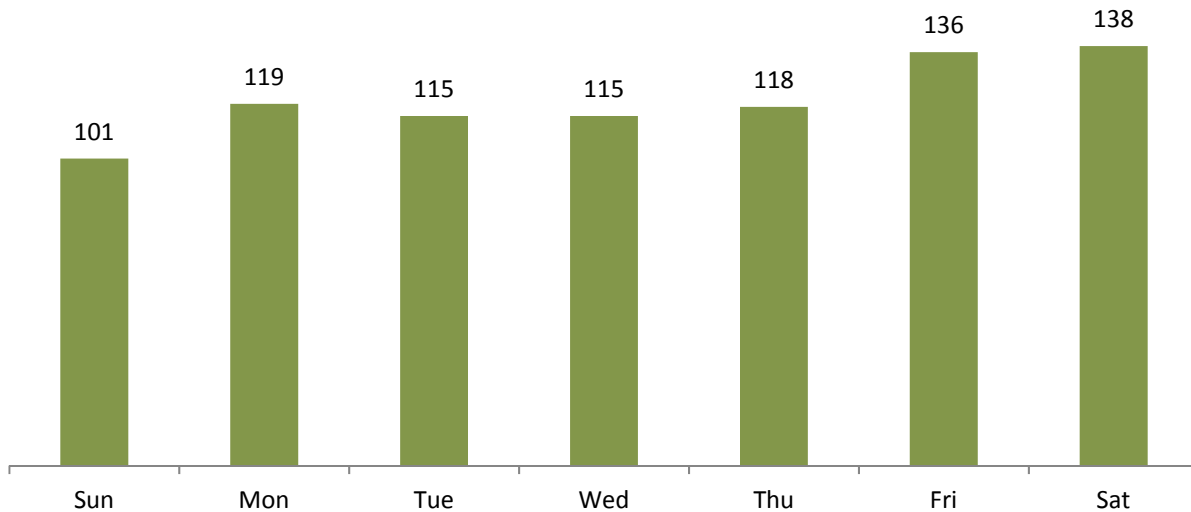
Station 21 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	68	22
Overpressure	0	1
EMS/Rescue Call	716	618
Hazardous Condition	23	28
Service Call	15	81
Good Intent Call	6	56
False Call	0	36
Natural Condition	0	0
Other Situation	14	0
Total	842	

* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

Station 21 First-Due Area

Incident Count by Day of Week, Calendar Years 2016¹

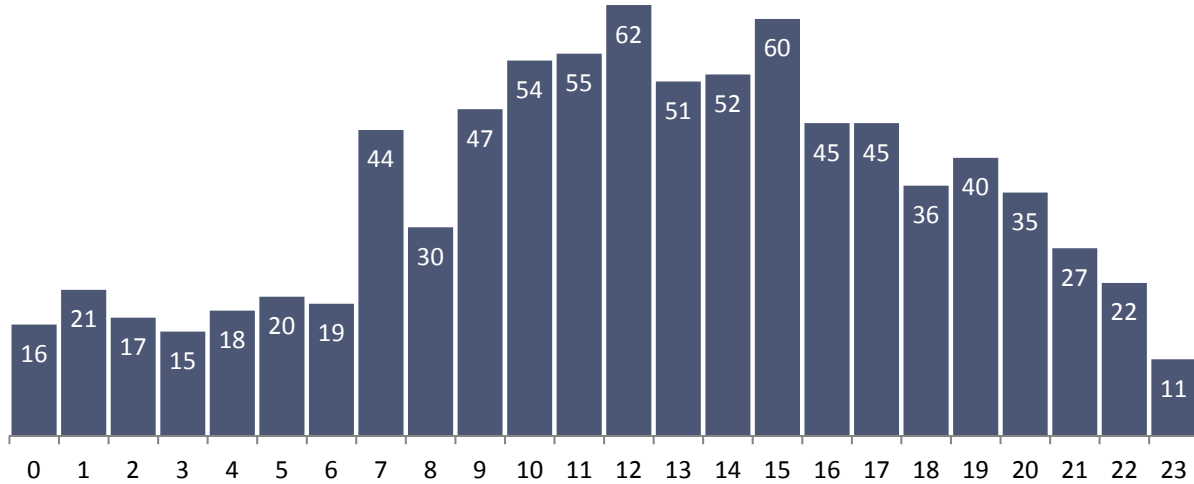


* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

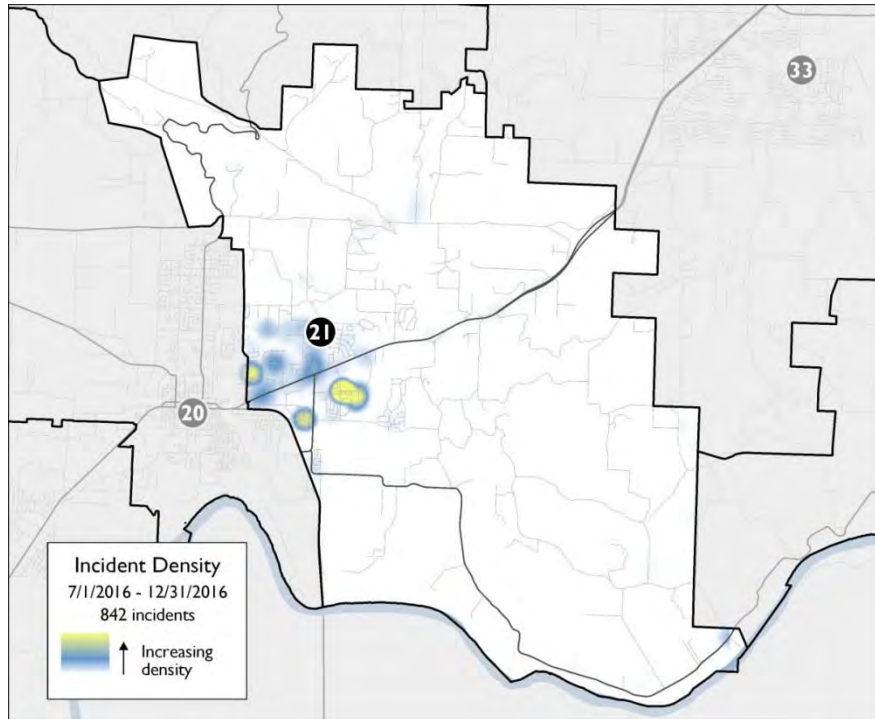
Station 21 First-Due Area

Incident Count by Hour of Day, Calendar Years 2016¹



* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

Incident Density 2016 (Low Incident Count Model)¹



* City of Newberg Fire/Newberg Rural Fire Protection District served by Tualatin Valley Fire & Rescue as of July 1, 2016

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 21 – Springbrook, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10021	General Fund						
5001	Salaries & Wages Union			\$ 1,179,548	\$ 1,187,352	\$ 1,187,352	\$ 1,187,352
5003	Vacation Taken Union			159,938	167,596	167,596	167,596
5005	Sick Leave Taken Union			29,929	24,122	24,122	24,122
5007	Personal Leave Taken Union			16,587	17,384	17,384	17,384
5016	Vacation Sold at Retirement			1,405	1,449	1,449	1,449
5017	PEHP Vac Sold at Retirement			4,254	4,430	4,430	4,430
5020	Deferred Comp Match Union			62,179	63,349	63,349	63,349
5101	Vacation Relief			177,478	180,953	180,953	180,953
5105	Sick Relief			27,206	25,652	25,652	25,652
5106	On the Job Injury Relief			5,496	4,970	4,970	4,970
5107	Short Term Disability Relief			1,852	1,377	1,377	1,377
5110	Personal Leave Relief			17,417	18,779	18,779	18,779
5117	Regular Day Off Relief				21,359	21,359	21,359
5118	Standby Overtime			1,229	1,088	1,088	1,088
5120	Overtime Union			33,426	13,756	13,756	13,756
5201	PERS Taxes			342,905	393,189	393,189	393,189
5203	FICA/MEDI			131,426	132,626	132,626	132,626
5206	Worker's Comp			37,797	38,144	38,144	38,144
5208	OR Worker's Benefit Fund Tax			653	554	554	554
5210	Medical Ins Union			310,005	326,295	326,295	326,295
5220	Post Retire Ins Union			9,000	9,000	9,000	9,000
5270	Uniform Allowance		\$ 3,810	4,275	5,400	5,400	5,400
	Total Personnel Services		3,810	2,554,005	2,638,824	2,638,824	2,638,824
5300	Office Supplies			600	720	720	720
5301	Special Department Supplies		2	5,325	5,130	5,130	5,130
5302	Training Supplies			200	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program			300	100	100	100
5320	EMS Supplies		160	35,000	35,000	35,000	35,000
5321	Fire Fighting Supplies			3,375	4,050	4,050	4,050
5325	Protective Clothing		89	3,750	4,500	4,500	4,500
5330	Noncapital Furniture & Equip			1,000	3,157	3,157	3,157
5350	Apparatus Fuel/Lubricants		15	24,000	15,000	15,000	15,000
5361	M&R Bldg/Bldg Equip & Improv		26,516	13,300	11,665	11,665	11,665
5365	M&R Firefight Equip			200	150	150	150
5367	M&R Office Equip			1,650	1,650	1,650	1,650
5414	Other Professional Services			250	150	150	150
5415	Printing			50	25	25	25
5416	Custodial & Bldg Services			1,315	1,630	1,630	1,630
5432	Natural Gas			4,800	4,800	4,800	4,800
5433	Electricity			12,000	13,000	13,000	13,000
5434	Water/Sewer				5,500	5,500	5,500
5436	Garbage				2,080	2,080	2,080

Station 21 – Springbrook, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450	Rental of Equip			300	350	350	350
5480	Community/Open House/Outreach			150	150	150	150
5481	Community Education Materials			750	750	750	750
5500	Dues & Subscriptions			200	100	100	100
5570	Misc Business Exp			600	720	720	720
5575	Laundry/Repair Expense			300	300	300	300
Total Materials & Services			26,781	109,535	110,897	110,897	110,897
Total General Fund			\$ 30,591	\$ 2,663,540	\$ 2,749,721	\$ 2,749,721	\$ 2,749,721



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 **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily 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. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 33**.

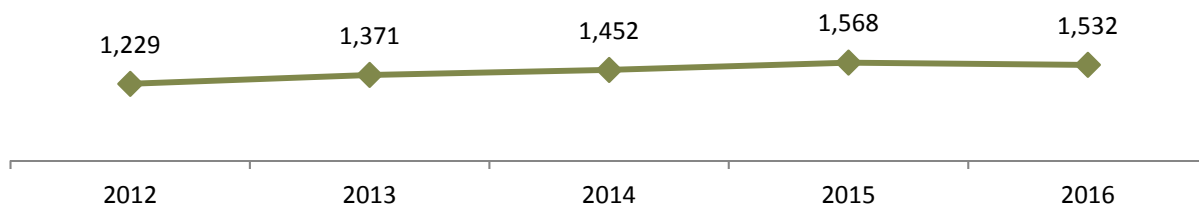
The 14,234 acres (22.2 square miles) of Station 33's first due area includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333** and **Van 333**.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	1,837,255	1,800,725	2,032,486	2,368,207
Materials & Services	67,846	146,683	102,725	95,008
Total Expenditure	\$ 1,905,102	\$ 1,947,408	\$ 2,135,211	\$ 2,463,215

Station 33 First-Due Area Incident Count ¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

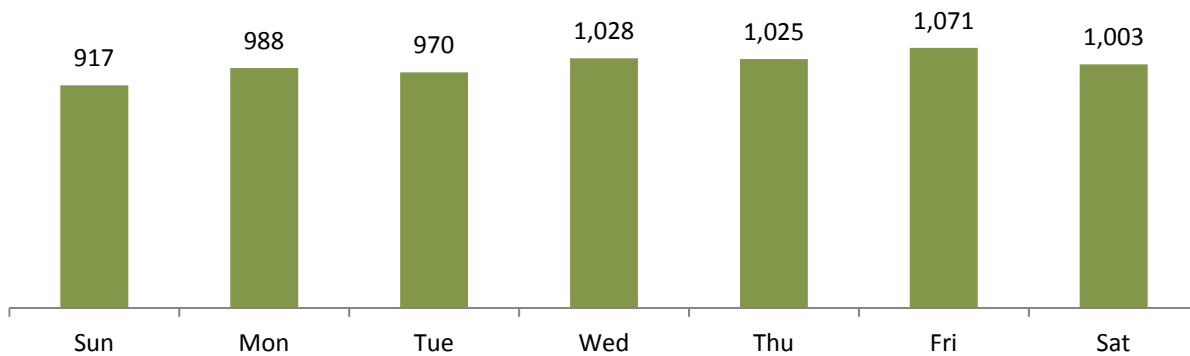
Station 33 – Sherwood, continued

Station 33 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	136	39	178	38	175	61	178	50	160	39
Overpressure	0	3	0	2	0	2	0	1	0	2
EMS/Rescue Call	992	820	1,027	846	1,159	991	1,219	1,079	1,209	1,079
Hazardous Condition	23	33	53	59	38	47	42	41	45	47
Service Call	50	88	71	90	55	90	91	110	80	108
Good Intent Call	16	172	25	204	10	171	16	198	16	155
False Call	0	73	0	128	0	89	0	88	0	102
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	12	1	17	3	15	1	22	1	22	0
Total	1,229		1,371		1,452		1,568		1,532	

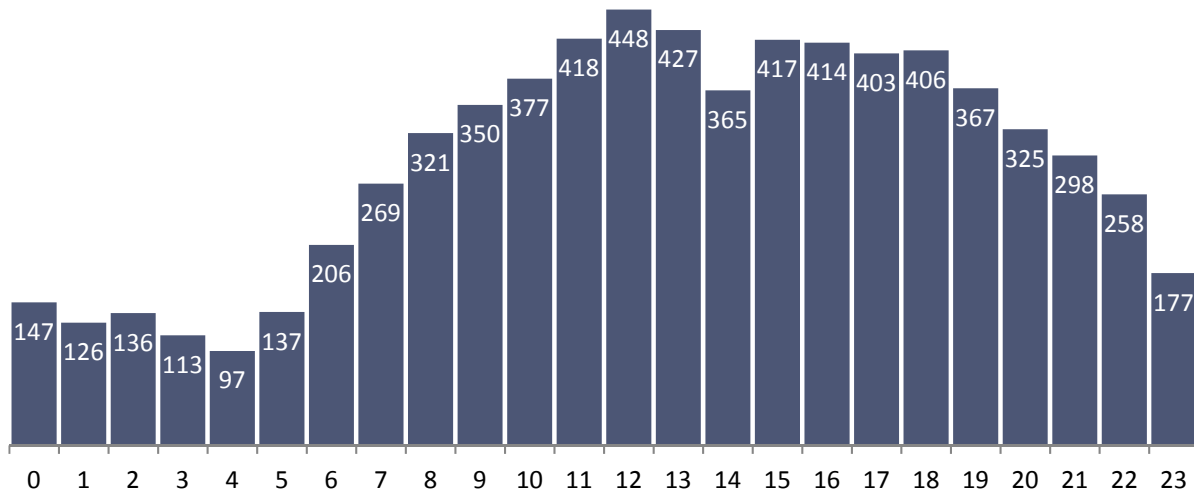
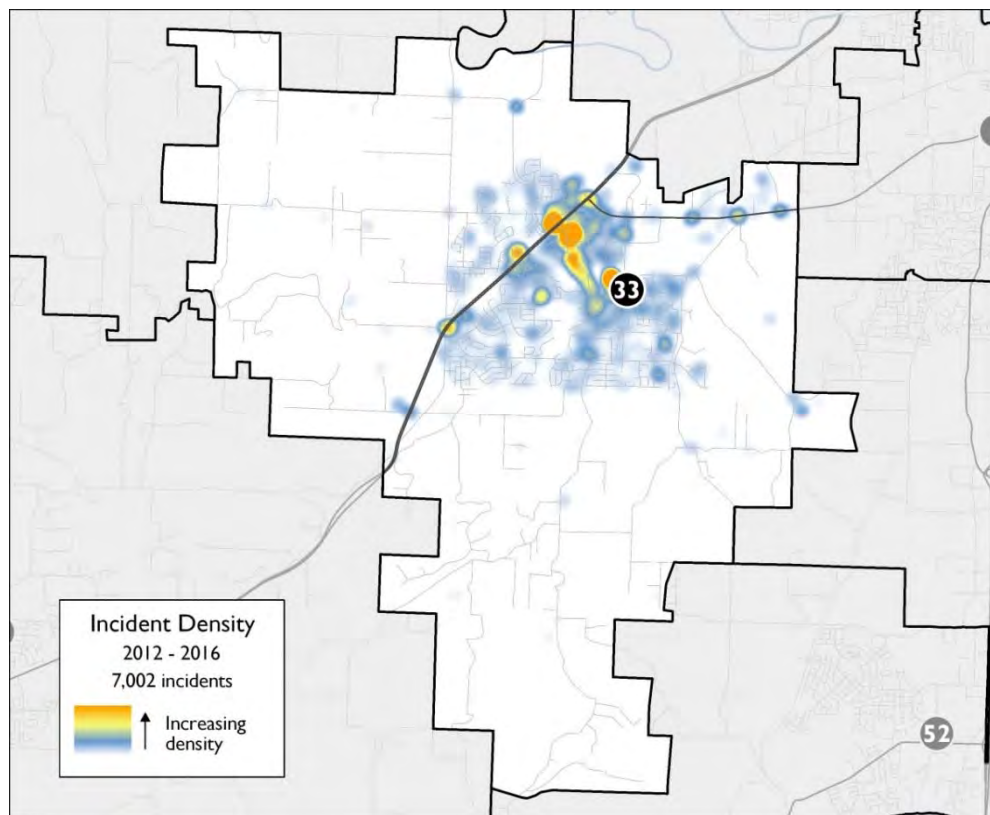
Station 33 First-Due Area

Incident Count by Day of Week, Calendar Years 2012–2016¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹Incident Density 2012-2016 (Moderate Incident Count Model)¹

¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10033 General Fund						
5001 Salaries & Wages Union	\$ 815,897	\$ 815,389	\$ 927,779	\$ 1,046,997	\$ 1,046,997	\$ 1,046,997
5003 Vacation Taken Union	139,970	132,954	125,727	147,784	147,784	147,784
5005 Sick Leave Taken Union	20,645	20,552	23,528	21,271	21,271	21,271
5007 Personal Leave Taken Union	15,309	13,360	13,039	15,329	15,329	15,329
5016 Vacation Sold at Retirement			1,132	1,321	1,321	1,321
5017 PEHP Vac Sold at Retirement	16,800	8,814	3,427	4,038	4,038	4,038
5020 Deferred Comp Match Union	43,781	43,981	50,090	57,711	57,711	57,711
5101 Vacation Relief	121,968	133,737	142,973	164,842	164,842	164,842
5105 Sick Relief	10,799	10,439	21,917	23,370	23,370	23,370
5106 On the Job Injury Relief	4,243	2,770	4,428	4,529	4,529	4,529
5107 Short Term Disability Relief	2,754		1,493	1,255	1,255	1,255
5110 Personal Leave Relief	8,383	8,574	14,031	17,109	17,109	17,109
5115 Vacant Slot Relief	17,034	17,084				
5117 Regular Day Off Relief				19,458	19,458	19,458
5118 Standby Overtime	774	686	991	992	992	992
5120 Overtime Union	14,884	16,608	26,928	12,533	12,533	12,533
5201 PERS Taxes	232,264	238,544	270,955	348,946	348,946	348,946
5203 FICA/MEDI	86,307	85,451	103,850	117,703	117,703	117,703
5206 Worker's Comp	61,420	26,064	29,866	33,853	33,853	33,853
5207 TriMet/Wilsonville Tax	8,329	8,401	11,185	11,507	11,507	11,507
5208 OR Worker's Benefit Fund Tax	492	463	523	517	517	517
5210 Medical Ins Union	207,813	208,696	248,004	304,542	304,542	304,542
5220 Post Retire Ins Union	6,800	6,700	7,200	8,400	8,400	8,400
5270 Uniform Allowance	590	1,458	3,420	4,200	4,200	4,200
Total Personnel Services	1,837,255	1,800,725	2,032,486	2,368,207	2,368,207	2,368,207
5300 Office Supplies	138	215	480	560	560	560
5301 Special Department Supplies	3,720	2,793	4,260	3,990	3,990	3,990
5302 Training Supplies		19	200	100	100	100
5305 Fire Extinguisher	52		120	120	120	120
5307 Smoke Detector Program		50	300	300	300	300
5320 EMS Supplies	8,760	12,473	10,000	20,000	20,000	20,000
5321 Fire Fighting Supplies	3,277	5,231	2,700	3,357	3,357	3,357
5325 Protective Clothing	809	3,172	3,000	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	3,208	4,681	3,000	1,810	1,810	1,810
5350 Apparatus Fuel/Lubricants	10,223	8,350	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	14,153	86,699	36,890	18,410	18,410	18,410
5365 M&R Firefight Equip		49	200	150	150	150
5367 M&R Office Equip	1,209	1,169	1,650	1,650	1,650	1,650
5414 Other Professional Services	294	315	300	250	250	250
5415 Printing	38		50	25	25	25
5416 Custodial & Bldg Services	626	415	415	627	627	627
5432 Natural Gas	2,189	2,205	2,700	2,808	2,808	2,808
5433 Electricity	8,845	8,430	9,200	9,568	9,568	9,568
5434 Water/Sewer	6,992	6,961	9,280	9,651	9,651	9,651

Station 33 – Sherwood, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,482	1,508	1,800	1,872	1,872	1,872
5480 Community/Open House/Outreach	18		150	200	200	200
5481 Community Education Materials	757	593	800	800	800	800
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	553	727	480	560	560	560
5575 Laundry/Repair Expense	435	585	600	600	600	600
Total Materials & Services	67,846	146,683	102,725	95,008	95,008	95,008
Total General Fund	\$ 1,905,102	\$ 1,947,408	\$ 2,135,211	\$ 2,463,215	\$ 2,463,215	\$ 2,463,215



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 **Engine 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 Firefighter/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.

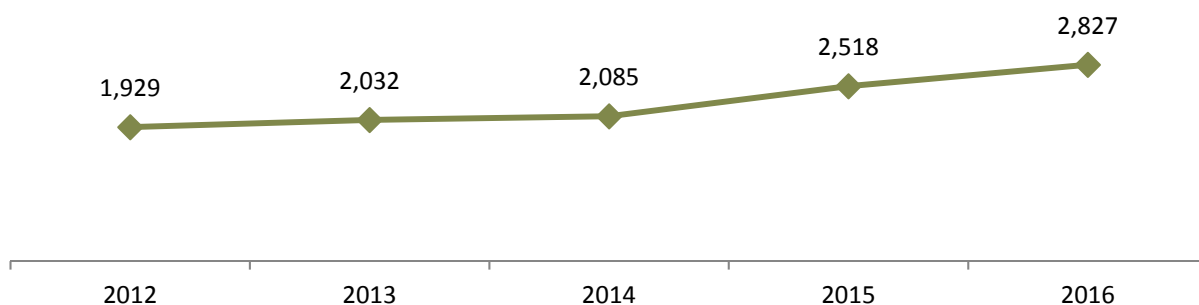
The 5,048 acres (7.9 square miles) of Station 34's first-due area includes most of Tualatin and Durham, all of Rivergrove, and a small southern corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,087,298	\$ 2,116,533	\$ 2,275,655	\$ 2,406,977
Materials & Services	83,788	139,607	90,034	104,402
Total Expenditure	\$ 2,171,085	\$ 2,256,141	\$ 2,365,689	\$ 2,511,379

Station 34 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

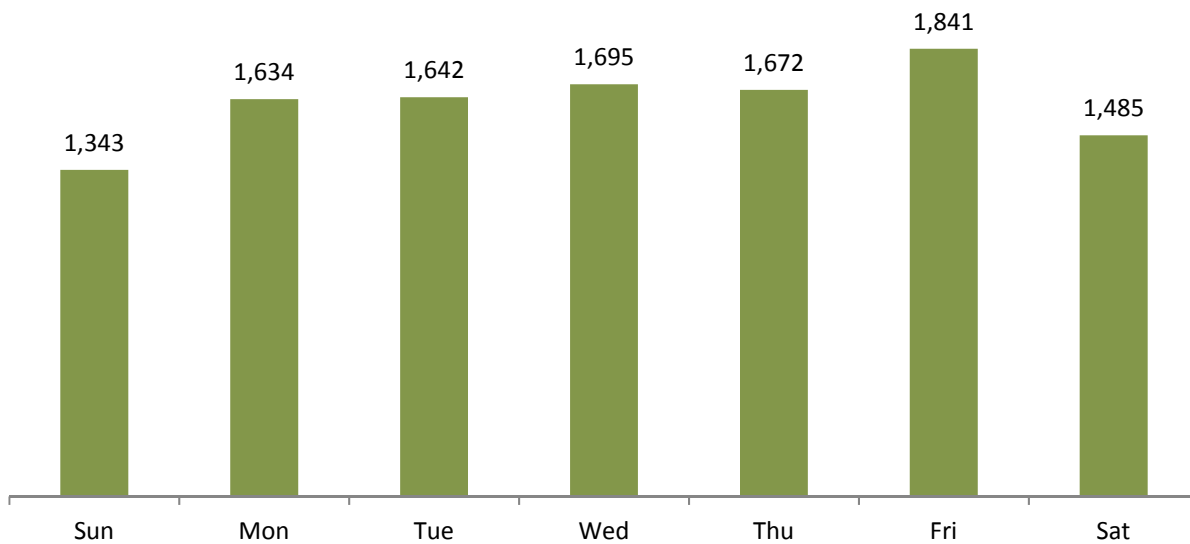
Station 34 – Tualatin, continued

Station 34 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	338	72	320	66	291	60	349	81	358	78
Overpressure	0	2	0	2	0	1	0	2	0	3
EMS/Rescue Call	1,468	1,112	1,563	1,156	1,640	1,283	1,993	1,639	2,310	1,890
Hazardous Condition	40	44	50	93	53	89	49	74	67	106
Service Call	48	76	56	106	63	110	70	102	64	109
Good Intent Call	14	424	11	419	9	374	19	420	11	440
False Call	0	197	0	188	0	166	0	200	0	200
Natural Condition	0	0	0	0	0	2	0	0	0	1
Other Situation	21	2	32	2	29	0	38	0	17	0
Total	1,929		2,032		2,085		2,518		2,827	

Station 34 First-Due Area

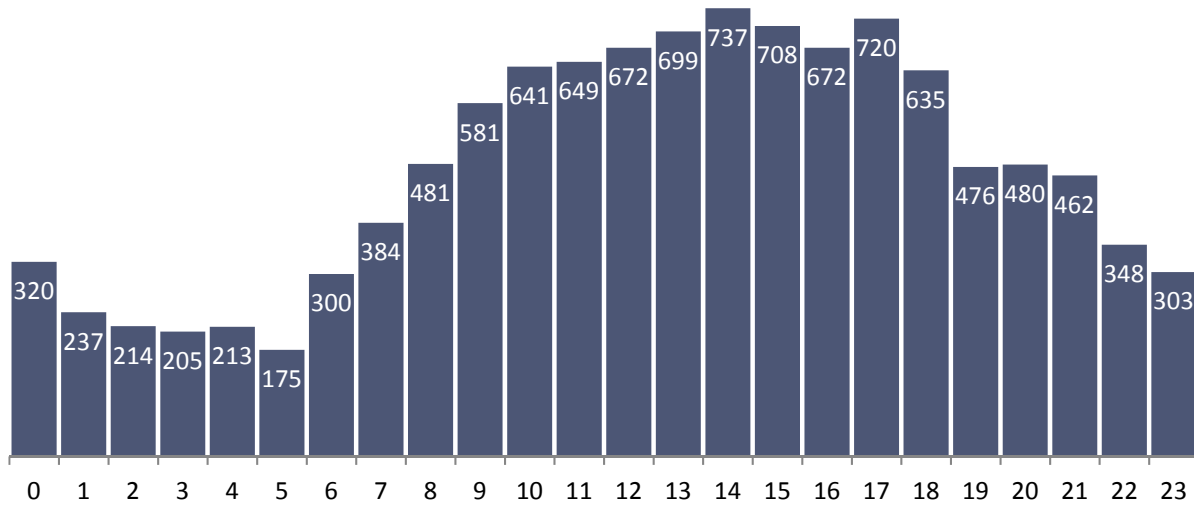
Incident Count by Day of Week, Calendar Years 2012–2016¹



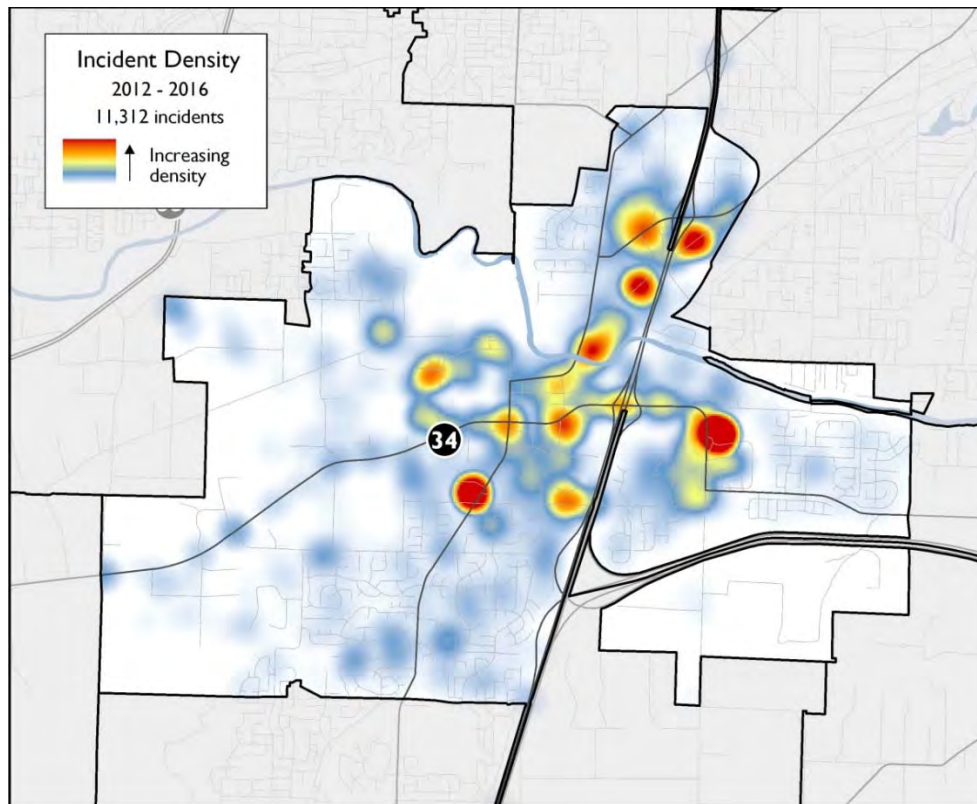
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10034 General Fund						
5001 Salaries & Wages Union	\$ 931,165	\$ 971,998	\$ 1,044,492	\$ 1,079,180	\$ 1,079,180	\$ 1,079,180
5003 Vacation Taken Union	133,535	125,239	141,556	152,327	152,327	152,327
5005 Sick Leave Taken Union	30,417	12,013	26,490	21,925	21,925	21,925
5007 Personal Leave Taken Union	13,626	10,091	14,680	15,801	15,801	15,801
5016 Vacation Sold at Retirement			1,269	1,356	1,356	1,356
5017 PEHP Vac Sold at Retirement	1,930		3,844	4,144	4,144	4,144
5020 Deferred Comp Match Union	55,031	54,521	56,173	59,254	59,254	59,254
5101 Vacation Relief	154,882	178,761	160,331	169,251	169,251	169,251
5105 Sick Relief	34,566	18,069	24,577	23,994	23,994	23,994
5106 On the Job Injury Relief	6,072	1,286	4,965	4,649	4,649	4,649
5107 Short Term Disability Relief	1,364		1,674	1,268	1,268	1,268
5110 Personal Leave Relief	18,975	20,158	15,735	17,565	17,565	17,565
5115 Vacant Slot Relief	13,582	21,980				
5117 Regular Day Off Relief				19,979	19,979	19,979
5118 Standby Overtime	913	874	1,111	1,018	1,018	1,018
5120 Overtime Union	17,862	43,910	30,197	12,867	12,867	12,867
5201 PERS Taxes	260,685	269,321	304,812	359,391	359,391	359,391
5203 FICA/MEDI	100,601	104,145	116,826	121,227	121,227	121,227
5206 Worker's Comp	67,618	29,973	33,599	34,866	34,866	34,866
5207 TriMet/Wilsonville Tax	9,672	10,131	12,582	11,946	11,946	11,946
5208 OR Worker's Benefit Fund Tax	541	550	566	480	480	480
5210 Medical Ins Union	222,290	233,183	268,671	282,789	282,789	282,789
5220 Post Retire Ins Union	7,600	7,500	7,800	7,800	7,800	7,800
5270 Uniform Allowance	4,372	2,832	3,705	3,900	3,900	3,900
Total Personnel Services	2,087,298	2,116,533	2,275,655	2,406,977	2,406,977	2,406,977
5300 Office Supplies	506	661	520	520	520	520
5301 Special Department Supplies	3,342	4,619	4,615	3,705	3,705	3,705
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher	180		120	120	120	120
5307 Smoke Detector Program	125		300	300	300	300
5320 EMS Supplies	7,350	13,095	13,108	20,000	20,000	20,000
5321 Fire Fighting Supplies	4,941	5,479	2,925	2,925	2,925	2,925
5325 Protective Clothing	3,581	2,927	3,250	3,250	3,250	3,250
5330 Noncapital Furniture & Equip	1,762	1,817	370	370	370	370
5350 Apparatus Fuel/Lubricants	8,818	4,632	13,000	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	24,121	76,915	19,807	27,360	27,360	27,360
5365 M&R Firefight Equip	49	138	200	150	150	150
5367 M&R Office Equip	1,277	1,297	1,650	1,650	1,650	1,650
5414 Other Professional Services	245	63	450	400	400	400
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	666	665	423	667	667	667
5432 Natural Gas	4,881	4,067	5,100	5,100	5,100	5,100
5433 Electricity	11,417	11,953	12,360	12,730	12,730	12,730
5434 Water/Sewer	7,210	8,292	7,888	8,124	8,124	8,124

Station 34 – Tualatin, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	1,784	1,651	1,924	1,982	1,982	1,982
5480 Community/Open House/Outreach	170		150	200	200	200
5481 Community Education Materials	523	215	500	650	650	650
5500 Dues & Subscriptions	117	44	150	100	100	100
5570 Misc Business Exp	337	441	520	520	520	520
5575 Laundry/Repair Expense	386	635	454	454	454	454
Total Materials & Services	83,788	139,607	90,034	104,402	104,402	104,402
Total General Fund	\$ 2,171,085	\$ 2,256,141	\$ 2,365,689	\$ 2,511,379	\$ 2,511,379	\$ 2,511,379



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 utilizing **Engine 35**. 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**.

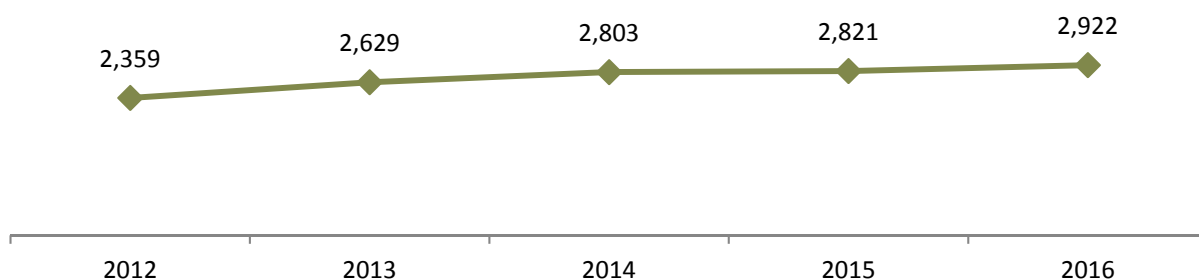
The 5,236 acres (8.2 square miles) of Station 35's first due area, includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a corner of northwest Tualatin.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,749,047	\$ 2,141,242	\$ 2,991,650	\$ 3,092,874
Materials & Services	106,100	87,055	183,593	151,230
Total Expenditure	\$ 1,855,147	\$ 2,228,298	\$ 3,175,243	\$ 3,244,104

Station 35 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

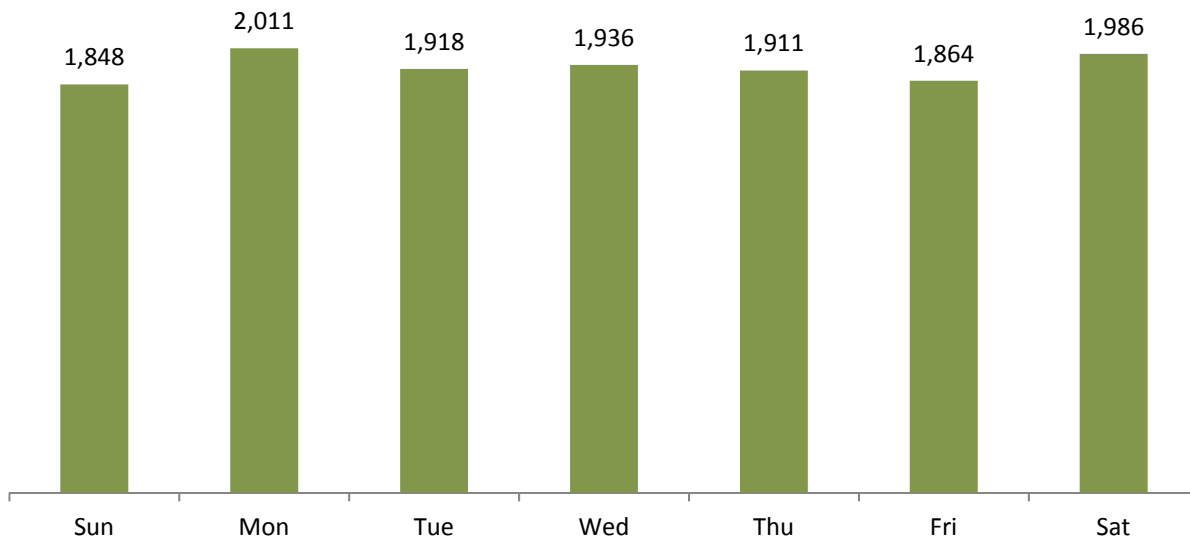
Station 35 – King City, continued

Station 35 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	143	30	159	40	147	40	154	48	191	60
Overpressure	0	1	0	1	0	3	0	0	0	1
EMS/Rescue Call	2,076	1,553	2,332	1,652	2,516	1,898	2,513	1,989	2,585	2,077
Hazardous Condition	29	35	30	32	33	46	40	57	36	44
Service Call	74	241	74	295	71	302	84	281	67	320
Good Intent Call	8	363	11	466	8	391	5	300	8	292
False Call	0	130	0	139	0	121	0	145	0	126
Natural Condition	0	2	0	1	0	1	0	0	0	0
Other Situation	29	4	23	3	28	1	25	1	35	2
Total	2,359		2,629		2,803		2,821		2,922	

Station 35 First-Due Area

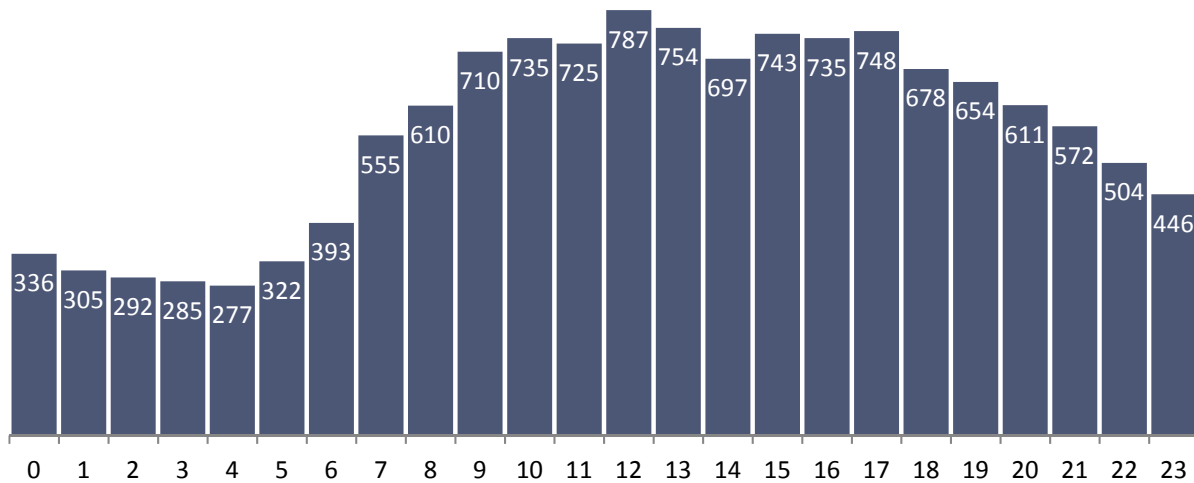
Incident Count by Day of Week, Calendar Years 2012–2016¹



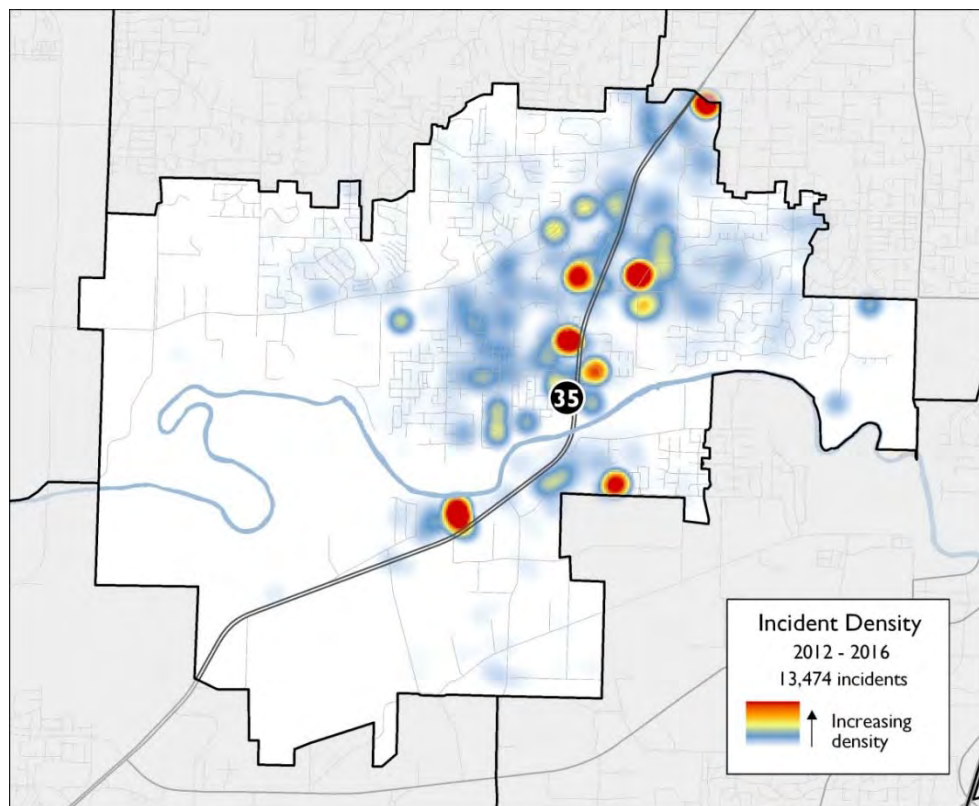
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (High Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10035 General Fund						
5001 Salaries & Wages Union	\$ 754,247	\$ 971,903	\$ 1,363,400	\$ 1,376,313	\$ 1,376,313	\$ 1,376,313
5003 Vacation Taken Union	99,244	122,823	184,786	194,267	194,267	194,267
5005 Sick Leave Taken Union	25,254	17,075	34,579	27,961	27,961	27,961
5007 Personal Leave Taken Union	12,728	15,504	19,163	20,150	20,150	20,150
5016 Vacation Sold at Retirement	28,877		1,652	1,699	1,699	1,699
5017 PEHP Vac Sold at Retirement			5,005	5,195	5,195	5,195
5020 Deferred Comp Match Union	37,592	47,304	73,168	74,288	74,288	74,288
5101 Vacation Relief	116,016	165,717	208,846	212,200	212,200	212,200
5105 Sick Relief	24,093	36,205	32,014	30,082	30,082	30,082
5106 On the Job Injury Relief	4,739	4,629	6,467	5,828	5,828	5,828
5107 Short Term Disability Relief		1,424	2,179	1,615	1,615	1,615
5110 Personal Leave Relief	21,545	19,899	20,495	22,023	22,023	22,023
5115 Vacant Slot Relief	31,441	24,234				
5117 Regular Day Off Relief				25,048	25,048	25,048
5118 Standby Overtime	1,442	1,026	1,445	1,276	1,276	1,276
5120 Overtime Union	15,948	18,741	39,333	16,132	16,132	16,132
5201 PERS Taxes	203,187	265,522	397,713	456,798	456,798	456,798
5203 FICA/MEDI	84,812	104,317	152,432	154,082	154,082	154,082
5206 Worker's Comp	68,915	32,837	43,838	44,314	44,314	44,314
5207 TriMet/Wilsonville Tax	8,126	10,013	16,416	15,184	15,184	15,184
5208 OR Worker's Benefit Fund Tax	489	611	783	665	665	665
5210 Medical Ins Union	197,244	268,575	372,006	391,554	391,554	391,554
5220 Post Retire Ins Union	7,650	8,350	10,800	10,800	10,800	10,800
5270 Uniform Allowance	5,458	4,534	5,130	5,400	5,400	5,400
Total Personnel Services	1,749,047	2,141,242	2,991,650	3,092,874	3,092,874	3,092,874
5300 Office Supplies	346	555	720	720	720	720
5301 Special Department Supplies	4,173	4,250	6,390	5,130	5,130	5,130
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher	39		120	120	120	120
5307 Smoke Detector Program	390	538	300	300	300	300
5320 EMS Supplies	18,124	21,808	23,180	26,375	26,375	26,375
5321 Fire Fighting Supplies	4,279	4,156	4,050	4,050	4,050	4,050
5325 Protective Clothing	3,867	1,418	4,500	4,500	4,500	4,500
5330 Noncapital Furniture & Equip	959	2,293				
5350 Apparatus Fuel/Lubricants	13,835	11,578	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	38,318	18,071	103,035	67,910	67,910	67,910
5365 M&R Firefight Equip	119	147	200	150	150	150
5366 M&R EMS Equip	129					
5367 M&R Office Equip	1,319	1,244	1,650	1,650	1,650	1,650
5414 Other Professional Services	295	146	450	350	350	350
5415 Printing	38	19	50	25	25	25
5416 Custodial & Bldg Services	67	486	318	560	560	560
5432 Natural Gas	3,009	2,636	3,400	3,536	3,536	3,536
5433 Electricity	8,172	8,458	8,500	8,840	8,840	8,840

Station 35 – King City, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5434 Water/Sewer	5,440	6,119	6,960	7,240	7,240	7,240
5436 Garbage	1,584	1,562	2,600	2,704	2,704	2,704
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	217	207	300	300	300	300
5500 Dues & Subscriptions	94	44	150	100	100	100
5570 Misc Business Exp	815	748	720	720	720	720
5575 Laundry/Repair Expense	474	573	650	650	650	650
Total Materials & Services	106,100	87,055	183,593	151,230	151,230	151,230
Total General Fund	\$ 1,855,147	\$ 2,228,298	\$ 3,175,243	\$ 3,244,104	\$ 3,244,104	\$ 3,244,104



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 Firefighter/EMT-Paramedics respond to incidents utilizing **Rescue 52** and also provide transport services in the District's portion of Clackamas County via a subcontract with American Medical Response (AMR).

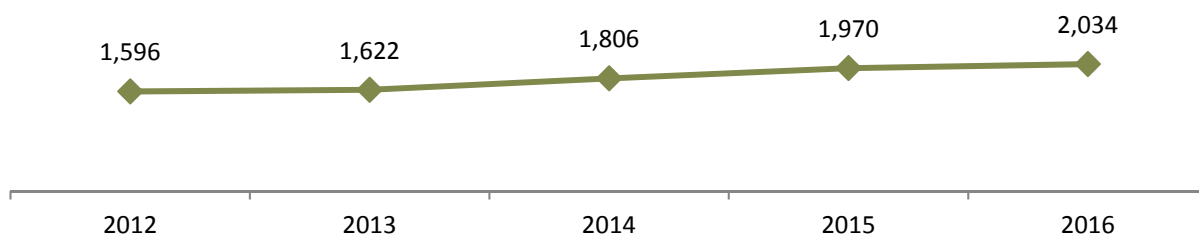
The 7,456 acres (11.7 square miles) of Station 52's first due area includes central and south Wilsonville plus unincorporated Clackamas County. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, equipped to deploy on any 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,635,271	\$ 2,529,480	\$ 3,047,938	\$ 3,022,443
Materials & Services	103,426	101,988	113,696	113,115
Total Expenditure	\$ 1,738,696	\$ 2,631,468	\$ 3,161,634	\$ 3,135,558

Station 52 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

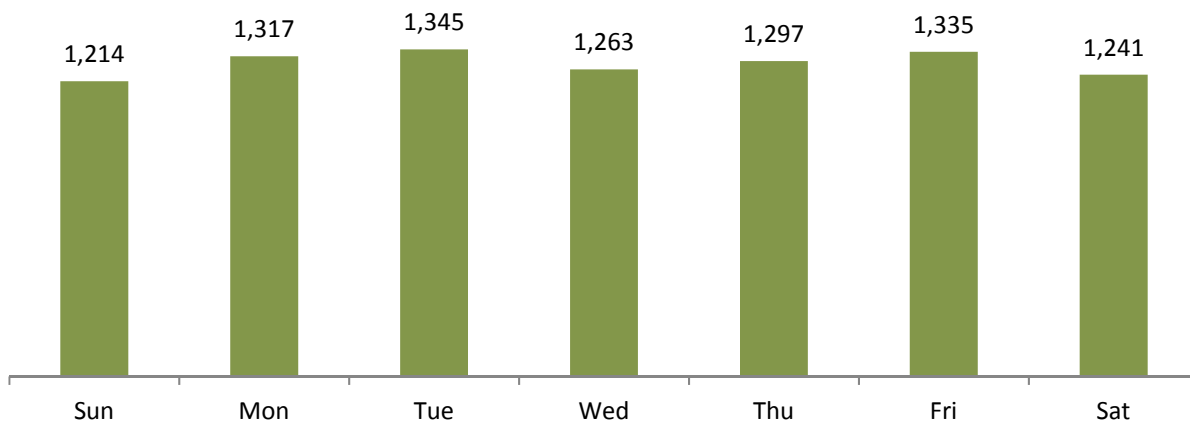
Station 52 – Wilsonville, continued

Station 52 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	146	31	183	46	155	39	167	63	191	58
Overpressure	0	8	0	6	0	2	0	4	0	1
EMS/Rescue Call	1,376	1,141	1,368	1,157	1,560	1,341	1,711	1,501	1,742	1,524
Hazardous Condition	20	14	14	22	19	27	26	23	20	27
Service Call	41	93	38	103	47	134	41	141	51	159
Good Intent Call	7	202	5	174	7	173	12	149	10	148
False Call	0	107	0	113	0	89	0	88	0	117
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	6	0	14	1	18	1	13	0	20	0
Total	1,596		1,622		1,806		1,970		2,034	

Station 52 First-Due Area

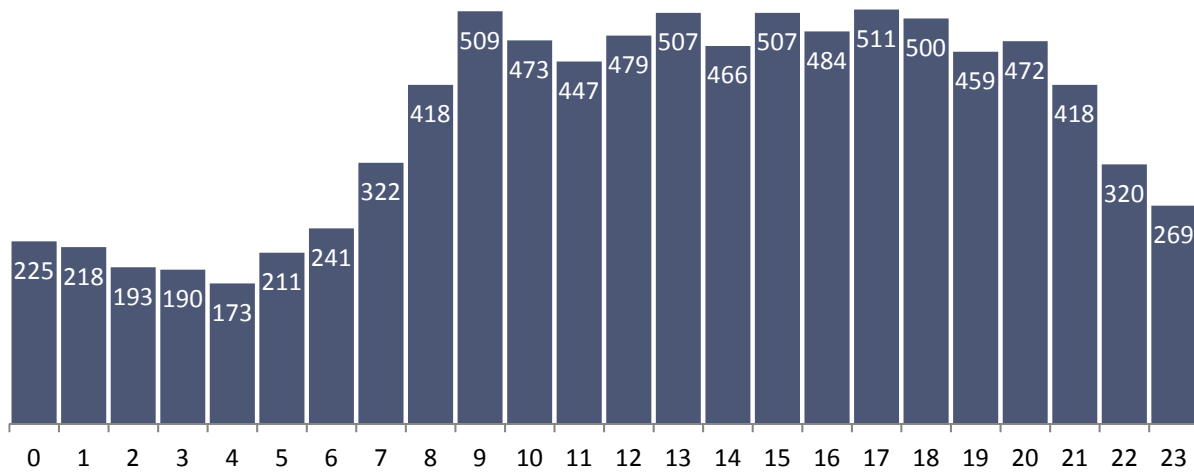
Incident Count by Day of Week, Calendar Years 2012–2016¹



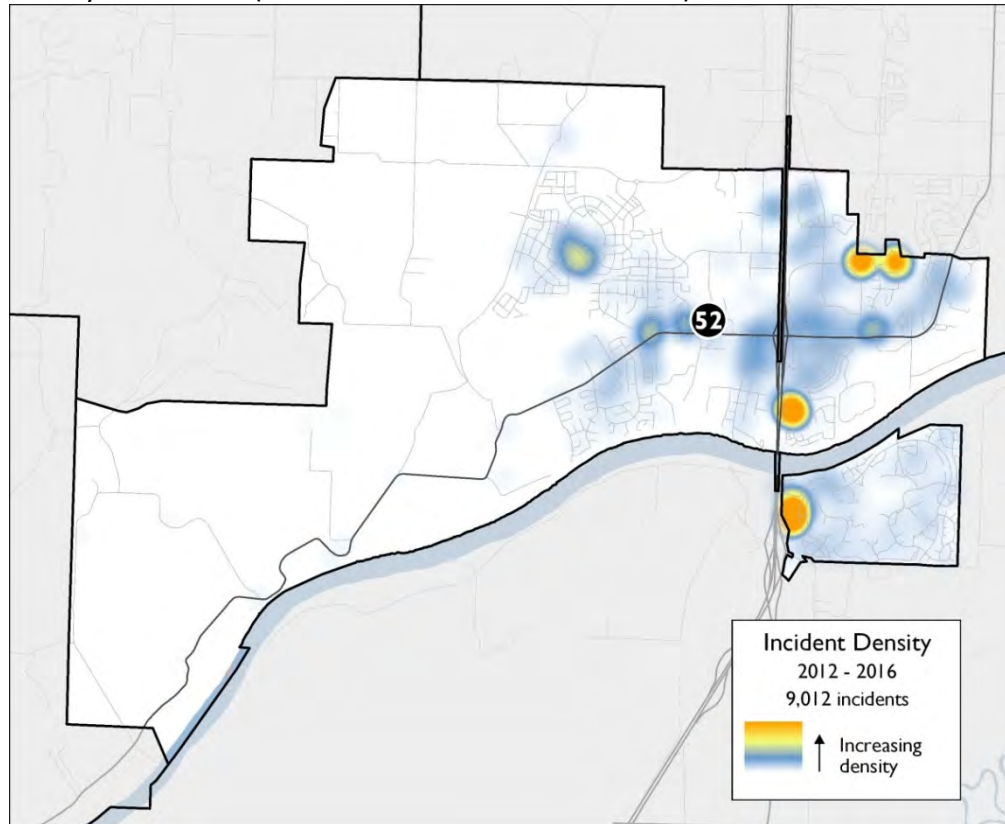
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Moderate Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10052 General Fund						
5001 Salaries & Wages Union	\$ 721,586	\$ 1,164,602	\$ 1,396,674	\$ 1,340,361	\$ 1,340,361	\$ 1,340,361
5003 Vacation Taken Union	111,316	171,466	189,361	189,192	189,192	189,192
5005 Sick Leave Taken Union	12,767	18,695	35,435	27,230	27,230	27,230
5007 Personal Leave Taken Union	10,529	25,122	19,637	19,622	19,622	19,622
5016 Vacation Sold at Retirement			1,668	1,653	1,653	1,653
5017 PEHP Vac Sold at Retirement			5,055	5,056	5,056	5,056
5020 Deferred Comp Match Union	38,178	64,068	73,901	72,306	72,306	72,306
5101 Vacation Relief	113,877	160,227	210,937	206,538	206,538	206,538
5105 Sick Relief	15,647	22,102	32,334	29,279	29,279	29,279
5106 On the Job Injury Relief	3,257	4,301	6,532	5,672	5,672	5,672
5107 Short Term Disability Relief	887	2,644	2,201	1,571	1,571	1,571
5110 Personal Leave Relief	10,364	15,509	20,700	21,434	21,434	21,434
5115 Vacant Slot Relief	20,452	33,712				
5117 Regular Day Off Relief				24,380	24,380	24,380
5118 Standby Overtime	666	1,436	1,460	1,242	1,242	1,242
5120 Overtime Union	18,399	33,531	39,727	15,701	15,701	15,701
5201 PERS Taxes	206,440	317,422	406,314	444,813	444,813	444,813
5203 FICA/MEDI	77,893	124,437	155,728	150,038	150,038	150,038
5206 Worker's Comp	73,887	38,708	44,785	43,151	43,151	43,151
5207 TriMet/Wilsonville Tax	5,178	8,425	16,770	14,786	14,786	14,786
5208 OR Worker's Benefit Fund Tax	452	693	783	664	664	664
5210 Medical Ins Union	182,826	307,001	372,006	391,554	391,554	391,554
5220 Post Retire Ins Union	6,900	10,400	10,800	10,800	10,800	10,800
5270 Uniform Allowance	3,770	4,979	5,130	5,400	5,400	5,400
Total Personnel Services	1,635,271	2,529,480	3,047,938	3,022,443	3,022,443	3,022,443
5300 Office Supplies	135	419	720	720	720	720
5301 Special Department Supplies	3,778	5,262	6,390	5,130	5,130	5,130
5302 Training Supplies	37		200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		163	300	300	300	300
5320 EMS Supplies	9,483	24,791	30,167	31,072	31,072	31,072
5321 Fire Fighting Supplies	3,112	3,736	4,050	4,050	4,050	4,050
5325 Protective Clothing	5,907	3,494	4,500	4,500	4,500	4,500
5330 Noncapital Furniture & Equip	12,053	572	2,940	1,984	1,984	1,984
5350 Apparatus Fuel/Lubricants	9,402	10,080	12,600	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	28,913	23,972	12,960	12,810	12,810	12,810
5365 M&R Firefight Equip		98	200	150	150	150
5367 M&R Office Equip	1,211	1,419	1,650	1,650	1,650	1,650
5414 Other Professional Services	2,884	78	300	400	400	400
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	467	640	449	640	640	640
5432 Natural Gas	4,334	3,368	4,700	4,888	4,888	4,888
5433 Electricity	9,865	10,490	10,300	10,712	10,712	10,712
5434 Water/Sewer	8,579	10,070	16,240	16,900	16,900	16,900

Station 52 – Wilsonville, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	2,085	2,150	2,600	2,704	2,704	2,704
5445 Rent/Lease of Building	402					
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials		98	500	500	500	500
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	197	519	720	720	720	720
5575 Laundry/Repair Expense	511	527	740	740	740	740
Total Materials & Services	103,426	101,988	113,696	113,115	113,115	113,115
Total General Fund	\$ 1,738,696	\$ 2,631,468	\$ 3,161,634	\$ 3,135,558	\$ 3,135,558	\$ 3,135,558



Station Description

Station 55, located on Hidden Springs Road just east of Rosemont Road, is a new station scheduled to be completed in the spring of 2018. This 8,520 square foot station will house a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew will respond to incidents utilizing **Truck 55**. In addition to the first due area, the truck will serve as a resource for the entire District. At least one crewmember per shift will be an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

Station 55 will also have a Community Room which will be available for use by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. Analysis is still being conducted on the size of Station 55's response area which will include portions of the City of West Linn as well as rural lands.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget
Personnel Services				\$ 626,853
Materials & Services				51,485
Total Expenditure				\$ 678,338



Station 55 – Rosemont, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10055 General Fund						
5001 Salaries & Wages Union				\$ 278,113	\$ 278,113	\$ 278,113
5003 Vacation Taken Union				39,258	39,258	39,258
5005 Sick Leave Taken Union				5,653	5,653	5,653
5007 Personal Leave Taken Union				4,073	4,073	4,073
5016 Vacation Sold at Retirement				353	353	353
5017 PEHP Vac Sold at Retirement				1,075	1,075	1,075
5020 Deferred Comp Match Union				15,331	15,331	15,331
5101 Vacation Relief				43,790	43,790	43,790
5105 Sick Relief				6,209	6,209	6,209
5106 On the Job Injury Relief				1,204	1,204	1,204
5107 Short Term Disability Relief				336	336	336
5110 Personal Leave Relief				4,546	4,546	4,546
5117 Regular Day Off Relief				5,170	5,170	5,170
5118 Standby Overtime				265	265	265
5120 Overtime Union				3,331	3,331	3,331
5201 PERS Taxes				92,698	92,698	92,698
5203 FICA/MEDI				31,270	31,270	31,270
5206 Worker's Comp				8,995	8,995	8,995
5207 TriMet/Wilsonville Tax				3,084	3,084	3,084
5208 OR Worker's Benefit Fund Tax				138	138	138
5210 Medical Ins Union				79,761	79,761	79,761
5220 Post Retire Ins Union				2,200	2,200	2,200
Total Personnel Services				626,853	626,853	626,853
5301 Special Department Supplies				10,000	10,000	10,000
5330 Noncapital Furniture & Equip				30,000	30,000	30,000
5361 M&R Bldg/Bldg Equip & Improv				5,000	5,000	5,000
5416 Custodial & Bldg Services				800	800	800
5432 Natural Gas				500	500	500
5433 Electricity				2,200	2,200	2,200
5434 Water/Sewer				2,785	2,785	2,785
5570 Misc Business Exp				200	200	200
Total Materials & Services				51,485	51,485	51,485
Total General Fund				\$ 678,338	\$ 678,338	\$ 678,338

Station 56 – Elligsen Road

Fund 10 • Directorate 04 • Division 62 • Department 056

Station Description

Station 56, located on SW Elligsen Road just east of Interstate 5's north Wilsonville exit was originally constructed in 1979 and completely rebuilt in 2013 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.

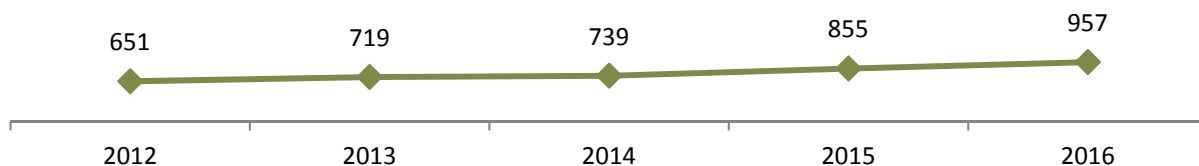
The 8,922 acres (13.9 square miles) of Station 56's first due area includes the south end of Tualatin, north side of Wilsonville, and unincorporated Washington and Clackamas counties. The South Operating Center (SOC) is also collocated with Station 56.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,932,413	\$ 2,008,964	\$ 2,033,341	\$ 2,085,683
Materials & Services	136,971	140,324	160,092	154,756
Total Expenditure	\$ 3,069,384	\$ 2,149,288	\$ 2,193,433	\$ 2,240,439

Station 56 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

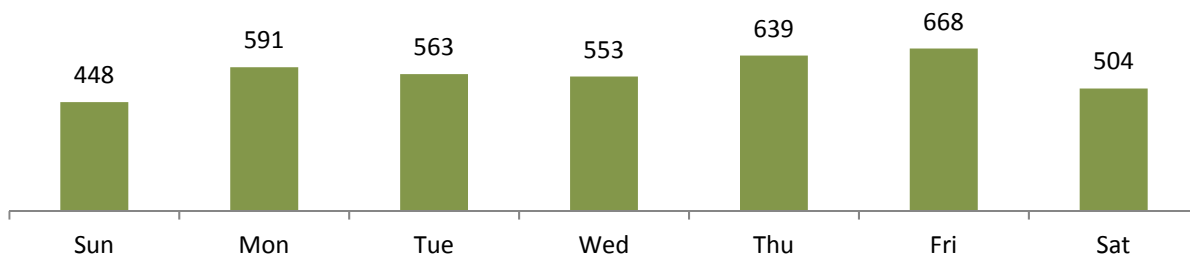
Station 56 – Elligsen Road, continued

Station 56 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	118	25	122	22	118	19	140	32	113	32
Overpressure	0	10	0	5	0	5	0	3	0	0
EMS/Rescue Call	482	355	527	401	538	447	660	540	747	628
Hazardous Condition	20	18	11	26	27	41	16	28	24	31
Service Call	19	32	24	50	35	54	18	66	34	66
Good Intent Call	4	150	11	140	5	115	11	107	11	141
False Call	0	59	0	74	0	56	0	77	0	59
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	8	2	24	1	16	2	10	1	28	0
Total	651		719		739		855		957	

Station 56 First-Due Area

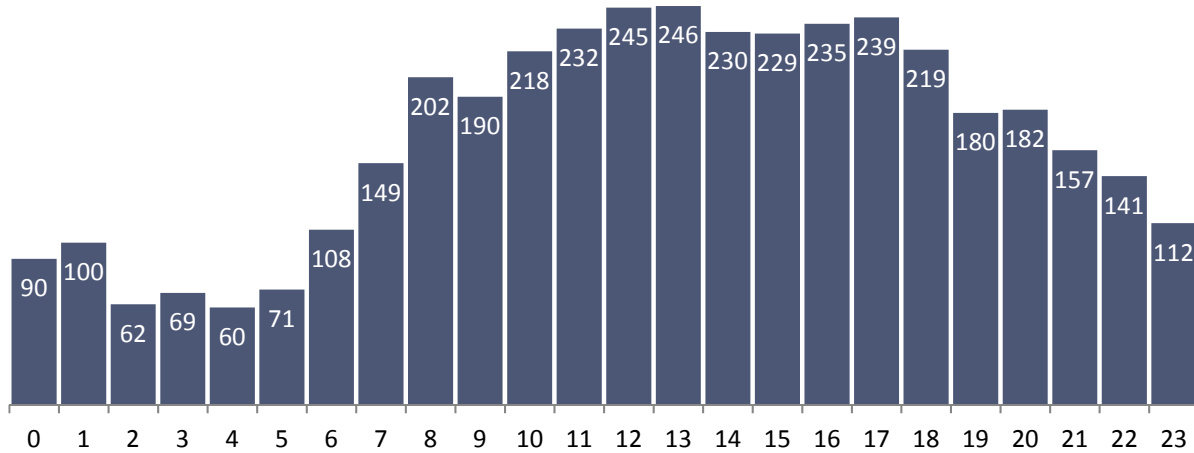
Incident Count by Day of Week, Calendar Years 2012–2016¹



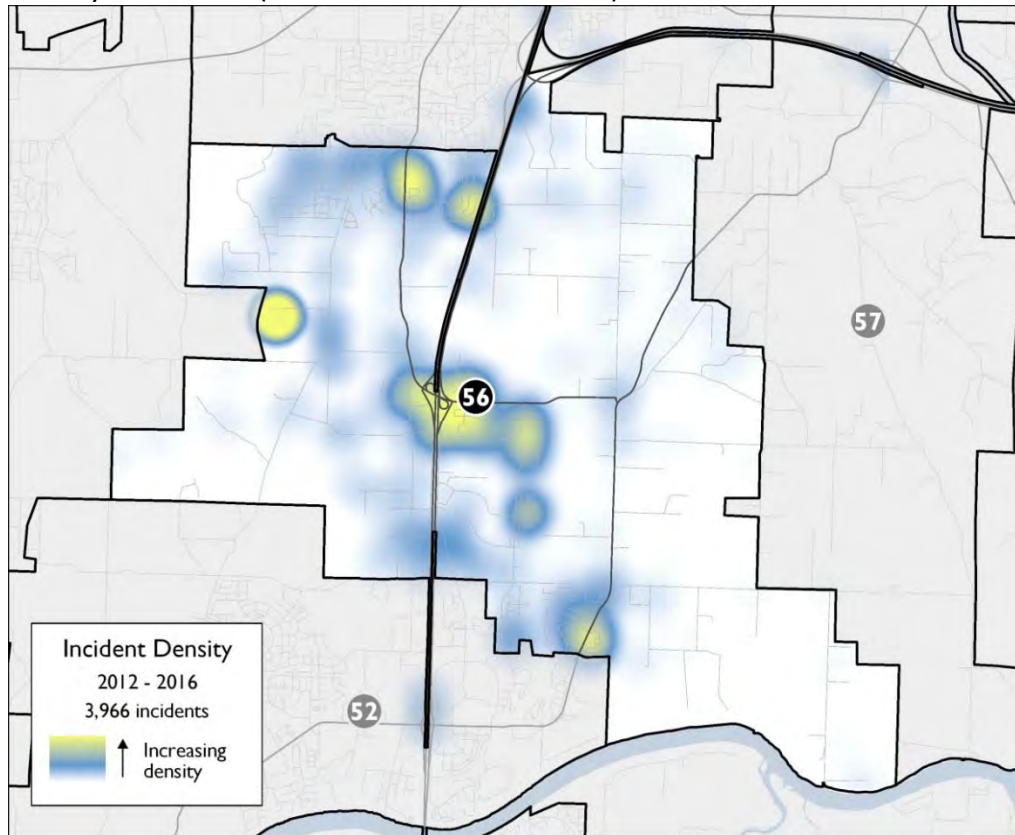
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2011–2015¹



Incident Density 2012-2016 (Low Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10056 General Fund						
5001 Salaries & Wages Union	\$ 1,206,715	\$ 880,775	\$ 927,779	\$ 925,883	\$ 925,883	\$ 925,883
5003 Vacation Taken Union	260,268	132,136	125,727	130,688	130,688	130,688
5005 Sick Leave Taken Union	75,897	15,244	23,528	18,809	18,809	18,809
5007 Personal Leave Taken Union	30,225	18,581	13,039	13,555	13,555	13,555
5016 Vacation Sold at Retirement	24,715		1,132	1,167	1,167	1,167
5017 PEHP Vac Sold at Retirement	12,501	40,523	3,427	3,569	3,569	3,569
5020 Deferred Comp Match Union	75,735	51,210	50,090	51,033	51,033	51,033
5101 Vacation Relief	170,688	161,514	142,973	145,772	145,772	145,772
5105 Sick Relief	29,558	28,065	21,917	20,666	20,666	20,666
5106 On the Job Injury Relief	6,632	1,834	4,428	4,004	4,004	4,004
5107 Short Term Disability Relief	2,260		1,493	1,109	1,109	1,109
5110 Personal Leave Relief	11,845	18,934	14,031	15,128	15,128	15,128
5115 Vacant Slot Relief	30,589	15,116				
5117 Regular Day Off Relief				17,207	17,207	17,207
5118 Standby Overtime	1,100	571	991	877	877	877
5120 Overtime Union	33,407	16,247	26,928	11,082	11,082	11,082
5201 PERS Taxes	364,281	265,706	270,955	308,576	308,576	308,576
5203 FICA/MEDI	140,599	94,201	103,850	104,086	104,086	104,086
5206 Worker's Comp	85,988	26,636	29,866	29,936	29,936	29,936
5207 TriMet/Wilsonville Tax	13,478	9,222	11,185	10,257	10,257	10,257
5208 OR Worker's Benefit Fund Tax	758	511	523	443	443	443
5210 Medical Ins Union	339,815	223,883	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	12,650	7,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,707	953	4,275	3,600	3,600	3,600
Total Personnel Services	2,932,413	2,008,964	2,033,341	2,085,683	2,085,683	2,085,683
5300 Office Supplies	355	220	600	480	480	480
5301 Special Department Supplies	5,186	3,514	5,325	3,420	3,420	3,420
5302 Training Supplies	105	67	200	100	100	100
5305 Fire Extinguisher	272		120	120	120	120
5307 Smoke Detector Program	188	150	300	300	300	300
5320 EMS Supplies	21,320	10,437	8,287	11,036	11,036	11,036
5321 Fire Fighting Supplies	3,832	3,761	4,375	3,700	3,700	3,700
5325 Protective Clothing	834	3,202	3,750	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	474	747				
5350 Apparatus Fuel/Lubricants	13,680	8,424	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	19,702	41,972	44,305	38,700	38,700	38,700
5365 M&R Firefight Equip	283	185	500	450	450	450
5367 M&R Office Equip	1,122	1,537	1,650	1,650	1,650	1,650
5414 Other Professional Services	54		300	250	250	250
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	23,194	22,514	29,770	31,520	31,520	31,520
5432 Natural Gas	1,575	1,576	1,700	1,700	1,700	1,700
5433 Electricity	26,972	26,457	28,000	28,000	28,000	28,000
5434 Water/Sewer	13,551	11,474	16,240	16,000	16,000	16,000

Station 56 – Elligsen Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5436 Garbage	2,761	2,811	3,000	3,100	3,100	3,100
5450 Rental of Equip	225					
5480 Community/Open House/Outreach	17	26	150	200	200	200
5481 Community Education Materials	519	470	500	350	350	350
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	641	695	720	480	480	480
5575 Laundry/Repair Expense	39	42	100	75	75	75
Total Materials & Services	136,971	140,324	160,092	154,756	154,756	154,756
Total General Fund	\$ 3,069,384	\$ 2,149,288	\$ 2,193,433	\$ 2,240,439	\$ 2,240,439	\$ 2,240,439



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.

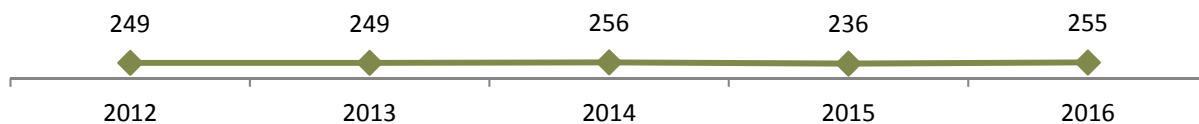
The 7,666 acres (12.0 square miles) of Station 57's first due area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,854,906	\$ 1,798,116	\$ 1,993,577	\$ 2,045,901
Materials & Services	45,406	75,710	109,848	60,338
Total Expenditure	\$ 1,900,312	\$ 1,873,825	\$ 2,103,425	\$ 2,106,239

Station 57 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

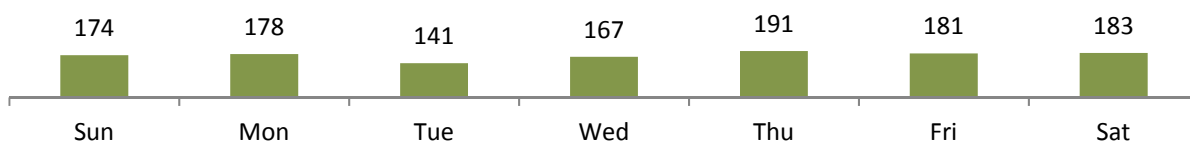
Station 57 – Mountain Road, continued

Station 57 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	64	9	57	13	73	20	58	14	50	7
Overpressure	0	1	0	1	0	2	0	0		1
EMS/Rescue Call	147	121	160	115	155	120	138	118	167	139
Hazardous Condition	12	15	6	8	10	13	9	9	11	15
Service Call	15	18	14	38	7	16	16	20	9	13
Good Intent Call	7	52	8	48	5	46	9	46	12	58
False Call	0	32	0	25	0	38	0	29	0	21
Natural Condition	0	0	0	0	0	1	0	0	0	1
Other Situation	4	1	4	1	6	0	6	0	6	0
Total	249		249		256		236		255	

Station 57 First-Due Area

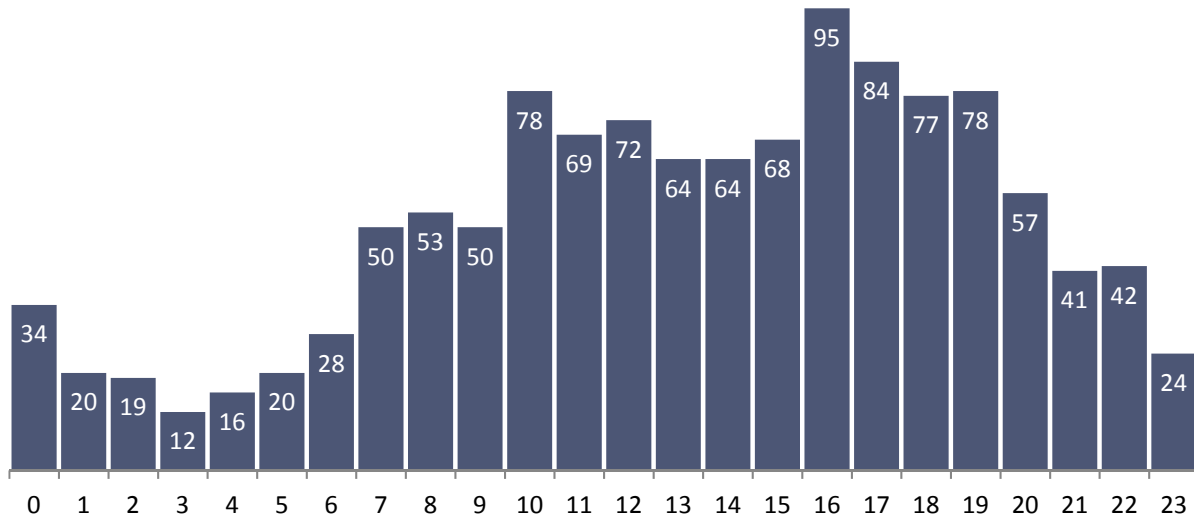
Incident Count by Day of Week, Calendar Years 2012–2016¹



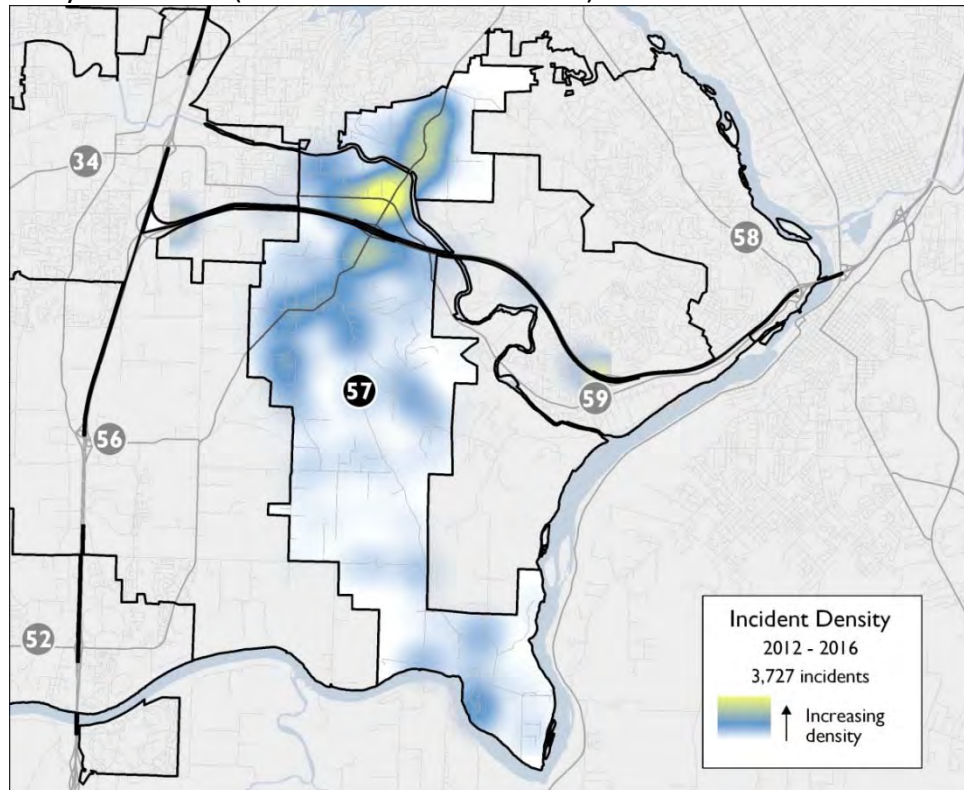
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Low Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10057 General Fund						
5001 Salaries & Wages Union	\$ 815,215	\$ 804,368	\$ 907,423	\$ 905,569	\$ 905,569	\$ 905,569
5003 Vacation Taken Union	138,460	153,119	122,968	127,821	127,821	127,821
5005 Sick Leave Taken Union	14,840	6,636	23,012	18,397	18,397	18,397
5007 Personal Leave Taken Union	14,279	10,361	12,753	13,257	13,257	13,257
5016 Vacation Sold at Retirement			1,107	1,142	1,142	1,142
5017 PEHP Vac Sold at Retirement			3,352	3,491	3,491	3,491
5020 Deferred Comp Match Union	47,300	43,770	48,991	49,914	49,914	49,914
5101 Vacation Relief	123,460	134,910	139,836	142,574	142,574	142,574
5105 Sick Relief	19,771	15,180	21,436	20,212	20,212	20,212
5106 On the Job Injury Relief	2,129	2,430	4,331	3,916	3,916	3,916
5107 Short Term Disability Relief			1,460	1,085	1,085	1,085
5110 Personal Leave Relief	13,234	8,754	13,723	14,796	14,796	14,796
5115 Vacant Slot Relief	29,469	18,731				
5117 Regular Day Off Relief				16,830	16,830	16,830
5118 Standby Overtime	1,115	1,156	969	858	858	858
5120 Overtime Union	6,969	11,563	26,337	10,839	10,839	10,839
5201 PERS Taxes	252,516	253,493	265,010	301,807	301,807	301,807
5203 FICA/MEDI	88,820	86,736	101,572	101,802	101,802	101,802
5206 Worker's Comp	60,719	26,096	29,211	29,279	29,279	29,279
5207 TriMet/Wilsonville Tax	8,413	8,274	10,939	10,033	10,033	10,033
5208 OR Worker's Benefit Fund Tax	492	448	523	443	443	443
5210 Medical Ins Union	208,639	204,989	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	7,083	6,500	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,984	600	3,420	3,600	3,600	3,600
Total Personnel Services	1,854,906	1,798,116	1,993,577	2,045,901	2,045,901	2,045,901
5300 Office Supplies	319	206	480	480	480	480
5301 Special Department Supplies	3,743	3,081	4,260	3,420	3,420	3,420
5302 Training Supplies	140	19	200	100	100	100
5305 Fire Extinguisher	104		120	120	120	120
5307 Smoke Detector Program			175	300	300	300
5320 EMS Supplies	2,465	3,175	4,950	5,099	5,099	5,099
5321 Fire Fighting Supplies	4,338	3,018	2,700	2,700	2,700	2,700
5325 Protective Clothing	1,317	3,042	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	4,117	1,729	370	864	864	864
5350 Apparatus Fuel/Lubricants	3,965	2,448	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	11,845	45,693	71,797	21,431	21,431	21,431
5365 M&R Firefight Equip	68		100	150	150	150
5367 M&R Office Equip	1,277	1,230	1,650	1,650	1,650	1,650
5414 Other Professional Services			100	125	125	125
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	343	343	242	344	344	344
5432 Natural Gas	2,549	3,501	4,200	4,500	4,500	4,500
5433 Electricity	6,054	5,568	6,500	6,500	6,500	6,500
5436 Garbage	2,180	1,857	2,574	3,000	3,000	3,000

Station 57 – Mountain Road, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450 Rental of Equip	120	120	120			
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials		168	200	200	200	200
5500 Dues & Subscriptions	70	44	150	100	100	100
5570 Misc Business Exp	142	152	480	480	480	480
5575 Laundry/Repair Expense	250	317	280	550	550	550
Total Materials & Services	45,406	75,710	109,848	60,338	60,338	60,338
Total General Fund	\$ 1,900,312	\$ 1,873,825	\$ 2,103,425	\$ 2,106,239	\$ 2,106,239	\$ 2,106,239



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.

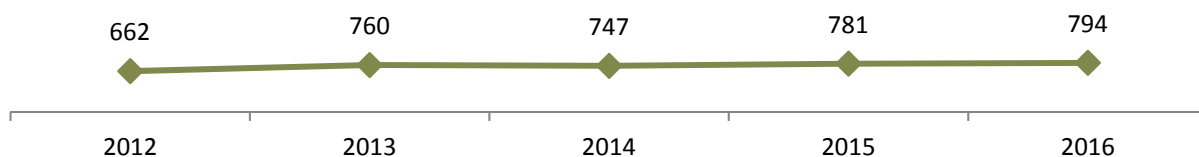
The 3,823 acres (6.0 square miles) of Station 58's first due area includes the northeast portion of West Linn plus rural lands. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's Mobile Command Center is located at Station 58 for use at incidents of extended duration.



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,822,454	\$ 3,018,258	\$ 2,032,486	\$ 2,085,683
Materials & Services	88,965	89,213	93,135	83,708
Total Expenditure	\$ 2,911,420	\$ 3,107,471	\$ 2,125,621	\$ 2,169,391

Station 58 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

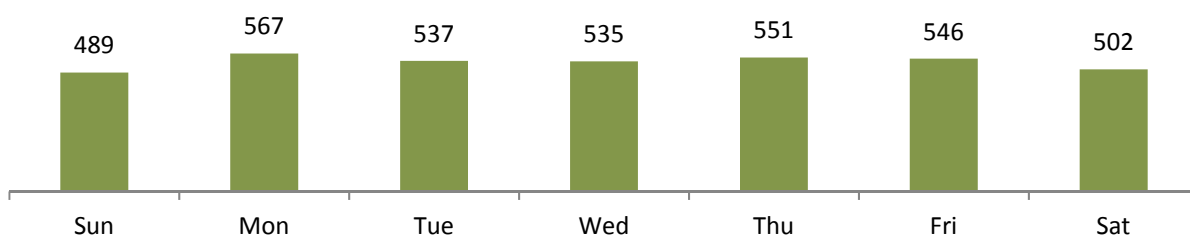
Station 58 – Bolton, continued

Station 58 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	77	24	83	23	75	23	90	25	70	17
Overpressure	0	2	0	2	0	2	0	2	0	2
EMS/Rescue Call	495	421	546	485	540	498	532	521	570	530
Hazardous Condition	17	21	17	24	23	37	27	36	23	37
Service Call	22	48	35	73	35	42	38	50	44	54
Good Intent Call	45	109	63	121	67	101	82	98	78	97
False Call	0	36	0	32	0	44	0	46	0	55
Natural Condition	0	1	0	0	0	0	0	3	0	0
Other Situation	6	0	16	0	7	0	12	0	9	2
Total	662		760		747		781		794	

Station 58 First-Due Area

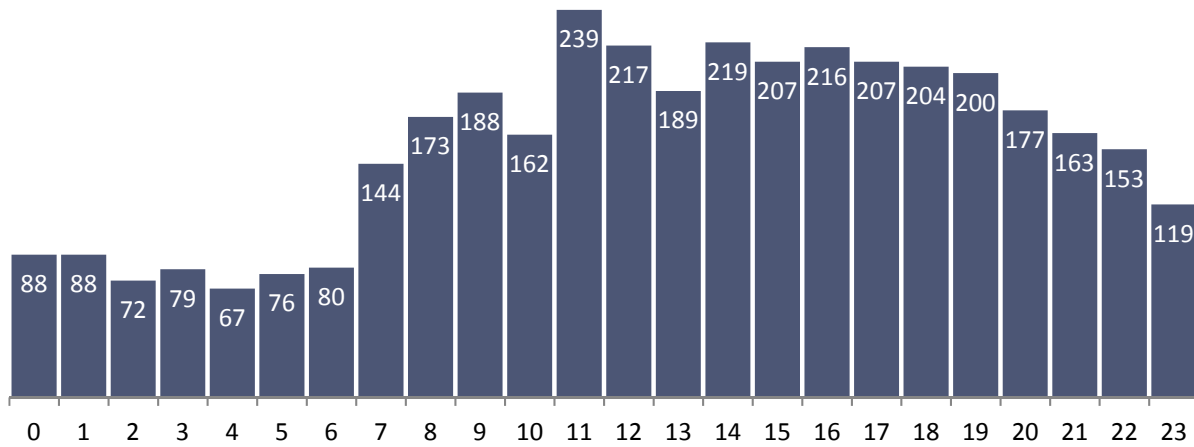
Incident Count by Day of Week, Calendar Years 2012–2016¹



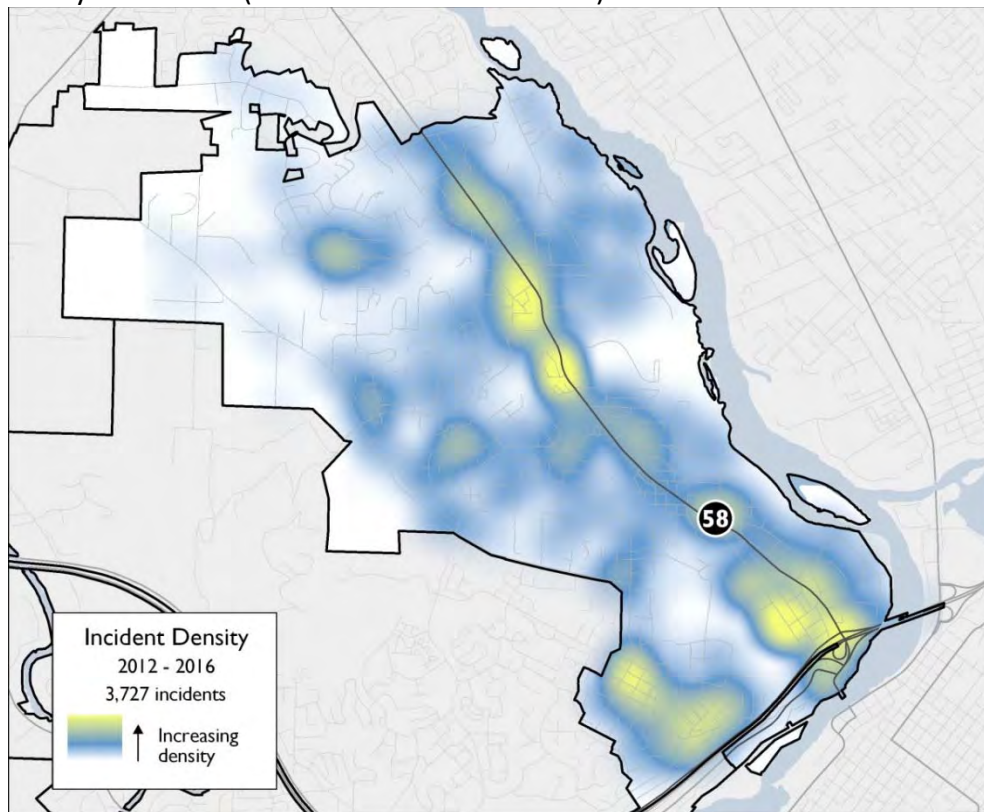
¹NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Low Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10058 General Fund						
5001 Salaries & Wages Union	\$ 1,244,336	\$ 1,322,994	\$ 927,779	\$ 925,883	\$ 925,883	\$ 925,883
5003 Vacation Taken Union	192,343	191,092	125,727	130,688	130,688	130,688
5005 Sick Leave Taken Union	21,392	17,746	23,528	18,809	18,809	18,809
5007 Personal Leave Taken Union	8,243	17,171	13,039	13,555	13,555	13,555
5016 Vacation Sold at Retirement			1,132	1,167	1,167	1,167
5017 PEHP Vac Sold at Retirement		47,500	3,427	3,569	3,569	3,569
5020 Deferred Comp Match Union	67,726	72,346	50,090	51,033	51,033	51,033
5101 Vacation Relief	228,146	246,616	142,973	145,772	145,772	145,772
5105 Sick Relief	36,194	30,267	21,917	20,666	20,666	20,666
5106 On the Job Injury Relief	3,796	8,799	4,428	4,004	4,004	4,004
5107 Short Term Disability Relief	1,303		1,493	1,109	1,109	1,109
5110 Personal Leave Relief	31,206	30,849	14,031	15,128	15,128	15,128
5115 Vacant Slot Relief	26,939	24,888				
5117 Regular Day Off Relief				17,207	17,207	17,207
5118 Standby Overtime	1,812	1,840	991	877	877	877
5120 Overtime Union	24,596	50,476	26,928	11,082	11,082	11,082
5201 PERS Taxes	370,898	416,361	270,955	308,576	308,576	308,576
5203 FICA/MEDI	134,233	143,548	103,850	104,086	104,086	104,086
5206 Worker's Comp	90,990	40,356	29,866	29,936	29,936	29,936
5207 TriMet/Wilsonville Tax	12,998	13,980	11,185	10,257	10,257	10,257
5208 OR Worker's Benefit Fund Tax	780	778	523	443	443	443
5210 Medical Ins Union	309,724	327,866	248,004	261,036	261,036	261,036
5220 Post Retire Ins Union	11,000	10,500	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,798	2,283	3,420	3,600	3,600	3,600
Total Personnel Services	2,822,454	3,018,258	2,032,486	2,085,683	2,085,683	2,085,683
5300 Office Supplies	331	123	480	480	480	480
5301 Special Department Supplies	3,842	3,365	4,260	3,420	3,420	3,420
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher	52		120	100	100	100
5307 Smoke Detector Program	138	100	300	300	300	300
5320 EMS Supplies	16,311	9,757	16,000	8,000	8,000	8,000
5321 Fire Fighting Supplies	1,699	708	2,700	2,700	2,700	2,700
5325 Protective Clothing	4,390	(975)	3,000	3,000	3,000	3,000
5330 Noncapital Furniture & Equip	1,872	1,490		3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	14,358	6,895	10,000	6,600	6,600	6,600
5361 M&R Bldg/Bldg Equip & Improv	17,364	40,476	25,055	24,070	24,070	24,070
5365 M&R Firefight Equip	68		200	150	150	150
5367 M&R Office Equip	1,257	1,111	1,650	1,650	1,650	1,650
5414 Other Professional Services	100		200	125	125	125
5415 Printing	19		50	25	25	25
5416 Custodial & Bldg Services	1,127	1,168	790	1,168	1,168	1,168
5432 Natural Gas	2,940	2,654	3,200	3,240	3,240	3,240
5433 Electricity	18,305	17,659	19,000	19,020	19,020	19,020
5434 Water/Sewer	3,757	3,882	4,650	4,500	4,500	4,500

Station 58 – Bolton, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5480 Community/Open House/Outreach			150	200	200	200
5481 Community Education Materials	340	157	400	800	800	800
5500 Dues & Subscriptions	104	83	150	100	100	100
5570 Misc Business Exp	529	491	480	480	480	480
5575 Laundry/Repair Expense	62	68	100	480	480	480
Total Materials & Services	88,965	89,213	93,135	83,708	83,708	83,708
Total General Fund	\$ 2,911,420	\$ 3,107,471	\$ 2,125,621	\$ 2,169,391	\$ 2,169,391	\$ 2,169,391



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 Firefighter/EMT-Paramedics respond to incidents utilizing **Rescue 59** and also provide transport services in the District's portion of Clackamas County via a subcontract with American Medical Response (AMR).

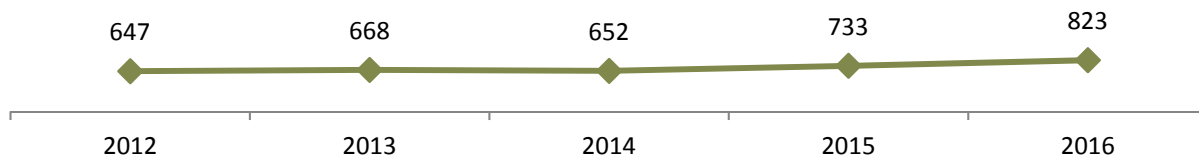
The 5,727 acres (8.9 square miles) of Station 59's first due area includes the southwest portion of West Linn and unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. One of the District's **Water Rescue Teams** is housed at Station 59 (in conjunction with Station 21).



Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 2,141,071	\$ 2,283,381	\$ 3,125,762	\$ 3,267,432
Materials & Services	51,556	74,226	92,344	105,899
Total Expenditure	\$ 2,192,627	\$ 2,357,607	\$ 3,218,106	\$ 3,373,331

Station 59 First-Due Area Incident Count¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

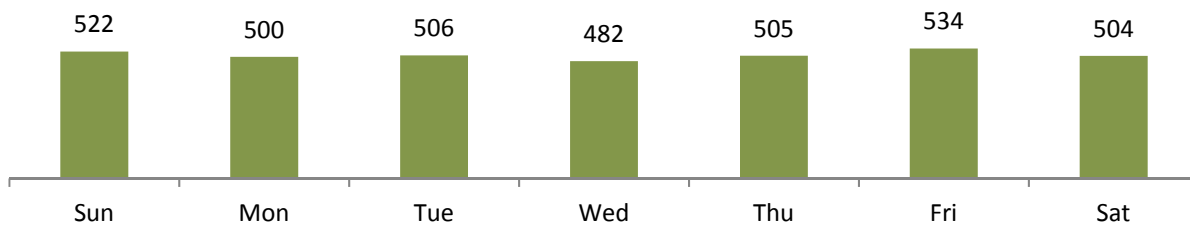
Station 59 – Willamette, continued

Station 59 First-Due Area Incident Summary (Calendar Year)¹

NFIRS Series	2012		2013		2014		2015		2016	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	68	16	86	19	93	24	135	34	105	23
Overpressure	0	2	0	1	0	2	0	1	0	0
EMS/Rescue Call	471	431	488	444	470	445	493	455	590	566
Hazardous Condition	16	19	11	15	12	26	20	20	11	15
Service Call	36	30	28	40	36	23	38	30	43	48
Good Intent Call	45	95	42	103	31	85	34	130	59	93
False Call	0	54	0	43	0	47	0	63	0	78
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	11	0	13	3	10	0	13	0	15	0
Total	647		668		652		733		823	

Station 59 First-Due Area

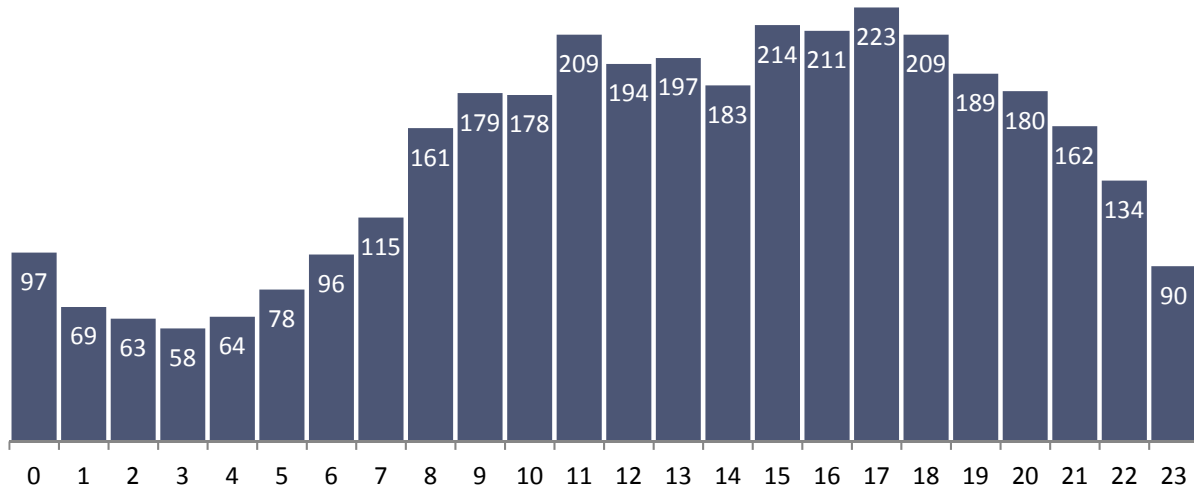
Incident Count by Day of Week, Calendar Years 2012–2016¹



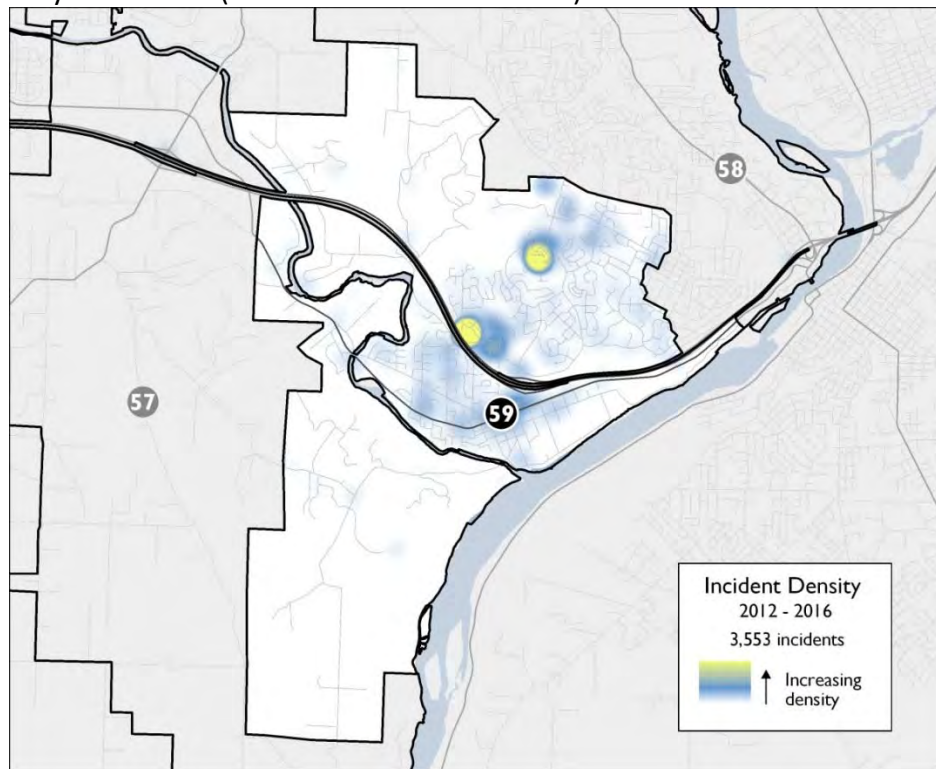
¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 2012–2016¹



Incident Density 2012-2016 (Low Incident Count Model)¹



¹ NOTE: First due area incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10059 General Fund						
5001 Salaries & Wages Union	\$ 952,643	\$ 1,001,436	\$ 1,437,386	\$ 1,461,652	\$ 1,461,652	\$ 1,461,652
5003 Vacation Taken Union	121,114	153,274	194,878	206,312	206,312	206,312
5005 Sick Leave Taken Union	5,999	9,081	36,468	29,694	29,694	29,694
5007 Personal Leave Taken Union	7,901	10,242	20,210	21,398	21,398	21,398
5016 Vacation Sold at Retirement			1,718	1,830	1,830	1,830
5017 PEHP Vac Sold at Retirement	1,937	2,026	5,206	5,597	5,597	5,597
5020 Deferred Comp Match Union	46,053	48,363	76,099	80,038	80,038	80,038
5101 Vacation Relief	185,545	199,137	217,211	228,627	228,627	228,627
5105 Sick Relief	32,093	41,123	33,296	32,411	32,411	32,411
5106 On the Job Injury Relief	581	3,647	6,727	6,279	6,279	6,279
5107 Short Term Disability Relief	1,089	1,909	2,267	1,739	1,739	1,739
5110 Personal Leave Relief	31,002	38,070	21,316	23,727	23,727	23,727
5115 Vacant Slot Relief	17,334	17,317				
5117 Regular Day Off Relief				26,987	26,987	26,987
5118 Standby Overtime	1,216	1,045	1,504	1,375	1,375	1,375
5120 Overtime Union	35,408	34,919	40,909	17,380	17,380	17,380
5201 PERS Taxes	305,183	332,647	418,205	486,501	486,501	486,501
5203 FICA/MEDI	100,030	107,929	160,286	164,101	164,101	164,101
5206 Worker's Comp	63,673	29,404	46,096	47,195	47,195	47,195
5207 TriMet/Wilsonville Tax	9,981	10,889	17,261	16,171	16,171	16,171
5208 OR Worker's Benefit Fund Tax	554	551	783	664	664	664
5210 Medical Ins Union	210,621	230,572	372,006	391,554	391,554	391,554
5220 Post Retire Ins Union	7,200	7,400	10,800	10,800	10,800	10,800
5270 Uniform Allowance	3,914	2,402	5,130	5,400	5,400	5,400
Total Personnel Services	2,141,071	2,283,381	3,125,762	3,267,432	3,267,432	3,267,432
5300 Office Supplies	111	182	720	720	720	720
5301 Special Department Supplies	2,333	2,699	6,390	5,130	5,130	5,130
5302 Training Supplies			200	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	200	125	300	300	300	300
5320 EMS Supplies	5,262	9,324	15,500	30,000	30,000	30,000
5321 Fire Fighting Supplies	661	1,155	4,050	4,050	4,050	4,050
5325 Protective Clothing	1,258	383	4,500	4,500	4,500	4,500
5330 Noncapital Furniture & Equip				770	770	770
5350 Apparatus Fuel/Lubricants	6,767	5,917	7,500	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	13,170	32,727	26,772	24,219	24,219	24,219
5365 M&R Firefight Equip	200	147	200	150	150	150
5367 M&R Office Equip	1,308	1,167	1,650	1,650	1,650	1,650
5414 Other Professional Services	90	47	300	125	125	125
5415 Printing			50	25	25	25
5416 Custodial & Bldg Services	1,074	1,073	742	1,740	1,740	1,740
5432 Natural Gas	1,829	1,969	2,100	2,100	2,100	2,100
5433 Electricity	13,673	14,022	14,500	14,500	14,500	14,500
5434 Water/Sewer	1,415	2,464	4,680	4,680	4,680	4,680

Station 59 – Willamette, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5450 Rental of Equip			100			
5480 Community/Open House/Outreach	330	133	150	200	200	200
5481 Community Education Materials	1,262	83	750	750	750	750
5500 Dues & Subscriptions	82	44	150	100	100	100
5570 Misc Business Exp	384	398	720	720	720	720
5575 Laundry/Repair Expense	147	167	200	250	250	250
Total Materials & Services	51,556	74,226	92,344	105,899	105,899	105,899
Total General Fund	\$ 2,192,627	\$ 2,357,607	\$ 3,218,106	\$ 3,373,331	\$ 3,373,331	\$ 3,373,331



Program Description

This program accounts for the District's Chaplain program and Incident Management Team costs. The 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services			\$ 400	\$ 33,453
Materials & Services			44,900	52,678
Total Expenditure			\$ 45,300	\$ 86,131

2017-18 Budget Highlights

As part of the new EMS/Training/Volunteer Directorate formed in 2016, the Chaplain program was transferred to this newly created department and for 2017-18, Incident Management Team (IMT), union personnel expenses have also been transferred to this cost center. Costs were previously accounted for within the Integrated Operations Directorate and Emergency Management department. 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.

EMS/Train/Vols Administration, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10560 General Fund						
5120 Overtime Union				\$ 22,547	\$ 22,547	\$ 22,547
5121 Overtime Nonunion				1,000	1,000	1,000
5201 PERS Taxes				5,114	5,114	5,114
5203 FICA/MEDI				1,725	1,725	1,725
5206 Worker's Comp				497	497	497
5207 TriMet/Wilsonville Tax				170	170	170
5270 Uniform Allowance			\$ 400	2,400	2,400	2,400
Total Personnel Services			400	33,453	33,453	33,453
5301 Special Department Supplies				650	650	650
5321 Fire Fighting Supplies				128	128	128
5325 Protective Clothing				500	500	500
5350 Apparatus Fuel/Lubricants				1,000	1,000	1,000
5414 Other Professional Services				2,000	2,000	2,000
5415 Printing				500	500	500
5417 Temporary Services			36,000	36,000	36,000	36,000
5461 External Training				400	400	400
5462 Travel and Per Diem			7,500	9,500	9,500	9,500
5500 Dues & Subscriptions			400	400	400	400
5570 Misc Business Exp			1,000	1,600	1,600	1,600
Total Materials & Services			44,900	52,678	52,678	52,678
Total General Fund			\$ 45,300	\$ 86,131	\$ 86,131	\$ 86,131

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services	\$ 909,745	\$ 1,065,856	\$ 1,685,381	\$ 1,169,589
Materials & Services	287,726	314,097	292,120	381,623
Total Expenditure	\$ 1,197,472	\$ 1,379,953	\$ 1,977,501	\$ 1,551,212

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	1.00	1.00	2.00	1.00
Medical Services Chief	0.00	0.00	1.00	1.00
Battalion Chief	1.00	0.00	0.00	0.00
EMS Officer	1.00	4.00	4.00	3.00
Mobile Integrated Health (MIH)	0.00	0.00	1.00	0.00
EMS Assistant	1.00	1.00	1.00	1.00
OHS Business Manager	1.00	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	5.00	6.00	9.00	6.00

2017-18 Significant Changes

Personnel costs reflect expected salaries and wages for current employees including 2017-18 PERS and medical rate increases and the reduction of two positions and a transfer of one Division Chief to Training, upon the closure of the MIH program.

Materials and Services expenses for 5320 EMS Supplies were budgeted in 10200 cost center in the prior year. For 2017-18, account 5320 provides funding for vacuum splint kits, a new lock box system, video laryngoscope blades, and EMS kit replacements. Account 5361, accounts for the service contracts for 59 cardiac monitors. Medical supervision is provided for in Account 5413 (\$147,999) and \$42,000 in other consultant services is budgeted for mobile healthcare and patient advocacy programs. In addition, the District must recertify its Paramedics every two years and accordingly, the certification fees in account 5502 were decreased as this is not a recertification year. Billing agent fees were reduced in account 5418 as the District brought transport billing in-house within the Finance Division.



Status of 2016-17 Tactics

- Define key performance indicators (KPIs) 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 KPIs that meet national standards, and generate meaningful outcome/feedback data to Operations and individual crews.
Status: → Ongoing
Status Report: Identified KPIs for rapid sequence intubation, ST elevation myocardial infarction (STEMI), and cardiac arrest. Additional KPIs will be identified in the next fiscal year.

- 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.
Status: → Ongoing
Status Report: Developed new contracts and expanded services. Goal will be moved to Mobile Integrated Health for fiscal year 2017-18.

- 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 emergency department visits. Completed written policy.
Status: → Ongoing
Status Report: Limited work toward this task to date. Partnered with MIH on preliminary flow chart and process drafts. Developed partnerships with TC911, Veteran Affairs, insurance providers, and social workers.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Added equipment (i.e., ventilators and IV pumps). Video laryngoscope purchase delayed until fiscal year 2017-18. Updated protocols and added services (i.e., event standby, inter-facility transport, increased 911 medic transports.) Medics trained on ambulance and non-emergency transport, and billing procedures in May 2017.

Additional 2016-17 Accomplishments

- Implemented transport services as the Newberg ASA franchisee
- Completely restructured the EMS Quality Improvement Committee
- Co-Managed Paramedic only recruitment with HR
- Implemented several new EMS protocol changes and new equipment



Emergency Medical Services, continued

Activities Summary

EMS Service Measures (Calendar year)	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Patient Care Reports Written	16,379	19,699	23,063	26,940	29,634
Number of EMS Responses	29,829	32,067	36,036	41,440	45,585
Cardiac Arrest Survival % V-Fib / Overall	36%/15.4%	29%/10.4%	33%/16%	38%/18%	39%/19%

EMS 2017-18 Tactics

- Define key performance indicators (KPI) for EMS services at the individual, unit, division, and system levels.

Goal/Strategy: Goal 2 – Strategy 2.5

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.

- Create processes and policy to manage vulnerable populations and high 911 utilization groups.

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.6

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: Revised internal EMS QI charter and peer review committee restructuring with focus on patient safety. 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

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.

EMS 2017-18 Tactics, continued

- Develop and expand innovative healthcare partnerships that benefit District goals and Oregon's Triple Aim initiatives. Secure MIH service contracts that help manage high acuity patients, prevent 911 calls and generate revenue.

Goal/Strategy	Goal 2, Goal 3- Strategy 3.6.1, 3.9
Timeframe:	18 months
Partner(s):	Integrated Operations, Finance, Fire Chief's Office, CCOs, Healthcare systems.
Budget Impact:	Increase required A new program. Revenue generated to offset costs. Prevention of 911 calls lower operational costs.
Measured By:	<ul style="list-style-type: none">• Amount of revenue generated.• Decrease in hospital and emergency department admissions.• Reduction of 911 calls.• Patient satisfaction surveys.• Cost avoidance.



Emergency Medical Services, continued

		2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10520 General Fund							
5001 Salaries & Wages Union	\$	233,720	\$ 386,786	\$ 450,716	\$ 488,651	\$ 488,651	\$ 299,130
5002 Salaries & Wages Nonunion		197,647	191,717	438,615	478,730	478,730	328,958
5003 Vacation Taken Union		30,329	47,865	37,659	31,294	31,294	19,392
5004 Vacation Taken Nonunion		13,965	11,108	29,358	30,742	30,742	22,376
5005 Sick Leave Taken Union		(3,555)	4,001	14,059	8,313	8,313	5,151
5006 Sick Taken Nonunion		1,593	5,273	7,800	8,167	8,167	5,945
5007 Personal Leave Taken Union		4,464	4,430	3,527	4,401	4,401	2,727
5008 Personal Leave Taken Nonunion		3,657	3,558	4,129	4,324	4,324	3,147
5009 Comp Taken Union			2,123				
5010 Comp Taken Nonunion		726	791				
5015 Vacation Sold		10,338	6,729	11,026	11,787	11,787	13,446
5016 Vacation Sold at Retirement				40,000			
5017 PEHP Vac Sold at Retirement			5,060	41,294	11,653	11,653	8,740
5020 Deferred Comp Match Union		12,056	21,622	25,178	26,633	26,633	16,320
5021 Deferred Comp Match Nonunion		16,316	16,965	37,211	45,580	45,580	31,507
5120 Overtime Union		106,378	2,981	4,000	10,304	10,304	9,504
5121 Overtime Nonunion		600		1,500	1,488	1,488	1,488
5201 PERS Taxes		123,922	132,986	220,359	274,000	274,000	169,514
5203 FICA/MEDI		40,650	47,380	81,581	84,005	84,005	55,239
5206 Worker's Comp		16,375	19,350	19,582	23,435	23,435	15,042
5207 TriMet/Wilsonville Tax		4,243	4,791	9,243	8,819	8,819	5,808
5208 OR Worker's Benefit Fund Tax		178	182	305	270	270	180
5210 Medical Ins Union		40,856	79,931	94,568	108,765	108,765	65,259
5211 Medical Ins Nonunion		35,502	39,107	85,875	93,033	93,033	69,775
5220 Post Retire Ins Union		1,400	2,500	2,400	3,000	3,000	1,800
5221 Post Retire Ins Nonunion		1,800	1,800	3,600	3,600	3,600	2,700
5230 Dental Ins Nonunion		4,200	3,929	4,588	8,240	8,240	6,180
5240 Life/Disability Insurance		1,793	1,761	2,923	6,163	6,163	4,186
5270 Uniform Allowance		2,194	1,513	2,450	2,400	2,400	1,500
5290 Employee Tuition Reimburse		2,637	13,855	6,075	3,375	3,375	3,375
5295 Vehicle/Cell Allowance		5,760	5,760	5,760	6,960	6,960	1,200
Total Personnel Services	\$	909,745	\$ 1,065,856	\$ 1,685,381	\$ 1,788,132	\$ 1,788,132	\$ 1,169,589
5300 Office Supplies		151	199	700	800	800	600
5301 Special Department Supplies		532	22	60			
5302 Training Supplies		72	36	1,000	1,000	1,000	800
5320 EMS Supplies		57,411	113,867	1,000	99,537	99,537	96,287
5321 Fire Fighting Supplies		60	18	300	1,125	1,125	1,125
5325 Protective Clothing		350	1,466	1,250	1,750	1,750	1,250
5330 Noncapital Furniture & Equip			2,190	2,300			
5350 Apparatus Fuel/Lubricants		2,465	1,579	7,500	6,600	6,600	3,600
5366 M&R EMS Equip		13,132	35,452		42,816	42,816	42,816
5367 M&R Office Equip		1,870					

Emergency Medical Services, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5400 Insurance Premium			1,000	1,000	1,000	500
5413 Consultant Fees	93,969	82,209	155,600	189,999	189,999	171,999
5414 Other Professional Services	8,325	7,833	24,530	24,530	24,530	24,530
5415 Printing	38	76		130	130	
5418 Trustee/Administrative Fees	41,125	54,670				
5461 External Training	7,117	2,276	7,030	10,920	10,920	7,670
5462 Travel and Per Diem	7,258	2,658	15,636	21,297	21,297	15,072
5471 Citizen Awards	60	182				
5472 Employee Recog & Awards	2,609		1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping	20	47		150	150	
5500 Dues & Subscriptions	1,623	1,321	7,590	6,524	6,524	5,724
5502 Certifications & Licensing	49,023	7,130	64,024	7,050	7,050	7,050
5570 Misc Business Exp	362	426	300	600	600	300
5571 Planning Retreat Expense	155	438	400	600	600	400
Total Materials & Services	287,726	314,097	292,120	418,328	418,328	381,623
Total General Fund	\$ 1,197,472	\$ 1,379,953	\$ 1,977,501	\$ 2,206,460	\$ 2,206,460	\$ 1,551,212



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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,459,432	\$ 1,531,880	\$ 1,824,342	\$ 2,520,875
Materials & Services	261,601	338,332	325,401	363,928
Total Expenditure	\$ 1,721,032	\$ 1,870,212	\$ 2,149,743	\$ 2,884,803

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Division Chief	1.00	1.00	1.00	2.00
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
Total Full-Time Equivalents (FTE)	9.00	9.00	10.00	11.00

2017-18 Significant Changes

Within Personnel Services, Union Overtime includes ALS in-service attendance for 270 paramedics for three four-hour sessions (\$171,720), training of 12 TDA operators (\$25,440), company officer in-service (\$22,572), fire ground management trainer development (\$12,720), EVOC Train the Trainer instruction and recruit driving skills (\$17,808), and other training classes for line personnel to teach, evaluate, and take skills training in specialized areas. One Division Chief was transferred from EMS to assist in developing EMS instruction until his retirement.

The Materials and Services budget, Account 5302, Training Supplies, including \$30,750 for scrap automobiles used for extrication training drills and \$8,000 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 and for 2017-18 exterior and interior painting of the building for \$37,500. Account 5414, Other Professional Services, includes funding for outside instructor fees. Account 5416, Custodial and Building Services, reflects the costs of custodial services. External Training 5461 provides for ongoing education of Training Division personnel.

Status of 2016-17 Tactics

- Identify and develop key performance indicators (KPIs) 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.
Status: → Ongoing
Status Report: Worked with the EMS division to identify KPIs for various call sets/skills. Conducted several EMS simulations and collected airway and crew resource management and high performance CPR KPI data. The Training and Operations Committee initiated work to identify additional KPIs for the fire ground and with the OPS QI Committee on methodology for data collection.

- 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.
Status: → Ongoing
Status Report: Started work to redefine, align and standardize these programs. Drafted components for a new, standalone SOG specific to promotional processes for all ranks with structured, comprehensive guidance on all related steps. Also initiated work to restructure the rank-specific promotional task books and related reporting elements. The Training division's fiscal year 2017-18 budget requests reflect an investment in the continued improvement of these programs.

- 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.
Status: → Ongoing
Status Report: Work toward this tactic was delayed; no significant progress to report.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Significant progress was made in our efforts to communicate out with various work groups; examples included: video updates, targeted emails, Special Order/Notice and Target Solutions assignments/documents.

- 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.
 Status: → Ongoing
 Status Report: Examples of cooperative activities throughout the year included: Co-hosted the Firemanship Conference with Portland, Clackamas, and Vancouver fire agencies; trained with Washington County Sheriffs on emergency vehicle operations and active threats; trained on Narcan and CPR with Beaverton Police; and shared Target Solutions elements with Hillsboro and Lake Oswego Fire Departments.

Additional 2016-17 Accomplishments

- Developed an internal program for TDA training (initial and ongoing).
- Developed an internal program for EVOC training.
- Developed a curriculum and training timeline for Paramedic academy.
- Set a vision for alignment of Development Programs.
- Developed training and Saturday drill curriculum to support new hose and nozzle deployment.

Activities Summary

Training Hours by Method of Delivery

Method of Delivery	FY 2014-15	FY 2015-16
Fire		
Lecture	7,375	10,292
Practical	19,892	25,374
Self-Study	2,755	6,403
Video	4,324	4,647
Webinar	47	124
EMS		
Lecture	7,228	5,173
Practical	11,983	8,435
Self-Study	1,523	3,927
Video	3,829	2,533
Webinar	21	27
Academy		
Lecture	1,523	2,057
Practical	2,521	2,372
Self-Study	1,328	2,221
Video	261	255
Webinar	0	0
Specialty		
Lecture	2,611	2,853
Practical	6,943	8,530
Self-Study	207	284
Video	774	509
Webinar	4	0
Total Hours Delivered	75,149	86,016

2017-18 Tactics

- Identify and develop key performance indicators (KPIs) through data analysis to improve system performance.

Goal/Strategy: Goal 2 - Strategy 2.4, 2.5, 2.7

Timeframe: 24 months

Partner(s): EMS Operations, Integrated Operations, OPS QI Committee, Training and Operations Committee.

Budget Impact: Increase required

Measured By: Fire ground KPIs established in conjunction with the Training and Operations Committee and OPS QI Committee. Additional EMS KPIs established. KPI evaluation through hands on training, simulations and improved system performance.

2017-18 Tactics, continued

- Create, align, refine, improve and build on promotional development programs, with particular focus on: ODP, AODP, BCDP and PDP.

Goal/Strategy: Goal 1- Strategy 1.5; Goal 2 - Strategy 2.7
 Timeframe: 12 months
 Partner(s): Integrated Operations, EMS Operations, Training & OPS Committee, OPS QI Committee, Human Resources, Local 1660 and Fleet.
 Budget Impact: Increase required
 Measured By: Related policy finalized and implementation of program refinements/changes as needed. Direct employee feedback validating that the development programs prepared them for promotional processes and the FTEP phase. The percentage of personnel that are successful in the promotional processes, and in the probationary FTEP phase.

- Track technical competency and/or 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: 24 months
 Partner(s): Integrated Operations, EMS Operations, OPS and EMS QI Committees, Training and OPS Committee, Human Resources, Local 1660, Fleet
 Budget Impact: Increase required
 Measured By: Direct employee feedback. Simulations and training events that validate improved performance compared to KPI's. Data from OPS and EMS QI committees that validate improved system performance.

- 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. Direct feedback to verify if other divisions understand the vision and focus of the Training Division.

2017-18 Tactics, continued

- 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: Report developed reflecting the number of joint training hours with outside agencies. Increased number of cooperative activities. Gained efficiencies and cost reduction or avoidance.



	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10540 General Fund						
5001 Salaries & Wages Union	\$ 381,704	\$ 514,127	\$ 557,783	\$ 553,026	\$ 553,026	\$ 543,026
5002 Salaries & Wages Nonunion	293,501	240,873	299,445	313,723	313,723	479,229
5003 Vacation Taken Union	66,030	56,045	38,022	38,194	38,194	38,194
5004 Vacation Taken Nonunion	24,690	14,933	20,316	20,953	20,953	32,184
5005 Sick Leave Taken Union	(5,983)	1,832	10,104	10,146	10,146	10,146
5006 Sick Taken Nonunion	4,847	1,784	5,398	5,371	5,371	8,551
5007 Personal Leave Taken Union	13,729	3,360	5,352	5,371	5,371	5,371
5008 Personal Leave Taken Nonunion	2,049	1,339	2,859	2,947	2,947	4,526
5009 Comp Taken Union	74	140				
5015 Vacation Sold	10,192	3,364	7,630	8,921	8,921	13,297
5016 Vacation Sold at Retirement				36,900	36,900	96,482
5017 PEHP Vac Sold at Retirement	109,586	11,248	14,281	14,345	14,345	14,345
5020 Deferred Comp Match Union	21,585	26,890	29,706	29,839	29,839	29,839
5021 Deferred Comp Match Nonunion	21,756	19,412	23,011	24,652	24,652	41,200
5120 Overtime Union	55,608	147,581	220,062	347,398	347,398	347,398
5121 Overtime Nonunion	288		490			
5201 PERS Taxes	204,473	210,167	248,138	352,102	352,102	422,291
5203 FICA/MEDI	61,650	68,780	89,463	103,974	103,974	123,200
5206 Worker's Comp	33,073	27,960	25,355	28,127	28,127	31,554
5207 TriMet/Wilsonville Tax	5,978	7,040	10,073	10,653	10,653	12,680
5208 OR Worker's Benefit Fund Tax	269	320	350	300	300	330
5210 Medical Ins Union	74,611	105,070	124,002	130,518	130,518	130,518
5211 Medical Ins Nonunion	61,798	50,254	74,164	80,405	80,405	103,663
5220 Post Retire Ins Union	2,600	3,350	3,600	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	3,600	2,775	3,600	3,600	3,600	4,500
5230 Dental Ins Nonunion	6,753	4,848	4,543	7,229	7,229	9,289
5240 Life/Disability Insurance	2,758	2,343	3,545	5,075	5,075	6,842
5270 Uniform Allowance	1,507	2,207	2,450	2,800	2,800	2,800
5290 Employee Tuition Reimburse	105	3,437				
5295 Vehicle/Cell Allowance	600	400	600	600	600	5,820
Total Personnel Services	1,459,432	1,531,880	1,824,342	2,140,769	2,140,769	2,520,875
5300 Office Supplies	1,429	1,638	2,315	3,000	3,000	3,000
5301 Special Department Supplies	6,173	7,021	7,810	6,444	6,444	6,444
5302 Training Supplies	37,383	60,074	81,057	62,100	62,100	62,100
5305 Fire Extinguisher	467		1,000	500	500	500
5320 EMS Supplies	4,929	3,003	1,000	7,500	7,500	7,500
5321 Fire Fighting Supplies	308	206	1,750	7,750	7,750	7,750
5325 Protective Clothing	939	5,572	1,991	1,939	1,939	1,939
5330 Noncapital Furniture & Equip	2,288	1,509				
5350 Apparatus Fuel/Lubricants	9,784	7,894	15,000	8,004	8,004	8,004
5361 M&R Bldg/Bldg Equip & Improv	74,911	93,823	42,564	120,681	120,681	120,681
5365 M&R Firefight Equip		407	400			

Training, continued

	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
5367 M&R Office Equip	4,797	5,247	5,706	5,364	5,364	5,364
5400 Insurance Premium	532		550	550	550	550
5414 Other Professional Services	17,758	52,728	21,033	11,860	11,860	11,860
5415 Printing	175	390	300	300	300	300
5416 Custodial & Bldg Services	19,628	22,968	28,182	27,840	27,840	27,840
5432 Natural Gas	9,835	9,119	13,750	14,300	14,300	14,300
5433 Electricity	40,672	38,858	44,500	46,280	46,280	46,280
5436 Garbage	13,132	15,462	15,600	15,600	15,600	15,600
5450 Rental of Equip	2,863	2,265	3,390	4,390	4,390	4,390
5461 External Training	7,013	2,548	25,185	5,835	5,835	5,835
5462 Travel and Per Diem	2,338	4,155	6,302	8,466	8,466	8,466
5484 Postage UPS & Shipping	78		200	200	200	200
5500 Dues & Subscriptions	1,393	1,114	1,895	1,295	1,295	1,295
5502 Certifications & Licensing	581	360	235	200	200	200
5570 Misc Business Exp	1,971	1,216	2,728	2,400	2,400	2,400
5571 Planning Retreat Expense		371	550	650	650	650
5575 Laundry/Repair Expense	224	384	408	480	480	480
Total Materials & Services	261,601	338,332	325,401	363,928	363,928	363,928
Total General Fund	\$ 1,721,032	\$ 1,870,212	\$ 2,149,743	\$ 2,504,697	\$ 2,504,697	\$ 2,884,803

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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$	31		
Materials & Services		397		
Total Expenditure	\$	428		

External Training, continued

		2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10420 General Fund							
5120 Overtime Union	\$	25					
5201 PERS Taxes		4					
5203 FICA/MEDI		2					
5211 Medical Ins Nonunion							
5221 Post Retire Ins Nonunion							
5230 Dental Ins Nonunion							
5240 Life/Disability Insurance							
Total Personnel Services		31					
5305 Fire Extinguisher		397					
Total Materials & Services		397					
Total General Fund	\$	428					

Program Description

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training program. 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	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$ 1,219,576	\$ 1,693,322	\$ 3,050,924	\$ 1,766,168
Materials & Services	197,765	196,865	254,350	215,810
Total Expenditure	\$ 1,417,341	\$ 1,890,186	\$ 3,305,274	\$ 1,981,978

2017-18 Significant Changes

The budget reflects plans for the training of 24 new recruits and training officer time allocated for instruction. 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 2016-17 Division Tactics

- Conduct an analysis of the E92, Lateral Recruit, and Field Training and Evaluation Programs (FTEP) 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.
 Status: → Ongoing
 Status Report: Initiated FTEP SOG and training module revision. Preliminary analysis to compare the various academy models was initiated to outline the factors that would indicate which type to conduct and when, such as cost and number of participant's. Additional analysis of the E92 and the Lateral Recruit academies will begin at the end of their probation.

Status of 2016-17 Division Tactics, continued

- 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.
Status: ✓ Complete
Status Report: The Academy Cadre developed a work flow sheet for acute emergencies involving Recruit Firefighters. Occupational Health and Wellness staff and the Academy Cadre worked on prevention of acute injury and developed a work flow sheet for managing ongoing and acute injuries.

Additional 2016-17 Accomplishments

- The format for the last E92 academy (16-02) was changed, which included a longer academy phase (2 months). This was based on direct feedback from the previous E92 cadre, Local 1660 and other key stakeholders.
- The academy cadre developed the curriculum and timeline for the 17-02 Paramedic only academy.

2017-18 Tactics

- Conduct an analysis of the E92, Lateral Recruit, Paramedic only and FTEP programs to identify areas for improvement.

Goal/Strategy: Goal 1- Strategy 1.5, Goal 2- Strategy 2.5, 2.7
Timeframe: 24 months
Partner(s): Occupational Health, Operations and EMS Operations
Budget Impact: None
Measured By: Data analysis conducted specific to injuries, operational performance and budget impacts and applied to decision making and program adjustments.



	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10545 General Fund						
5001 Salaries & Wages Union	\$ 661,750	\$ 956,594	\$ 1,482,872	\$ 902,920	\$ 902,920	\$ 902,920
5003 Vacation Taken Union	16,224	42,485	38,902	37,520	37,520	37,520
5005 Sick Leave Taken Union	1,307	13,344	7,280	5,401	5,401	5,401
5007 Personal Leave Taken Union	1,845	5,337	4,034	3,893	3,893	3,893
5016 Vacation Sold at Retirement	1,942	2,057	193	200	200	200
5017 PEHP Vac Sold at Retirement		2,187	584	611	611	611
5020 Deferred Comp Match Union	16,111	22,135	15,499	14,652	14,652	14,652
5101 Vacation Relief	7,670	12,051	44,238	41,852	41,852	41,852
5105 Sick Relief			6,782	5,934	5,934	5,934
5106 On the Job Injury Relief			1,371	1,150	1,150	1,150
5107 Short Term Disability Relief			463	319	319	319
5110 Personal Leave Relief	1,406		4,342	4,344	4,344	4,344
5115 Vacant Slot Relief		1,312		4,941	4,941	4,941
5118 Standby Overtime	224	326	307	253	253	253
5120 Overtime Union	33,936	47,526	66,600	74,352	74,352	74,352
5201 PERS Taxes	90,312	124,429	334,026	249,105	249,105	249,105
5203 FICA/MEDI	54,519	79,266	128,022	84,025	84,025	84,025
5206 Worker's Comp	77,224	18,336	36,818	24,166	24,166	24,166
5207 TriMet/Wilsonville Tax	5,196	7,724	13,786	8,280	8,280	8,280
5208 OR Worker's Benefit Fund Tax	380	562	783	389	389	389
5210 Medical Ins Union	205,317	316,058	785,347	228,406	228,406	228,406
5220 Post Retire Ins Union	2,700	3,500	22,800	6,300	6,300	6,300
5270 Uniform Allowance	41,511	38,093	55,875	67,155	67,155	67,155
Total Personnel Services	1,219,576	1,693,322	3,050,924	1,766,168	1,766,168	1,766,168
5300 Office Supplies	43	17	750	960	960	960
5301 Special Department Supplies	2,385	1,775	3,000	6,840	6,840	6,840
5302 Training Supplies	5,837	11,309	10,850	8,190	8,190	8,190
5305 Fire Extinguisher	256		2,400	1,440	1,440	1,440
5320 EMS Supplies	1,931	4,420	21,000	13,500	13,500	13,500
5321 Fire Fighting Supplies	9,494	12,078	15,750	24,600	24,600	24,600
5325 Protective Clothing	174,867	161,719	188,400	149,880	149,880	149,880
5330 Noncapital Furniture & Equip		92	3,500	3,000	3,000	3,000
5365 M&R Firefight Equip	2,527	2,511	3,000	3,000	3,000	3,000
5417 Temporary Services			4,800			
5445 Rent/Lease of Building			350			
5484 Postage UPS & Shipping			150			
5570 Misc Business Exp	425	827	2,300	2,000	2,000	2,000
5575 Laundry/Repair Expense		2,115	6,750	5,400	5,400	5,400
Total Materials & Services	197,765	196,865	254,350	215,810	215,810	215,810
Total General Fund	\$ 1,417,341	\$ 1,890,186	\$ 3,305,274	\$ 1,981,978	\$ 1,981,978	\$ 1,981,978



Program Description

There are three roles in the District's Volunteer Program: Auxiliary, Incident Support, 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. Incident Support Volunteers 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 colocated with career personnel, and Volunteer Firefighters will be assigned to standalone Station 372 in the Skyline area after completion of the remodel of that volunteer fire station. Since the addition of the former Washington County Fire District #2 and the Newberg Fire Department into District operations, Volunteer Firefighters have also been 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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services	\$ 54,190	\$ 32,439	\$ 101,910	\$ 71,800
Materials & Services	102,940	121,613	258,718	188,565
Total Expenditure	\$ 157,130	\$ 154,052	\$ 360,628	\$ 260,365



2017-18 Significant Changes

The District budget for volunteers includes funding for all volunteer groups including the former District 2 volunteers and City of Newberg volunteers. 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 as well for the former District 2 plan. Account 5240 accounts for group insurance policies for the District volunteers. Account 5270 allows for uniform replacements as needed for all volunteers in the District and Newberg. Account 5301 includes \$2,210 for the remodeled Skyline Station 372 (formerly known as 368), and account 5330 includes \$30,000 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 5363 provides for antique apparatus vehicle maintenance. 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 2016-17 Tactics

- Recruit Volunteers to meet the District's 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.
Status: √ Complete
Status Report: Interviews completed and over 40 recruit volunteers will be on board by the end of fiscal year 2016-17.

- Enhance the uniforms, PPE, and apparatus that are 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.
Status: √ Complete
Status Report: Volunteers outfitted with appropriate uniforms, PPE, equipment and apparatus.

Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Due to remodeling construction delays, work toward this tactic will occur in fiscal year 2017-18.

Additional 2016-17 Accomplishments

- Successfully blended former Newberg Fire/EMS and Washington Co. District 2 volunteer members into the TVF&R volunteer program.
- Deployed new apparatus and equipment to support volunteer operations (UT333, UT350, and upcoming Squad).

2017-18 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: Station 372 operational, deployment model outlined, and staffing schedule implemented by the end of calendar year 2017. At least quarterly reporting on staffing performance.

- Recruit Volunteers to meet the District's operational need.

Goal/Strategy: Goal 2 – Strategy 2.2
 Timeframe: 12 months
 Partner(s): Operations, Logistics, Human Resources
 Budget Impact: None
 Measured By: Onboarding additional volunteers as needed based on the continued ability to staff volunteer functions.

Volunteers, continued

	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Proposed Budget	2017-18 Approved Budget	2017-18 Adopted Budget
10550 General Fund						
5150 Pension Benefit	\$ 18,000	\$ 12,501	\$ 32,000	\$ 20,000	\$ 20,000	\$ 30,000
5240 Life/Disability Insurance	12,693	12,946	13,200			15,000
5270 Uniform Allowance	22,323	5,955	51,710	21,800	21,800	21,800
5290 Employee Tuition Reimburse	1,174	1,038	5,000	5,000	5,000	5,000
Total Personnel Services	54,190	32,439	101,910	46,800	46,800	71,800
5300 Office Supplies	155	44	740	740	740	740
5301 Special Department Supplies	1,934	1,737	10,630	5,710	5,710	5,710
5302 Training Supplies			2,700	1,600	1,600	1,600
5305 Fire Extinguisher			360	250	250	250
5320 EMS Supplies	1,308	581	4,000	4,000	4,000	4,000
5321 Fire Fighting Supplies	995	3,038	6,350	6,350	6,350	6,350
5325 Protective Clothing	12,897	22,335	71,500	31,500	31,500	31,500
5330 Noncapital Furniture & Equip	495		20,000	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	3,169	2,417	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	14,034	11,550	25,361	24,378	24,378	24,378
5363 Vehicle Maintenance	2,978	8,107	5,000	8,000	8,000	8,000
5365 M&R Firefight Equip		6,550	200	200	200	200
5367 M&R Office Equip			1,650	1,650	1,650	1,650
5414 Other Professional Services		2,250	3,500	3,000	3,000	3,000
5415 Printing		215	350	325	325	325
5416 Custodial & Bldg Services	396		1,125	400	400	400
5417 Temporary Services	6,688	7,645	10,000	10,000	10,000	10,000
5432 Natural Gas	3,034	3,140	3,720	5,640	5,640	5,640
5433 Electricity	5,864	5,677	6,120	9,720	9,720	9,720
5434 Water/Sewer	96	96	96	96	96	96
5436 Garbage	347	680	360	360	360	360
5450 Rental of Equip	870	870	876	876	876	876
5461 External Training	2,268	959	6,900	6,900	6,900	6,900
5462 Travel and Per Diem	23,606	17,389	31,600	23,200	23,200	23,200
5472 Employee Recog & Awards	576	492	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	8,412	8,304	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach			3,500	3,000	3,000	3,000
5481 Community Education Materials	1,282	891	1,700	1,450	1,450	1,450
5484 Postage UPS & Shipping	30		100	100	100	100
5500 Dues & Subscriptions	928	1,157	1,340	1,180	1,180	1,180
5501 Volunteer Assn Dues	8,000	12,000	16,000	12,000	12,000	12,000
5502 Certifications & Licensing		45	1,000	1,000	1,000	1,000
5570 Misc Business Exp	2,561	3,445	5,240	5,240	5,240	5,240
5571 Planning Retreat Expense			500	500	500	500
5575 Laundry/Repair Expense	18		700	700	700	700
Total Materials & Services	102,940	121,613	258,718	188,565	188,565	188,565
Total General Fund	\$ 157,130	\$ 154,052	\$ 360,628	\$ 235,365	\$ 235,365	\$ 260,365

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital Outlay		\$ 471,639	\$ 105,000	\$ 2,265,000
Contingency			933,000	500,000
Total Expenditures		\$ 471,639	\$ 1,038,000	\$ 2,765,000

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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Engines	\$ 1,270,000	\$ 1,270,000	\$ 1,845,000	\$ 1,270,000	\$ 1,270,000	\$ 1,270,000
Trucks	995,000		1,000,000			
Elevated Waterway Units					835,000	
Medic Units			310,000	620,000	500,000	560,000
Special Purpose					215,000	333,000
Total	\$ 2,265,000	\$ 1,270,000	\$ 3,155,000	\$ 1,890,000	\$ 2,820,000	\$ 2,163,000

Apparatus Fund, continued

Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Projected	2017-18 Estimated
Engines	\$ 25,919	\$ 27,784	\$ 29,141	\$ 32,000	\$ 35,000
Trucks	45,521	56,210	56,999	62,700	70,000
Aerial Pumpers	52,472	55,708	66,425	73,500	80,000
Light/Heavy Brush Rigs	4,964	7,248	6,591	7,000	7,500
Specialty ¹	8,260	9,904	18,300	20,000	22,000
Medics/Rescue	4,034	11,993	6,768	9,000	10,500
Cars ²	3,269	3,566	2,897	3,800	4,000
Tenders	6,484	3,611	7,082	8,500	9,000
Code 3 Staff Vehicles	4,193	2,337	2,569	3,000	3,200
Battalion Chief Vehicles	9,034	10,343	10,107	9,000	9,500
Other Staff Vehicles	2,597	2,815	2,398	2,900	3,050

¹ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, and Rehab units.

² Response vehicle (Car) staffed with a single Paramedic for incidents that are not life or property threatening.

These costs are budgeted within Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 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 as "Frontline" or "Reserve" to allow full functionality and cost utilization of each vehicle. As apparatus age and no longer meet the functional deployment model they 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 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 3,711,080	\$ 3,832,927	\$ 4,885,493	Beginning Fund Balance	\$ 5,067,145	\$ 5,067,145	\$ 5,067,145
19,748	22,478	17,500	Temporary Investments Earnings	17,500	17,500	17,500
102,100			Surplus Property Income			
	1,750,000		Transfer from Other Funds	1,000,000	1,000,000	1,000,000
\$ 3,832,927	\$ 5,605,406	\$ 4,902,993	Total Resources	\$ 6,084,645	\$ 6,084,645	\$ 6,084,645
			Requirements			
	\$ 458,349	\$ 105,000	Fire Apparatus	\$ 2,265,000	\$ 2,265,000	\$ 2,265,000
	13,290		Firefighting Equipment			
	471,639	105,000	Total Capital Outlay	2,265,000	2,265,000	2,265,000
		933,000	Contingency	500,000	500,000	500,000
	471,639	1,038,000	Total Expenditures	2,765,000	2,765,000	2,765,000
3,832,927	5,133,767	3,864,993	Reserved for Future Expenditures	3,319,645	3,319,645	3,319,645
\$ 3,832,927	\$ 5,605,406	\$ 4,902,993	Total Requirements	\$ 6,084,645	\$ 6,084,645	\$ 6,084,645



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 replacement local option tax levy, approved by voters in November 2014, 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital Outlay	\$ 1,662,876	\$ 1,620,023	\$ 2,463,725	\$ 2,558,442
Contingency			1,790,358	945,978
Total Expenditures	\$ 1,662,876	\$ 1,620,023	\$ 4,254,083	\$ 3,504,420

2017-18 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

22540 Training

Training	Mannequin: Resuscitation Anne Simulator. Request to increase inventory of this type of mannequin from 1 to 2. This enables EMS training to be accomplished at multiple locations simultaneously.	8,000
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Total 5603 - TC Training Props: 8,000

5615 Vehicles & Apparatus

22571 Fleet Maintenance

Fleet Maintenance	Replacement - AFMs and Fire Investigation Vehicles (Pickups); These replacement requests (vehicles 1-650, 1-651, 1-653, 1-654/AFM, 1-661/AFM) are in line with the scheduled replacement plan. The vehicles will have an estimated 100,000 - 130,000 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. Operating costs included in the budget.	200,000
Fleet Maintenance	Replacement - Respiratory and Emergency Equipment (REE) Technician Service Van; This vehicle replacement request (1-553) is in line with the scheduled replacement plan. The vehicle will have an estimated 118,000 miles at time of replacement. The requested amount will include the purchase of the vehicle and the compartmentation components to meet the deployment and service needs of the vehicle. Operating costs are included in the budget.	75,000
Fleet Maintenance	Replacement - Supply Department Delivery Van; This vehicle replacement request (1-562) is in line with the scheduled replacement plan. The vehicle will have an estimated 172,000 miles at time of replacement. The requested amount will include the purchase of the vehicle and the compartmentation components to meet the deployment and service needs of the vehicle. Operating costs are included in the budget.	75,000
Fleet Maintenance	Replacement: Operation's request to upgrade four (4) Medic chassis (1-450, 1-451, 1-452, 1-453) to a Liquid Suspension system that is currently installed on the newest six (6) medic units and improves patient experience. The four (4) medic units are 2009 to 2011 chassis and not due for replacement for a minimum of 6 more years due to low activity in first 3 to 4 years of deployment. No significant operating budget impact.	74,400
Fleet Maintenance	Refurbish of existing service vehicles for use as Facilities Maintenance service trucks; One (1) for the utility worker and one (1) for the addition of a new Facilities Service Technician, Pre Plan Approved. Set up equipment including brackets, fabrication of tool and parts compartments, decals, and paint of reused service body and cab as needed. Equipment needed to outfit these three units: Compartment tool box \$3,800.00. Service body and cab repairs, paint and refurbish \$6,000.00 Compartment parts storage boxes, bins and dividers \$2,800.00 Ladder rack storage 800.00 No significant operating budget impact.	26,800
Fleet Maintenance	New - Preplan request to purchase a new trailer appropriately built to transport the District's scissor lift. Final functional requirements are under development, at this time the purchase amount is estimated. No significant operating budget impact.	11,000

Total 5615 - Vehicles & Apparatus: 462,200

5620 Firefighting Equip**22200 Integrated Operations Admin**

Integrated Operations Admin	Extrication: Full complement for the deployment of new Truck 55. No significant operating budget impact.	55,000
Integrated Operations Admin	Extrication: Medium complement, including mounting brackets, for Engines 17 and 19. Includes reduction in cost for trade-in value. No significant operating budget impact.	50,000
Integrated Operations Admin	Extrication: Replacement pumps for Truck 51 and Truck 67 per the Operations Capital Plan. Two pumps for each unit (\$5,600/\$11,200). No significant operating budget impact.	33,600
Integrated Operations Admin	Extrication: Spreader (\$8,000) and cutter (\$3,000) for the loaner set of extrication equipment. The loaner set was relocated to Truck 20 due to Truck 20's equipment lacking functionality. Cost reduced by pulling extrication equipment from USAR51 to complete the loaner set, and purchasing a refurbished cutter. No significant operating budget impact.	11,000
Integrated Operations Admin	Stair chair for the deployment of new Truck 55. No significant operating budget impact.	3,000

22571 Fleet Maintenance

Fleet Maintenance	Replacement: AFM and Fire Investigation Vehicle Equipment.(DFM pickup) 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.	34,850
Fleet Maintenance	New: Budget request to purchase SCBA packs for two (2) replacement pumper apparatus, 4 packs required. Remainder of SCBAs from Medic unit decommission. No significant operating budget impact.	24,000
Fleet Maintenance	Replacement - Slide out equipment for BC rigs, 4 @ \$4,575. No significant operating budget impact.	18,300
Fleet Maintenance	New: Equipment setup for new 100' Tractor Drawn Aerial (TDA) #3. 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
Fleet Maintenance	Replacement - Pumper Engines setup equipment including brackets, fabrication of compartments for storage of FF equipment and PPE. Equipment needed to outfit this unit; Aluminum sheets, brackets and hardware \$2500; tire chains for front and rear axles (2 sets) \$1,020.00 per set; door/misc. logos and magnetic placards \$350; cab map box/glove holder fabrication, helmet storage and live load circuitry installation \$650; Telemetry cables and installation kits \$650. No significant operating budget impact.	12,380
Fleet Maintenance	Replacement - Supply Department Delivery Van Equipment. Set up equipment including brackets, fabrication of boxes to store FF equipment, PPE, and misc. 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/station equipment such as gas powered FF equipment (chain saws, circ saws and PPV fans), FF hand tools and station supplies, etc., \$1000. No significant operating budget impact.	2,270

Capital Improvements Fund, continued

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., \$1000. No significant operating budget impact.	2,270
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 units; logos \$95.00; flair kit and first aid kit \$75.00; tire chains (2 sets) \$115.00 each set; high visibility warning lighting \$400.00. No significant operating budget impact.	800
Total 5620 - Firefighting Equip:		262,470
5625 EMS Equip		
22200 Integrated Operations Admin		
Integrated Operations Admin	New: AED's for Volunteer utility pickups. No significant operating impact.	5,722
22520 Emergency Medical Services		
Emergency Medical Services	Video Laryngoscope. System-wide deployment of a handheld device still pending AMP approval. Thirty units to cover all frontline apparatus. Operating budget impact to be completed during AMP evaluation. Operating impact is estimated approximately \$16-20,000 per year for replacement blades.	150,000
Total 5625 - EMS Equip:		155,722
5630 Office Equip & Furn		
22055 Station 55 Rosemont		
Station 55 Rosemont	Office furniture for the new station. No significant operating budget impact.	25,000
22064 Station 64 Somerset		
Station 64 Somerset	Office furniture needed after the remodel. No significant operating budget impact.	25,000
22069 Station 69 Cooper Mountain		
Station 69 Cooper Mountain	Office furniture needed after the remodel. No significant operating budget impact.	25,000
22550 Volunteers		
Station 372	New: Office furniture after the remodel. No significant operating budget impact.	30,000
Total 5630 - Office Equip & Furn:		105,000

Capital Improvements Fund, continued

5635 Building Equipment

22035 Station 35 King City		
Station 35 King City	Purchase turnout washer. No significant operating budget impact.	11,000
22069 Station 69 Cooper Mountain		
Station 69 Cooper Mountain	Purchase turnout washer. No significant operating budget impact	11,000
22200 Integrated Operations Admin		
Integrated Operations Admin	Station Support: Major appliance replacement funds for the Integrated Operations directorate. No significant operating budget impact	40,000
Total 5635 - Building Equipment:		62,000

5640 Physical Fitness Equip

22470 Occupational Health/Wellness		
Occupational Health/Wellness	Continuous: Physical Fitness equipment replacement funds to be used District-wide to replace worn out and broken equipment. No significant operating budget impact	15,000
Occupational Health/Wellness	New: treadmill station 55. No significant operating budget impact.	5,974
Total 5640 - Physical Fitness Equip:		20,974

5645 Shop Equipment

22571 Fleet Maintenance		
Fleet Maintenance	Replacement: Purchase of a replacement shop hydraulic shop press. No significant operating budget impact	8,000
Total 5645 - Shop Equipment:		8,000

5650 Communications Equip

22175 Communications		
Communications	Funding for the Mobile Emergency Responder Radio Coverage (MERRC) designation of revenues for defined projects. Operating impact and program is not yet completely defined.	995,076
Communications	New: Communications equipment for TDA #3. Request includes; 800 MHz mobile radio \$4,700; Antennas and hardware 400; portable radios and chargers (4) @ \$5000 ea.; MDC and OMG \$7,500; MDC mounting hardware 1,200; Five position wireless Firecom system \$7,500. No significant operating budget impact	41,300
Communications	New - Communications equipment for replacement Pumper Apparatus. Current Pumpers will be retained to meet District needs of reserve units for front line and training use. Request to purchase communications equipment to include; 800 MHz Mobile Radio \$4,700 ea; Portable radio chargers (4) @ \$250 ea. ; MDC and OMG \$7,500 ea, mounting hardware 1,200 ea; Antennas and hardware 400 ea; Firecom system \$5,000 ea. No significant operating budget impact	39,600

Capital Improvements Fund, continued

Communications	Request for two (2) Data 911 M7 MDC's for D2 Station's 17 and 19 front line apparatus to bring them up to District standards. The current MDC's (tough books) are outdated, not under warranty or service agreement and have been problematic. No spares are available. This will help to keep existing apparatus in service with limited downtime and will bring MDC's to current standards. No significant operating budget impact	15,000
Communications	Replacement - Comms equipment and high visibility lighting package for (5) Fire Investigation vehicles (2) pickups for AFMs and (3) pickups for DFMs). Request to purchase communications equipment to include; High visibility lighting (red/amber) \$1,500 per vehicle; tablet mount \$250. No significant operating budget impact	8,750
Communications	Communications equipment for new Facilities rig, including: 800MHz mobile radio (\$4,700), portable charger (\$250), and antennas & hardware (\$400). No significant operating budget impact	5,350
Communications	Request for two (2) OMG's and related hardware (cables and antennas) for D2 Station's 17 and 19 reserve pumpers. Currently the reserve engines have no way to connect with CAD and have to respond "voice only" with no access to maps or response aids through the MDC. This request will bring the two engines to District standards and allow them to respond appropriately as front line apparatus when needed. No significant operating budget impact	4,000
Total 5650 - Communications Equip:		<u>1,109,076</u>
5655 Data Processing Software		
22150 Fire Chief's Office		
Fire Chief's Office	EGIS system customization per the 2017 Scope of Work. Operating budget impact estimated at 20% of cost.	150,000
22215 Information Technology		
Information Technology	OnScene estimated cost for engineering of potential new enhancements. Operating budget impact estimated at 20% of cost.	35,000
22520 Emergency Medical Services		
Emergency Medical Services	Incident Intelligence System (2iS) application/ software development for in-field incident data collection into the District's emergency incident records management system. Operating budget impact estimated at 20% of cost.	180,000
Total 5655 - Data Processing Software:		<u>365,000</u>
Total Capital Improvements Fund Capital Outlays:		<u>2,558,442</u>

Capital Improvements Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 8,382,792	\$ 8,493,453	\$ 7,566,180	Beginning Fund Balance	\$ 6,907,518	\$ 6,907,518	\$ 6,907,518
2,490	9,530	2,500	Surplus Property Income	2,500	2,500	2,500
45,901	50,291	35,000	Interest Income	65,000	65,000	65,000
	493,393	400,000	Program Fees	400,000	400,000	400,000
146			Miscellaneous			
1,725,000	1,000,000		Transferred from Other Funds			
\$ 10,156,329	\$ 10,046,667	\$ 8,003,680	Total Resources	\$ 7,375,018	\$ 7,375,018	\$ 7,375,018
Requirements						
Capital Outlay						
\$ 4,129	\$ 20,489	\$ 6,500	TC Training Props	\$ 8,000	\$ 8,000	\$ 8,000
3,864			Building & Improvements			
305,536	223,646	238,000	Vehicles & Apparatus	462,200	462,200	462,200
422,172	344,559	160,905	Firefighting Equipment	244,170	244,170	262,470
213,795	144,564	93,000	EMS Equipment	150,000	150,000	155,722
	172,637	74,000	Office Equipment & Furniture	75,000	75,000	105,000
40,367	50,570	97,500	Building Equipment	62,000	62,000	62,000
15,023	26,960	40,000	Physical Fitness Equipment	20,974	20,974	20,974
			Shop Equipment	8,000	8,000	8,000
197,368	209,487	1,395,500	Communications Equipment	1,109,076	1,109,076	1,109,076
348,971	239,138	235,820	Data Processing Software	365,000	365,000	365,000
111,650	187,973	122,500	Computer Equipment			
1,662,876	1,620,023	2,463,725	Total Capital Outlay	2,504,420	2,504,420	2,558,442
		1,790,358	Contingency	1,000,000	1,000,000	945,978
1,662,876	1,620,023	4,254,083	Total Expenditures	3,504,420	3,504,420	3,504,420
8,493,453	8,426,644	3,749,597	Reserved for Future Expenditures	3,870,598	3,870,598	3,870,598
\$ 10,156,329	\$ 10,046,667	\$ 8,003,680	Total Requirements	\$ 7,375,018	\$ 7,375,018	\$ 7,375,018



Emergency Management Fund

Fund 24 • Special Revenue Fund Type

Fund Description

This fund accounted 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 but will be closed at the end of the fiscal year 2016-17.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Contingency			\$ 58,224	
Personnel Services	\$ 190,686	\$ 252,972	212,939	
Materials & Services	28,695	28,249	30,000	
Total Expenditure	\$ 219,381	\$ 281,221	\$ 301,163	

Personnel Summary

Position	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Emergency Management Director	1.00	1.00	1.00	
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	

2017-18 Significant Changes

The fund accounted for the personnel costs of a leased employee who administers the county's emergency management program. The county reimbursed 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. For 2017-18, the District's share of the county shared program is budgeted in the Emergency Management department in the Business Operations directorate and this fund will no longer be used.

Emergency Management Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 18,980	\$ 19,464	\$ 37,655	Beginning Fund Balance			
\$ 219,864	233,508	233,508	Charges for Services			
	28,249	30,000	Operating Transfers In			
\$ 238,844	\$ 281,221	\$ 301,163	Total Resources			
			Requirements			
\$ 190,686	\$ 252,972	\$ 212,939	Personnel Services			
28,695	28,249	30,000	Materials and Services			
		58,224	Operating Contingency			
19,464			Ending Fund Balance			
\$ 238,844	\$ 281,221	\$ 301,163	Total Requirements			

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Adopted Budget
Personnel Services			\$ 491,700	\$ 2,050,028
Materials & Services	\$ 13,500		36,600	196,000
Capital Outlay	181,286	\$ 288,196	1,185,000	278,000
Total Expenditure	\$ 194,786	\$ 288,196	\$ 1,713,300	\$ 2,524,028

Grant Descriptions

The 2017-18 budget represents grant activity associated with a Staffing for Adequate Fire & Emergency Response (SAFER) grant to the District to add a fourth firefighter per shift to the District's engines 17,19,20 and 21. Hazardous Materials Emergency Preparedness (HMEP) grant program for training staff and equipment, and the final planned expenditures of a improvement grant to provide upgrades to two fire stations are also budgeted.

Grants Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Revised Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
	\$ 90,959		Beginning Fund Balance			
\$ 285,745	197,236	\$ 1,713,300	Grant Revenue	\$ 2,524,028	\$ 2,524,028	\$ 2,524,028
			Operating Transfers In			
\$ 285,745	\$ 288,195	\$ 1,713,300	Total Resources	\$ 2,524,028	\$ 2,524,028	\$ 2,524,028
			Requirements			
		\$ 491,700	Personnel Services	\$ 2,050,028	\$ 2,050,028	\$ 2,050,028
\$ 13,500		36,600	Materials and Services	196,000	196,000	196,000
181,286	\$ 288,196	1,185,000	Capital Outlay	278,000	278,000	278,000
			Operating Transfers Out			
194,786	288,196	1,217,600	Total Expenditures	2,524,028	2,524,028	2,524,028
90,959	(1)		Reserved for Future Expenditures			
\$ 285,745	\$ 288,195	\$ 1,217,600	Total Requirements	\$ 2,524,028	\$ 2,524,028	\$ 2,524,028

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, 2017, four retirees remain on the plan with three reaching Medicare-eligible age in 2017-18. The final retiree on the plan will reach Medicare-eligible age in fiscal year 2020-21. The activity of this liability is accounted for within the Finance Division.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel Services	\$ 18,689			
Operating Transfers Out	24,151			
Total Expenditures	\$ 42,840			

Retiree Medical Insurance Stipend Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 42,681			Beginning Fund Balance			
159			Earnings from Investments			
			Transfer from Other Funds			
\$ 42,840			Total Resources			
			Requirements			
\$ 18,689			Post-Employment Health Program			
24,151			Operating Transfers Out			
			Unappropriated			
			Ending Fund Balance			
\$ 42,840			Total Requirements			

Fund Description

The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund capital projects provided the authorization for all outstanding bond issuances.

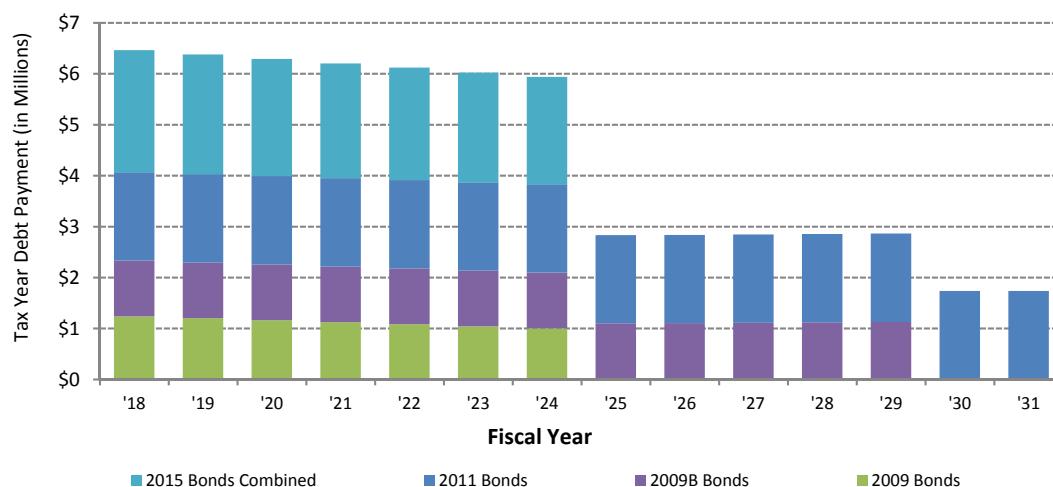
The General Obligation Bond Series issued in March 2009, in the amount of \$14,000,000, mature in increments of \$960,000 beginning in March 2010, and continue through March 2024. These bonds had an effective interest rate of 3.7% and coupons range from 3.0% to 4.375%. The General Obligation Bond Series issued in June 2009 for \$15,000,000, maturing through June 2029 had an effective true interest cost to the District of 3.83%. Coupons range from 3.0% to 4.25%. The next series of bonds were sold May 17, 2011, with closing on June 2, 2011. The bonds had 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 original 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 interest payments each year prior to collection of levied property taxes.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
2015 Debt Service		\$ 1,122,226	\$ 1,130,202	\$ 2,396,750
2011 Debt Service	\$ 1,734,463	1,736,162	1,732,462	1,733,963
2009 Debt Service, Series B	1,099,022	1,100,723	1,100,522	1,094,323
2009 Debt Service	1,330,800	1,302,000	1,270,800	1,237,200
2007 Debt Service	1,326,000	1,080,000	1,040,000	
Total Expenditures	\$ 5,490,285	\$ 6,341,111	\$ 6,273,986	\$ 6,462,236

Debt Payments



Debt Service Fund, continued

Maturity Schedules

Fiscal Year	Series 2009		Series 2009 B		Series 2011	
	Principal	Interest	Principal	Interest	Principal	Interest
2017-18	\$ 960,000	\$ 277,200	\$ 675,000	\$ 419,323	\$ 980,000	\$ 753,963
2018-19	960,000	241,200	700,000	392,323	1,010,000	724,563
2019-20	960,000	202,800	730,000	364,323	1,050,000	684,162
2020-21	960,000	164,400	755,000	335,123	1,095,000	642,162
2021-22	960,000	123,600	790,000	304,923	1,135,000	598,363
2022-27	1,920,000	124,800	4,485,000	1,020,407	6,505,000	2,158,213
2027-31			2,110,000	135,575	6,285,000	657,450
	\$ 6,720,000	\$ 1,134,000	\$ 10,245,000	\$ 2,971,995	\$ 18,060,000	\$ 6,218,876

Fiscal Year	Series 2015 Refunding ¹		Series 2015 New	
	Principal	Interest	Principal	Interest
2017-18	\$ 1,365,000	\$ 346,625	\$ 535,000	\$ 150,125
2018-19	1,360,000	305,675	550,000	134,075
2019-20	1,365,000	251,275	570,000	112,075
2020-21	1,370,000	196,675	595,000	89,275
2021-22	1,380,000	141,875	620,000	65,475
2022-27	2,775,000	117,950	1,310,000	55,750
2027-31				
	\$ 9,615,000	\$ 1,360,075	\$ 4,180,000	\$ 606,775

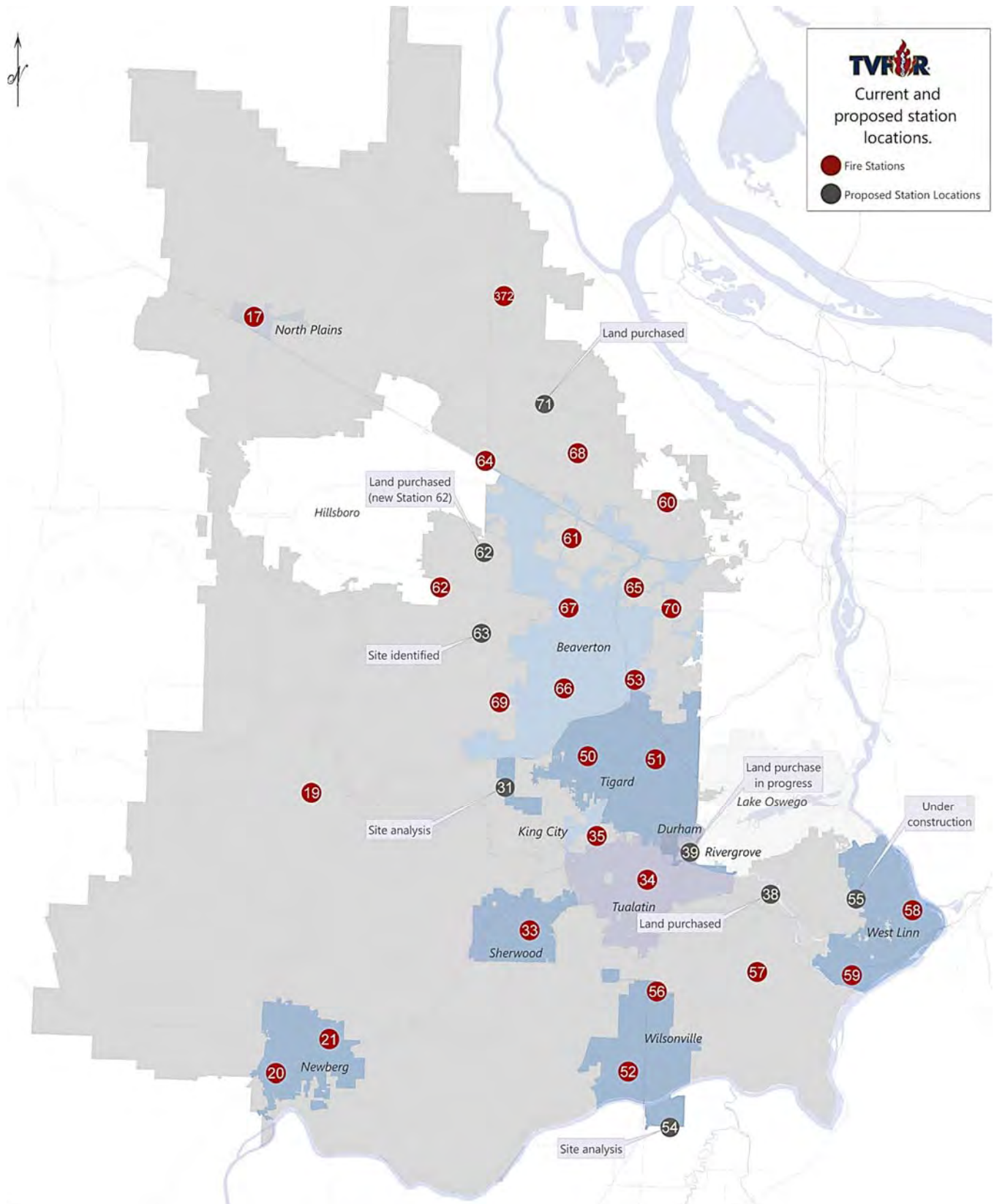
¹ Maturities after 2016-17 of the Series 2007 bond issuance have been advance refunded through the issuance of the Series 2015 Refunding bonds, providing a present value savings of approximately \$985,000 at the time of the refunding.

Debt Service Fund, continued

Historical Data			Resources	Budget for Next Year 2017-18		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 1,541,173	\$ 1,355,457	\$ 1,166,993	Beginning Fund Balance (Cash Basis) or			
103,619	73,074	60,000	Working Capital (Accrual Basis)	\$ 1,107,576	\$ 1,107,576	\$ 1,107,576
16,655	11,486	12,275	Previously Levied Taxes Est. to be Rec'd	60,000	60,000	60,000
1,242	1,242	250	Earnings from Temporary Investments	7,275	7,275	7,275
583	1,092,70	350	Interest on Taxes	250	250	250
11,026,873			Tax in Lieu of Property Tax	350	350	350
			Other Financing Proceeds			
12,690,142	1,442,323	1,239,868	Total Resources, Except Taxes to be Levied	1,175,451	1,175,451	1,175,451
		5,976,238	Taxes Necessary to Balance	5,407,385	5,407,385	5,407,385
5,176,279	6,331,236		Taxes Collected in Year Levied			
\$ 17,866,422	\$ 7,773,560	\$ 7,216,106	Total Resources	\$ 6,582,836	\$ 6,582,836	\$ 6,582,836
			Requirements			
			Materials & Services			
			Bond Principal Payments			
\$ 115,390			2007 - Apr 01			
1,000,000	\$ 1,000,000	\$ 1,000,000	2009 - Mar 01	\$ 960,000	\$ 960,000	\$ 960,000
960,000	960,000	960,000	2009B - Jun 15	675,000	675,000	675,000
610,000	630,000	655,000	2011 - Jun 01	980,000	980,000	980,000
915,000	935,000	950,000	2015 Refunding Jun 01	1,365,000	1,365,000	1,365,000
	55,000	235,000	2015 Jun 01	535,000	535,000	535,000
	440,000	380,000				
3,485,000	4,020,000	4,180,000	Total Principal	4,515,000	4,515,000	4,515,000
			Bond Interest Payments			
266,000	40,000	20,000	2007 - Oct 01			
60,000	40,000	20,000	2007 - Apr 01			
185,400	171,000	155,400	2009 - Sep 01	138,600	138,600	138,600
185,400	171,000	155,400	2009 - Mar 01	138,600	138,600	138,600
244,511	235,361	222,761	2009B - Dec 15	209,661	209,661	209,661
244,511	235,361	222,761	2009B - Jun 15	209,662	209,662	209,662
409,731	400,581	391,231	2011 - Dec 01	376,981	376,981	376,981
409,731	400,581	391,231	2011 - Jun 01	376,982	376,982	376,982
	242,805	176,838	2015 Refunding Dec 01	173,312	173,312	173,312
	177,662	176,838	2015 Refunding Jun 01	173,313	173,313	173,313
	119,395	80,763	2015 - Dec 01	75,062	75,062	75,062
	87,632	80,763	2015 - Jun 01	75,063	75,063	75,063
2,005,281	2,321,111	2,093,986	Total Interest	1,947,236	1,947,236	1,947,236
10,905,290			Other Financing Uses			
			Reserves			
			Unappropriated Balance for Next Year			
		120,600	2009 - Sep 01	120,600	120,600	120,600
		196,162	2009B - Dec 15			
		376,982	2011 - Dec 01			
		173,313	2015 Refunding Dec 01			
		75,063	2015 - Dec 01			
1,355,457	1,432,449	942,120	Total Unappropriated	120,600	120,600	120,600
\$ 17,866,422	\$ 7,773,560	\$ 7,216,106	Ending Fund Balance	\$ 6,582,836	\$ 6,582,836	\$ 6,582,836
			Total Requirements	\$ 6,582,836	\$ 6,582,836	\$ 6,582,836



Capital Projects Activity Map





Property and Building Fund

Fund 51 • Capital Projects Fund Type

Fund Description

The Property and Building Fund, a *capital projects fund*, is funded by transfers from the General Fund and any revenue from surplus real property sales, rental revenue, and interest earnings. The purpose of this fund is to accumulate resources dedicated for fire station site acquisition and construction costs for new or existing facilities and major facility maintenance projects. This fund is utilized for items not planned to be part of the capital bond program, as well as providing a resource between bond financings. The District intends to maintain sufficient reserves to allow construction of a fire station and purchase station land, as well as provide reserves for future major roof repairs and other sizeable building maintenance projects as scheduled in the District's ten-year facility maintenance schedule.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Proposed Budget
Capital Outlay	\$ 596,730	\$ 2,572,609	\$10,508,916	\$21,158,465
Contingency			1,500,000	2,406,624
Total Expenditure	\$ 596,730	\$ 2,572,609	\$12,008,916	\$23,565,089

2017-18 Project Descriptions

5601 Land

51031 Station 31 West Bull Mt

Station 31 West Bull Mt	Due diligence costs and land acquisition for future station 31	832,000
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51039 Station 39 Rivergrove

Station 39 Rivergrove	Land acquisition costs and site development	605,000
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51054 Station 54 Charbonneau

Station 54 Charbonneau	Due diligence costs and land acquisition	1,100,000
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51063 Station 63 185th

Station 63 185th	Due diligence and land acquisition costs for future station 63	850,000
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Total 5601 - Land:	3,387,000
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5610 Building & Bldg Improv

51031 Station 31 West Bull Mt

Station 31 West Bull Mt	Project management and initial due diligence for land acquisition	100,000
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51038 Station 38 Borland

Station 38 Borland	Project management costs for design, land use approval and initial site work for new Station 38	100,000
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Property and Building Fund, continued

2017-18 Project Descriptions, continued

5610 Building & Bldg Improv, continued

51039 Station 39 Rivergrove		
Station 39 Rivergrove	Design, land use, permitting and construction costs for future Station 39. Future operating budget impact will be the costs of the personnel assigned to the unit, operating costs of the station and equipment as it is completed	6,612,023
51054 Station 54 Charbonneau		
Station 54 Charbonneau	Project management and initial due diligence for land acquisition	100,000
51055 Station 55 Rosemont		
Station 55 Rosemont	Completion of design, permitting and construction for Station 55. Operating budget impact will be the addition of 12 firefighters, new truck and station operating costs.	7,160,914
51062 Station 62 Aloha		
Station 62 Aloha	Project management and initial feasibility design and estimating for future station 62	100,000
51063 Station 63 185th		
Station 63 185th	Project management and due diligence for future station 63	850,000
51064 Station 64 Somerset		
Station 64 Somerset	Completion of station 64 upgrade and remodel. Operating budget impacts of existing staff and station operating costs are included in station budgets.	937,824
51069 Station 69 Cooper Mountain		
Station 69 Cooper Mountain	Completion of station 69 upgrade and remodel. Operating budget impacts of existing staff and station operating costs are included in station budgets.	975,704
51368 Vol Station 368 Skyline		
Vol Station 368 Skyline	Completion of Station 372 remodel. Annual operating costs are included in the Volunteers budget for the facility costs and volunteers.	290,000
Total 5610 - Building & Bldg Improv:		17,771,465
Total Property and Building Fund Capital Outlays:		\$21,158,465

Status of 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.
 Status: → Ongoing
 Status Report: One site acquisition completed. Site search and land acquisition for three additional sites projected through fiscal year 2017-18.

- 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.
 Status: → Ongoing
 Status Report: Station 55 LU application completed, permitting completed and construction started. Construction will continue through fiscal year 2017-18.

- 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.
 Status: → Ongoing
 Status Report: Seismic upgrade completed. Architectural remodel work will be complete in fiscal year 2017-18.



Property and Building Fund, continued

Status of 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: Seismic upgrade complete remodel completed.
Status: → Ongoing
Status Report: Seismic upgrade completed. Architectural remodel work will be complete in fiscal year 2017-18.



- 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.
Status: ✓ Complete
Status Report: Station 372 remodel completed.



Status of 2016-17 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Site acquisition for one site (Station 62) complete. Site search and land acquisition for additional sites projected through fiscal year 2017-18.

- 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.
 Status: → Ongoing
 Status Report: Station 55 construction started will continue through 2017-18.
 New Station 62 design and construction deferred.

2017-18 Tactics

- Complete acquisition of three new sites for Stations 39, 54 and 63.

Goal/Strategy: Goal 2 – Strategy – 2.2
 Timeframe: 12 months
 Partner(s): None
 Budget Impact: Increase required
 Measured By: Acquisition of three new sites completed.

- Station 55 construction.

Goal/Strategy: Goal 2 – Strategy – 2.2
 Timeframe: 12 months
 Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors
 Budget Impact: Increase required
 Measured By: Station 55 construction completed.

- Complete acquisition of new site for Station 31.

Goal/Strategy: Goal 2 – Strategy – 2.2
 Timeframe: 12 months
 Partner(s): None
 Budget Impact: Increase required
 Measured By: Site acquisition completed.

2017-18 Tactics, continued

- Station 39 construction.

Goal/Strategy: Goal 2 – Strategy – 2.2
Timeframe: 12 months
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors
Budget Impact: Increase required
Measured By: Station 39 LU application completed, permitting completed and construction started. Construction will continue through fiscal year 2018-19.

- Station 38 design, land use approval, permitting and initial site work.

Goal/Strategy: Goal 2 – Strategy – 2.2
Timeframe: 24 months
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors
Budget Impact: Increase required
Measured By: Station 38 LU application, design and permitting completed ready for site work. Site work will take place in fiscal year 2018-19.

- Complete Station 64 architectural remodel.

Goal/Strategy: Goal 1 – Strategy 1.6
Timeframe: 12 months
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors
Budget Impact: Increase required
Measured By: Remodel completed.

- Complete Station 69 architectural remodel.

Goal/Strategy: Goal 1 – Strategy 1.6
Timeframe: 12 months
Partner(s): Logistics, Finance, Integrated Operations, Architects, Engineers, Contractors
Budget Impact: Increase required
Measured By: 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.

Property and Building Fund, continued

Historical Data			Resources	Budget for Next Year 2017-18		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 9,669,124	\$10,284,207	\$11,393,655	Beginning Fund Balance – Working Capital	\$15,422,663	\$15,422,663	\$16,881,191
52,891	60,198	42,000	Earnings from Temporary Investments	115,670	115,670	115,670
1,153,922	4,101,085	6,110,138	Miscellaneous Revenue			
5,000	607,315		Transfers from Other Funds	6,113,228	6,113,228	6,113,228
			Surplus Property			455,000
\$10,880,937	\$15,055,070	\$17,545,793	Total Resources	\$21,651,561	\$21,651,561	\$23,565,089
			Requirements			
			Capital Outlay			
\$ 62,957			Training Center			
3,035		\$ 850,000	Station 31	\$ 932,000	\$ 932,000	\$ 932,000
6,993	\$ 172,774		Station 33			
	137,665		Station 35			
36,499	809,612		Station 38	100,000	100,000	100,000
264	114,549	850,000	Station 39	7,762,023	7,762,023	7,217,023
	23,404		Station 52			
9,749	29,077	1,100,000	Station 54	1,200,000	1,200,000	1,200,000
36,274	856,814	1,958,982	Station 55	7,160,914	7,160,914	7,705,914
	11,147		Station 56			
34,942	21,127		Station 57			
15,444			Station 59			
7,002			Station 60			
7,394			Station 61			
58,296	33,707	950,000	Station 62	100,000	100,000	100,000
2,251	452	850,000	Station 63	1,700,000	1,700,000	1,700,000
		917,227	Station 64			937,824
8,386			Station 67			
		1,004,730	Station 69			975,704
1,314	8,161		Station 71			
164,955			North Operating Center			
93,580	268,855	2,027,977	Station 372	290,000	290,000	290,000
47,393	85,265		Facilities			
596,730	2,572,609	10,508,916	Total Capital Outlay	19,244,937	19,244,937	21,158,465
		1,500,000	Contingency	2,406,624	2,406,624	2,406,624
			Reserved for Future Expenditures			
10,284,207	12,482,461	5,536,877				
\$10,880,937	\$15,055,070	\$17,545,793	Total Requirements	\$21,651,561	\$21,651,561	\$23,565,089



Fund Description

This fund was utilized to account for the usage of 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. The bond proceeds were fully utilized in fiscal year 2016-17.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Materials & Services	\$ 51,585			
Capital Outlay	5,216,198	\$ 4,245,432	\$ 5,558,474	
Total Expenditure	\$ 5,267,783	\$ 4,245,432	\$ 5,558,474	

Capital Projects Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance			
\$ 8,141,197	\$ 8,669,428	\$ 4,952,184	Working Capital	\$ 1,582,091	\$ 1,582,091	
5,514,167			Proceeds from Debt Issuance			
			Earnings from Temporary			
16,866	30,572	6,290	Investments	15,821	15,821	
35,050		600,000	Surplus Property	455,000	455,000	
229,932	5,230		Miscellaneous			
\$ 13,937,211	\$ 8,705,230	\$ 5,558,474	Total Resources	\$ 2,052,912	\$ 2,052,912	
			Requirements			
51,585			Materials and Services			
\$ 4,396,937	\$ 2,263,362	\$ 5,263,014	Buildings and Improvements	\$ 1,913,528	\$ 1,913,528	
2,867	12,821	295,460	Land and Improvements			
816,394	1,969,249		Fire Apparatus			
5,267,78	4,245,432	5,558,474	Total Expenditures	1,913,528	1,913,528	
			Contingency	139,384	139,384	
8,669,428	4,459,798		Reserved for Future Expenses			
\$ 13,937,211	\$ 8,705,230	\$ 5,558,474	Total Requirements	\$ 2,052,912	\$ 2,052,912	

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Materials & Services	\$ 61,622	\$ 26,878	\$ 649,243	\$ 629,500
Total Expenditure	\$ 61,622	\$ 26,878	\$ 649,243	\$ 629,500

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.

Insurance Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 640,178	\$ 613,121	\$ 645,843	Beginning Fund Balance	\$ 625,000	\$ 625,000	\$ 625,000
3,368	3,770	3,400	Earnings from Temporary Investments	4,500	4,500	4,500
31,197	63,412		Insurance Refunds			
\$ 674,743	\$ 680,303	\$ 649,243	Total Resources	\$ 629,500	\$ 629,500	\$ 629,500
			Requirements			
\$ 61,622	\$ 26,878	\$ 649,243	Property & Liability Losses	\$ 629,500	\$ 629,500	\$ 629,500
613,121	653,426		Ending Fund Balance			
\$ 674,743	\$ 680,303	\$ 649,243	Total Requirements	\$ 629,500	\$ 629,500	\$ 629,500



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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel Services	\$ 340,865	\$ 347,682	\$ 359,862	\$ 367,058
Total Expenditure	\$ 340,865	\$ 347,682	\$ 359,862	\$ 367,058

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 one beneficiary and one recipient under this plan.

Pension Trust Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 340,865	\$ 347,682	\$ 359,862	Transfer from Other Funds	\$ 367,058	\$ 367,058	\$ 367,058
\$ 340,865	\$ 347,682	\$ 359,862	Total Resources	\$ 367,058	\$ 367,058	\$ 367,058
			Requirements			
\$ 340,865	\$ 347,682	\$ 359,862	Pension Benefit Costs	\$ 367,058	\$ 367,058	\$ 367,058
			Unappropriated			
			Ending Fund Balance			
\$ 340,865	\$ 347,682	\$ 359,862	Total Requirements	\$ 367,058	\$ 367,058	\$ 367,058

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 closed Length of Service Award Program plans.

There are four volunteers receiving monthly payments and seven who have not yet reached retirement age. The District Finance Directorate manages trust investments and plan benefit payments to retired Volunteers.

Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Proposed Budget
Personnel Services	\$ 9,300	\$ 9,300	\$ 331,537	\$ 337,376
Total Expenditure	\$ 9,300	\$ 9,300	\$ 331,537	\$ 337,376

Pension Benefit

In addition to monthly plan benefits paid, for 2017-18 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 in the volunteer budget.

Volunteer LOSAP Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2017-18</i>		
Actual Second Preceding Year 2014-15	Actual First Preceding Year 2015-16	Adopted Budget This Year 2016-17	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 318,662	\$ 322,197	\$ 320,337		\$ 326,176	\$ 326,176	\$ 326,176
12,835	10,526	11,200	Earnings from Investments	11,200	11,200	11,200
			Transfer from Other Funds			
\$ 331,497	\$ 332,723	\$ 331,537	Total Resources	\$ 337,376	\$ 337,376	\$ 337,376
			Requirements			
\$ 9,300	\$ 9,300	\$ 331,537	Pension Benefit Costs	\$ 337,376	\$ 337,376	\$ 337,376
322,197	323,423		Unappropriated			
			Ending Fund Balance			
\$ 331,497	\$ 332,723	\$ 331,537	Total Requirements	\$ 337,376	\$ 337,376	\$ 337,376

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
2016	\$	102,942,662	\$	98,293,871	95.48%	\$	1,378,066	\$	99,671,937	96.82 %
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

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
2016	\$ 46,770,392,287	\$ 77,733,939,780	\$ 1,443,660,193	\$ 1,579,174,513	\$ 49,002,673	\$ 64,618,830
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

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		
2016	\$ 1,291,141,760	\$ 1,463,290,805	\$ 49,554,196,913	\$ 80,841,023,928	61.30 %	\$2.11
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

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 a difference between market value and assessed value.

Principal Taxpayers

Tualatin Valley Fire and Rescue
Principal Taxpayers - within TVF&R service area within Washington County
Current Year and Nine Years Ago

	Year 2016					Year 2007				
	Rank ⁽¹⁾		Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation		Rank ⁽¹⁾		Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation	
Private enterprises:										
Nike, Inc.	1	\$	492,314,135	0.99 %		1	\$	329,863,000	0.94 %	
Comcast Corporation	3		241,635,900	0.49						
Pacific Realty Associates	4		239,640,154	0.48		5		174,395,000	0.50	
Intel Corporation	6		186,293,150	0.38		3		208,957,000	0.60	
PPR Washington Square, LLC	7		142,625,935	0.29						
Frontier Communications	8		136,526,000	0.28						
BV Centercal, LLC	9		134,588,306	0.27						
Maxim Integrated Products, Inc.	10		114,027,620	0.23		8		123,832,000	0.35	
Verizon Communications						2		255,781,000	0.73	
Tektronix, Inc.						7		135,402,000	0.39	
Novellus Systems, Inc.						9		105,428,000	0.30	
Washington Square, Inc.						10		104,186,000	0.30	
Public utilities:										-
										-
										-
Portland General Electric	2		286,315,251	0.58		4		192,266,000	0.55	-
Northwest Natural Gas Co	5		218,240,670	0.44		6		163,123,000	0.46	-
										-
All other taxpayers			<u>47,361,989,792</u>	<u>95.59</u>				<u>33,323,011,669</u>	<u>94.87</u>	
Total Assessed Value ⁽²⁾		\$	<u>49,554,196,913</u>	100.00 %			\$	<u>35,116,244,669</u>	100.00 %	

Source: 2015-16 property value data provided by Washington County Department of Assessment and Taxation

⁽¹⁾ Principal taxpayers are in Washington County only.

⁽²⁾ Total assessed value is reflective of TVF&R's portion of the totals collectible for Washington, Clackamas and Multnomah counties.

Demographic and Economic Statistics

Tualatin Valley Fire and Rescue Demographic and Economic Statistics Last Ten Fiscal Years

Fiscal Year	Population ⁽¹⁾	Per Capita Income ⁽²⁾	Total Personal Income (in thousands) ⁽²⁾	School Enrollment ⁽³⁾	Unemployment ⁽⁴⁾
2016	459,234	\$ 45,968	\$ 21,110,195	56,519	4.10 %
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

⁽¹⁾ US Census/Portland State University

⁽²⁾ Worksource Oregon Employment Department
(Washington County Only)

⁽³⁾ Oregon Dept of Education (Washington County Only)

⁽⁴⁾ Bureau of Labor Statistics, estimated (Washington County Only)



Apparatus and Vehicle Replacement Schedules

Apparatus and Vehicle Replacement Schedules

In the early 1980s, the District developed a capital replacement program. A major portion of this program provided for the scheduled replacement of response apparatus. When the program was initiated, a 20-year replacement cycle was utilized for major response apparatus. These schedules were developed during a time when the pace of District operations was far slower than today. At that time, very few 20-year-old pumpers had more than 40,000 miles on them, and apparatus were much less complex than modern apparatus, with most systems mechanical in nature.

As the District has grown, so have the requirements that are put on apparatus. Today, it takes four years or less to put 40,000 miles on a front line apparatus. Today's apparatus are far more complex, depending upon microprocessors and electronics to operate.

In the mid-1990s, the District recognized that a 20-year replacement cycle was no longer reasonable. At that time, an aggressive replacement program was put into place, which was designed to pave the way for a sustainable 15-year apparatus replacement cycle for front line units.

The recommended replacement schedule was developed in a manner consistent with the priorities developed by the District's Fleet Operations Manager, the Fire Chief's Office, and the recommendations of NFPA 1901. It is intended to ensure that front line response apparatus remain the top priority for funding. At the same time, it also recognizes that we are experiencing changes to the very nature of our operations. Specialty apparatus are identified throughout the replacement schedule with regard to growth projections, anticipated funding measures and the changes to the District's service delivery models.

One of the most important functions of the replacement schedule has been to provide a planning and budgeting tool that permits flexibility as the District's Service Delivery Model continues to change and grow. As an example of this flexibility, a progressive **Apparatus Transfer Plan** has been instituted to allow the District the flexibility to move apparatus throughout the District to meet changing deployment plans and provide a more sustainable use of the apparatus throughout its entire life cycle.

It should be emphasized that the replacement schedules listed below are not firm schedules; actual vehicle replacement is based upon a number of factors including mechanical condition, frequency of use, vehicle utilization, and maximum residual value.

The replacement schedule, as currently laid out, would require an average of \$2,500,000 per year (current dollars) to maintain. This funding level would be adequate to accommodate changes to the District's service delivery model in the future.

Apparatus and Vehicle Replacement Schedules, continued

Replacement Schedule

Unit Type	Replacement Schedule
Pumper	15 Years Frontline – 5 Years Reserve
Elevated Waterway	15 Years Frontline – 5 Years Reserve
Trucks	15 Years Frontline – 5 Years Reserve
Tenders	20 Years Frontline
Medics	6 Years (Chassis) 15 Years (Medic Body) Frontline – 5 Years Reserve
Heavy Squad	20 Years Frontline
Cars Unit	6 Years Frontline
Light Squad	6 Years (Chassis) 15 Years (Rescue Body) Frontline – 5 Years Reserve
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

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	Former North Operating Center
160	Central Operating Center
165	North Operating Center
170	Logistics Administration
175	Communications
180	South Operating Center
200	Integrated Operations Administration
210	Finance
215	Information Technology
220	Supply
280	Relief Pool Personnel
304	Human Resources
420	External Training
451	Media Services
470	Occupational Health & Wellness
520	Emergency Medical Services
540	Training/Safety
545	Recruits
550	Volunteer
560	EMS/Train/Vols Administration
571	Fleet Maintenance
582	Facilities Maintenance
621	Wildland
622	Technical Rescue Team
625	Hazardous Materials Team
626	Water Rescue Team
724	Office of Consolidated Emergency Management
755	Emergency Management

Object Codes – General Ledger

Beginning Fund Balance

4001	Beginning Fund Balance
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Revenues

Property Taxes

4011	Current Year's Property Taxes
4012	Prior Year's Property Taxes
4013	Taxes in Lieu of Property Tax

Investments

- 4050 Interest Income
- 4051 Interest on Taxes
- 4052 Unsegregated Tax Interest
- 4053 Gains/Losses on Investments
- 4054 Dividend Income
- 4055 Unrealized Gains and Losses

Special Revenue

- 4200 Charges for Services
- 4201 Transport Services Revenue
- 4202 Contracted Disallowances
- 4203 HazMat Response Revenue
- 4204 Accounting Service Revenue
- 4205 Fire Reports/Permits
- 4206 Program Fees
- 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

Chart of Accounts, continued

Salaries & Wages, continued

- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Non-Union
- 5041 Severance Pay
- 5090 Temporary Services-Backfill
- 5101 Vacation Relief
- 5105 Sick Relief
- 5106 On-the-Job Injury Relief
- 5107 Short Term Disability Relief
- 5110 Personal Leave Relief
- 5115 Vacant Slot Relief
- 5117 Regular Day Off 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
- 5290 Employee Tuition Reimbursement
- 5295 Vehicle/Cell Phone Allowance

Supplies

- 5300 Office Supplies
- 5301 Special Department Supplies
- 5302 Training Supplies
- 5303 Physical Fitness
- 5304 Hydrant Maintenance
- 5305 Fire Extinguisher
- 5306 Photography Supplies and Processing
- 5307 Smoke Detector Program
- 5311 HazMat Response Materials

Supplies, continued

- 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
- 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
- 5420 Dispatch
- 5421 Board of Directors Allowance

Utilities

- 5430 Telephone
- 5432 Natural Gas
- 5433 Electricity
- 5434 Water/Sewer
- 5436 Garbage
- 5437 Cable Access

Utilities, continued

- 5445 Rent/Lease of Building
- 5450 Rental of Equipment

Training & Travel

- 5461 External Training
- 5462 Travel and Per Diem

Chart of Accounts, continued

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

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

Capital Outlay, continued

- 5660 Computer Equipment

Debt Service

- 5700 Debt Service Principal
- 5701 Debt Service Interest

Other

- 5800 Transfers Out
- 5850 Payment to Escrow
- 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
- 3223 County Line 2 Fire
- 3224 Cornet Fire
- 3225 Canyon Creek Complex Fire
- 3226 Mosier Train Derailment
- 3227 Akawana Fire
- 3228 Wassen Pond Fire
- 3307 Pick-Up Trucks
- 3310 Medic Units
- 3316 Tenders
- 3322 Pumpers (Round-3)

Chart of Accounts, continued

Project, continued

3323	Pumpers (Round-4)
3324	Tractor Drawn Aerial Trucks (Bond)
3329	Fire Investigation Vehicles
3330	Light Brush Apparatus
3331	Chief Response Vehicle Replacement
3332	DC Response Vehicles
3334	FJ Cruisers
3335	Squad
3336	Water Rescue Boat
3337	EMS Vehicle
3338	Two Truck
3339	Volunteer UTV
3340	Tractor Drawn Aerial Truck
3341	Facilities Service Truck
3342	Motorcycle
3410	Mobile Integrated Health
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
3450	Washington County FD2
3460	Newberg Fire
3470	Incident Management Team
3475	Mobile Emergency Radio Repeater Communication
3503	Station 56 – South Operating Center
3505	Station 65 – West Slope
3506	Station 68 – Bethany
3509	Station 71 – Kaiser
3510	170 th Property Expenses
3511	Clinton St Property Expenses
3513	Station 35 – King City
3515	Station 51 – Tigard
3516	Station 52 – Wilsonville
3517	Station 62 – Aloha
3518	Station 64 – Somerset

Project, continued

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 – 185th
 3531 Station 67 – Farmington Road
 3532 Station 368 – Volunteer Station Skyline
 3533 Station 39 – Rivergrove
 3534 Station 62 – New Location

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 – 185th Land
 3718 Station 39 – Rivergrove Land

8010 Energy Upgrades

Category

00 Contract (Construction/Land Purchase)
 01 Professional and Tech Services
 02 Attorney Fees
 03 Permits and Fees
 04 Architectural Services
 05 Project Management
 06 Temporary Quarters
 07 Project Contingency
 08 Demolition



Glossary

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Ad Valorem	In proportion to value. A basis for levying tax upon property.
Alarm	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
AED	Automated external defibrillator - a device that automatically analyzes the heart rhythm and if it detects a problem that may respond to an electrical shock, then permits a shock to be delivered to restore a normal heart rhythm.
Alarm Assignment	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD) based upon the type of incident dispatched.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including IV therapy, administration of antiarrhythmic and other specified medications and solutions.
AMP	Asset Management Program. Business model that assists with management of Integrated Operations assets.
AODP	Apparatus Operator Development Program
Appropriation	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.
ARU	Alternate response vehicle, e.g., Car.
ASA	Ambulance Service Area
Assess	To establish an official property value for taxation.
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property owned by a government that has monetary value.
Auxiliary Volunteer	A group of "on-call" citizens, who assist with various department functions, e.g., maintaining and operating the antique fire apparatus, providing rehabilitation services at incidents, assisting the Community Service Division at various events, and performing clerical duties.
Balanced Budget	Resources equal the requirements in every fund.
Battalion	The District is separated into three geographical battalions: C5, C6 and C7. Each battalion is staffed with a Battalion Chief who manages the daily operations of that area.
BC	Battalion Chief
Battalion Chief	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.

Glossary, continued

Behavioral Health	Refers to the reciprocal relationship between human behavior and the well-being of the body, mind, and spirit. In the Fire District, this relates to interpersonal and group coaching, counseling, and Critical Incident Stress Debriefing (CISD).
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary Control	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.
BUG	Broadband Users Group. The District is part of an intergovernmental agreement with several neighboring cities and special districts to share the use of a public communication network, Internet access, communication devices, and equipment.
CAD	Computer Aided Dispatch. Method of dispatching emergency response apparatus and personnel via a mobile data terminal.

Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.
Capital Budget	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. A Capital Program is sometimes referred to as a Capital Budget. <i>See also Capital Program.</i>
Capital Outlay	Expenditures for the acquisition of capital assets.
Capital Projects	Projects that purchase or construct capital assets.
Capital Projects Fund	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.
Capital Program	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures
Captain	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
Category A Zones	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
Category B Zones	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
Category C Zones	Property within the District's service area, but outside the Urban Growth Boundary that is primarily agricultural land with relatively low population density and low risk structures.
CCFD#1	Clackamas Fire District #1
CDC	Center for Disease Control
CFAI	Commission on Fire Accreditation International
Code 1	Non-emergency response mode; lights and sirens are not used and traffic laws are followed.
Code 3	Use of red lights and sirens by apparatus during emergency response.
COML	Communication Unit Leader.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
Core Volunteer	A group of trained citizen firefighters who are "on call" to augment the District's career firefighters.
CPR	Cardiopulmonary Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRR	Community Risk Reduction. The coordinated effort of Integrated Operations to identify and prioritize risks within a 'first due' area and develop interventions to minimize the probability, occurrence, or impact of a risk.

Glossary, continued

Current Liabilities	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
Current Taxes	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, Certificates of Participation, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.
Debt Service Fund	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial, and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
Delinquent Taxes	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years Tax Levies.</i>
DPSST	Department of Public Safety, Standards, and Training
Depreciation	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
Dispatch	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
Division	The District is divided into two administrative geographic areas (Integrated Operations Divisions), called Divisions. Three battalions report to the two Divisions.
Division Chief	Rank above Battalion Chief. North and South Divisions are each commanded by a Division Chief. In addition, there are several major departments led by Division Chiefs, e.g., Training and Logistics.
Door-to-Balloon	Time from arrival of a STEMI patient at the ER door till their blocked coronary vessel is opened by the "balloon" procedure in the cath lab, which restores blood flow.
E-GIS	Enterprise GIS is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.
EMC	Emergency Management Cooperative
EMD	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.
EMT	Emergency Medical Technician. One who is trained and adept at different levels of medical skills. The state of Oregon has three levels: EMT-Basic, EMT- Intermediate, and Paramedic.
EOP	Emergency Operations Plan

ERP	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
Equipment	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations (e.g., machinery, tools, trucks, cars, furniture, and furnishings).
EVOC	Emergency Vehicle Operations Course
Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.
FEMA	Federal Emergency Management Agency
Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
First Due Area	Clusters of G-Zones that are assigned to the station that can travel faster to a specified point within that zone.
FirstNet	First Responder Network Authority, authorized by Congress in 2012. Its mission is to develop, build and operate the nationwide, broadband network that equips first responders to save lives and protect U.S. communities.
First Pass	The first attempt to place an endotracheal tube into a patients trachea.
Fixed Assets	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Note: The term does not indicate the immobility of an asset, which is a distinctive characteristic of "fixture."

Glossary, continued

FMZ	Fire Management Zone. The State of Oregon is segmented into a grid system based on one and one quarter mile sections. This grid system is a tool for map navigation and reference purposes.
FOC	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
FSA	Flexible Spending Account
FSAB	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training), whose standards are set forth by the state of Oregon, that determines the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from Firefighter to Fire Marshal.
FTE	Full Time Equivalent employee, based on the hours worked by a full-time employee in that job classification.
FTEP	Field Training Evaluation Program
FTO	Field Training Officer
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.
Fund Balance	The excess of the assets of a fund over its liabilities and reserves, except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
G-Zone	Geographic zones distributed throughout the entire District that are the basis for establishing response orders in CAD.
General Fund	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
General Long-Term Debt	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
GIS	Geographic Information Systems
GEMT Funds	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.
GFOA	Government Finance Officers Association
Gross Bonded Debt	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Heavy Rescue	The District has two Heavy Rescues. They have specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, they become the Technical Rescue Team, which have specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
HFD	Hillsboro Fire Department
HRA	Health Reimbursement Arrangement
IAFC	International Association of Fire Chiefs
IC	Incident Command.
IMT	Incident Management Team
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
Incident Support Volunteer	Incident Support Volunteers provide support functions on emergency scenes such as rehabilitation and air management.
In-service	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Internal Control	<p>A plan of organization for purchasing, accounting, and other financial activities that, among other things, provides that:</p> <ul style="list-style-type: none"> ▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end; ▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and, ▶ Records and procedures are arranged appropriately to facilitate effective control.
Just Culture	A system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes.
Kelly Day	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
KPI	Key Performance Indicator
LOFD	Lake Oswego Fire Department
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.

Glossary, continued

Lieutenant	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Light Brush	Light Brush apparatus are “pickup” style units that carry a small tank of water and a portable slide in style pump designed for maneuverability and off road firefighting. Some units are staffed day to day to add additional units to TVFR operations for medical and small trash type fires. They can be used as a Oregon State Fire Marshal conflagration deployment qualified vehicle for state wild fires. Light brush units have the capacity of carrying up to 4 personnel but when staffed for day to day operations they usually are staffed with 2 personnel.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Maverick Map	A package of features, revolving around an accurate digital map, which improves the efficiency and the effectiveness of emergency service delivery and administration.
Medic	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units staffed during peak hours.
Mobile Data Computer	Also referred to as an MDC.
Mobile Emergency Responder Radio Coverage	Also referred to as MERRC.
MET	Medical Equipment Technician
MIH	Mobile Integrated Health
Modified Accrual Basis	The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
Multiple Patient Scene (MPS)	An emergency incident with fewer than ten patients needing medical care.
Munis	The District’s integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
NAPSG	National Alliance for Public Safety GIS
Net Bonded Debt	Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
OCEM	Office of Consolidated Emergency Management

ODP	Officer Development Program
Occupancy	The use to which property is put into: an occupied building or part of a building (as an apartment or office).
OFCA	Oregon Fire Chiefs Association. A membership organization that strives to provide leadership and valued services to support fire chiefs and administrative officers throughout the state.
OFSOA	Oregon Fire Service Office Administrators. A networking and educational organization for administrative personnel serving Oregon Fire Service agencies - from Fire Chiefs and Administrative Assistants to Entry Level Clerk positions.
OMG	Onboard Mobile Gateway
OMM	Onboard Mobility Manager
OnSceneRMS	Computer program acquired in 2007, used to track incident response information.
Operating Budget	A budget that applies to all outlays other than capital outlays. <i>See Budget.</i>
Operating Center	Also known as a Division Office, Operating Centers were established in the North and South areas of the District to better serve their service areas. Each Operating Center acts as a headquarters for a Division Chief, fire prevention and Integrated Operations personnel, a Public Affairs Officer, and support staff.
Operating Expenses	Expenses for general governmental purposes.
Operating Statement	A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet that shows financial position at a given moment in time.
OSHA	Occupational Safety and Health Administration
Paramedic	The highest level of training an EMT can reach in the state of Oregon.
PAT	Process Action Team
PERS	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers contribute.
PDP	Paramedic Development Program
PF&R	Portland Fire & Rescue
PIO	Public Information Officer
POD	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
PPE	Personal Protective Equipment, utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.
Prior Years Tax Levies	Taxes levied for fiscal periods preceding the current one.
PSBT	Public Safety Broadband Trust
QI	Quality improvement

Glossary, continued

Quantum	Type/style of a Pierce engine that can seat four to six Firefighters. The majority of the District's engines are of the Quantum style.
Rate Collar	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.
Resources	The actual assets of a governmental unit, such as cash, taxes receivables, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
Response	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Response Orders	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
Revenue	The term designates an increase to a fund's assets that: <ul style="list-style-type: none"> ▶ Does not increase a liability (e.g., proceeds from a loan). ▶ Does not represent a repayment of an expenditure already made. ▶ Does not represent a cancellation of certain liabilities. ▶ Does not represent an increase in contributed capital.
RFOG	Regional Fire Operations Group
RMS	Records Management System, software that is part of the Sunpro suite.
Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
SCBA	Self-Contained Breathing Apparatus
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
Skyboom	An engine with an elevated master stream of 61 feet.
SOG	Standard Operating Guidelines
Special Revenue Fund	A fund used to account for revenues from specific taxes or earmarked revenue sources, which by law are designated to finance particular functions or activities of government. Includes intergovernmental revenue in the form of state and federal grant funds.
Squad	A piece of apparatus that is used for support at an incident. A squad carries extra air bottles, lights, and rehabilitation supplies for personnel working at an incident.
Squirt	An engine with a top mounted ladder that can extend to approximately 65 feet.
STEMI	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
Talent Management	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.

Target Solutions	A district-wide learning management and training records application. It holds online content and records for all suppression and EMS personnel, and is being expanded to provide both required and optional training and resources for all personnel.
Task Force	A pre-determined alarm assignment in Computer Aided Dispatch (CAD) that includes multiples units. Task force assignments are primarily used for incidents with a higher probability of severity and incident complexity (e.g., fires, explosion, technical rescue, hazardous materials, train accident).
Tax Levy	The total amount to be raised by general property taxes.
Tax Rate	The amount of tax levied for each \$1,000 of assessed valuation.
TDA	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
Taxes	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
Technical Rescue	Any kind of incident that requires specialized training or equipment that is used to provide assistance to a victim(s), e.g., tunnel collapse, water-related accidents, hazardous materials spills. The District has four technical rescue teams: Water Rescue, Technical Rescue (rope, building collapse, extrication, confined space rescue), and Hazardous Materials.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TIF	Tax Increment Financing. One of the financing mechanisms for urban renewal plans, which can leverage the property tax revenues resulting from growth in an urban renewal area.
Truck	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
Turnouts	Protective gear worn by firefighters.
UASI	Urban Areas Security Initiative. A grant program through the Department of Homeland Security and FEMA. The program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assist them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism.
Unappropriated Fund Balance	Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal period.
Urban Growth Boundary	A regional boundary, set in an attempt to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
Urban Renewal	A program of land re-development in areas of moderate to high density urban land use.
Vimeo	An online video service.
VoIP	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.

Glossary, continued

Volunteer Firefighter	Volunteer Firefighters respond in conjunction with first due companies.
WCCCA	Washington County Consolidated Communications Agency. This agency provides the District's emergency and non-emergency police and fire dispatching within the majority of Washington County.
WFCFA	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC), and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

North Operating Center	Located at the Command and Business Operations Center on SW Dartmouth St. in Tigard.
Station 17	This station is known as the North Plains Station.
Station 50	This fire station is located at SW Walnut Street, near the corner of Gaarde in Tigard.
Station 51	This fire station is located within the core area of the City of Tigard.
Station 53	The Progress fire station is located on Scholls Ferry Rd, near Washington Square Mall.
Station 60	This station serves the District's northeast area, including a portion of Multnomah County.
Station 61	This station is located on SW Murray and Butner Roads in north Beaverton.
Station 62	The fire station located on SW 209th near Blanton Street, and is known as the Aloha Station.
Station 64	Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.
Station 65	The fire station located on SW 103 rd Avenue in Beaverton, and is referred to as the West Slope station.
Station 66	This station is located at SW Brockman Road in south Beaverton.
Station 67	This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.
Station 68	This station is located on NW Evergreen Street and is referred to as the Bethany station.
Station 69	Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.
Station 70	This station is located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, and is referred to as the Raleigh Hills station.
Volunteer Station 372	The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

Glossary, continued

South Operating Center

The South Division offices are collocated with Station 56 in Wilsonville.

Station 19

This station is also known for the road on which it is situated - Midway Road.

Station 20

This station is known as the Downtown Newberg Station.

Station 21

This station is known as the Springbrook Station.

Station 33

This fire station is located within the City of Sherwood, Oregon.

Station 34

This fire station is located within the City of Tualatin.

Station 35

This station is known as the King City Station.

Station 52

This fire station is located within the City of Wilsonville.

Station 56

The Elligsen Road station is located near the intersection of I-5 and Elligsen Road. This station serves the I-5 corridor, as well as the Cities of Wilsonville and Tualatin.

Station 55

The Rosemont station is located on Hidden Springs Road just east of Rosemont Road, it's a new station scheduled to be completed in the spring of 2018.

Station 57

This station is also known for the road on which it is situated - Mountain Road.

Station 58

The Bolton fire station, formerly of the City of West Linn.

Station 59

Also known as the Willamette Station, located in historic downtown West Linn.

1st Notice of Budget Committee Meeting



The Oregonian

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County of Multnomah)

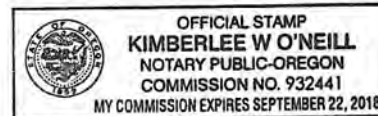
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 05/05/2017


Principal Clerk of the Publisher

Sworn to and subscribed before me this 8th day of May 2017


Notary Public



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, 2017 to June 30, 2018, will be held at the Command & Business Operations Center, 11945 SW 70th Ave, Tigard, Oregon. The meeting will take place on the 18th of May 2017, 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 8, 2017, 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 for further notice.

Debra L. Grabler, CPA, CITP, CGMA
Budget Officer

Notice of Budget Hearing Meeting



The Oregonian


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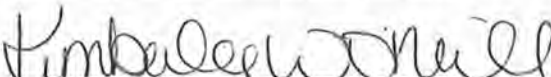
State of Oregon,) ss
County of Multnomah)

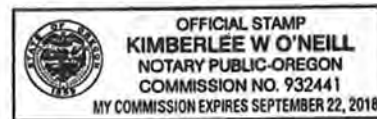
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 06/09/2017


Principal Clerk of the Publisher

Sworn to and subscribed before me this 21th day of June 2017


Notary Public



Notice of Budget Hearing - continued

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of Tualatin Valley Fire and Rescue will be held on June 27, 2017 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, 2017 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: 503-657-6581

Email: Debra.Grabler@tvfr.com

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Fiscal Year 2015-16	Adopted Budget This Year 2016-17	Approved Budget Next Year 2017-18
Beginning Fund Balance/Net Working Capital	69,573,365	3,646,351	70,441,712
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	1,794,607	6,593,000	3,896,913
Federal, State and All Other Grants, Gifts, Allocations and Donations	365,956	34,900	2,634,028
Revenue from Bonds and Other Debt	0	0	0
Interfund Transfers / Internal Service Reimbursements	7,227,016	6,500,000	7,480,286
All Other Resources Except Current Year Property Taxes	3,521,046	4,940,843	5,269,333
Current Year Property Taxes Estimated to be Received	98,492,730	101,268,156	107,664,723
Total Resources	180,974,720	189,799,318	197,386,995
FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	77,161,576	96,426,195	102,252,265
Materials and Services	10,652,672	13,935,590	14,464,017
Capital Outlay	9,197,899	19,821,115	26,205,885
Debt Service	6,341,111	6,273,986	6,462,236
Interfund Transfers	7,227,016	6,500,000	7,480,286
Contingencies	0	9,516,582	9,281,008
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	70,394,446	37,325,850	31,241,298
Total Requirements	180,974,720	189,799,318	197,386,995
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	4,590,788	5,409,046	5,506,251
FTE	17.00	20.00	19.00
Business Operations Directorate	14,828,053	15,414,416	18,663,324
FTE	57.00	58.00	62.00
Finance Directorate	1,782,862	2,090,490	2,157,486
FTE	10.50	12.00	12.00
Integrated Operations Directorate	75,173,613	98,051,172	107,903,541
FTE	409.00	446.00	474.00
EMS/Training/Volunteers Directorate	0	7,664,195	7,357,631
FTE	0.00	36.00	29.50
Non-Departmental /Non-Program	14,204,958	61,169,999	55,798,762
FTE	0.00	0.00	0.00
Total Requirements	110,580,274	189,799,318	197,386,995
Total FTE	493.50	572.00	596.50
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	1.5252	1.5252	1.5252
Local Option Levy	0.45	.045	0.45
Levy For General Obligation Bonds	6,559,362	6,330,760	5,728,162
STATEMENT OF INDEBTEDNESS			
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1	
General Obligation Bonds	\$48,820,000	\$0	
Other Bonds			
Other Borrowings			
Total	\$48,820,000	\$0	

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Index

A

Aging Schedule of Response Engines	475
Analysis of Tax Rate and Collections	23
Apparatus Fund.....	427
Assessed and Market Values.....	470

B

Bargaining Unit Employees Wage Schedules	60
Board of Directors.....	75
Bonded Debt Service Fund.....	445
Budget Committee and District Staff	12
Budget Policies.....	43

C

Capital Improvements Fund.....	431
Capital Program	50
Capital Projects Fund	459
Civil Service Commission.....	81
Chart of Accounts	477
Communications	143
Consolidated Budget Sum by Dir. and Dept. - GF.....	67

D

Debt Policies	54
Demographic and Economic Statistics	473
Distinguished Budget Award..... Intro	
District Non-Organizational	70
District Overview	7

E

Emergency Management.....	99
Emergency Management Fund	439
Emergency Medical Services.....	401
EMS/Train/Vols Administration	399
External Training	417

F

Facilities Maintenance	129
Fleet Maintenance	121
Finance	175
Financial Forecast	27
Fire Chief's Office.....	85
Former North Operating Center	313
Fund Summaries for All Funds	24

G

General Fund Operations.....	63
Grants Fund	441
Glossary	487

H

Hazardous Materials Team	199
Human Resources	103

I

Information Technology.....	135
Insurance Fund	461
Integrated Operations Administration	183

L

Logistics Administration.....	113
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M

Media Services.....	159
Message from the Chief Financial Officer	15
Message from the Fire Chief	1
Mission Statement.....	35

N

Non-Represented Salary Grade Charts	59
North Integrated Operations Division	215
North Operating Center	225
Notice of Budget Committee Meeting	501
Notice of Budget Hearing	502

O

Occupational Health/Wellness	165
Organizational Chart	13

P

Pension Trust Fund.....	465
Personnel Summary	68
Planning.....	97
Principal Taxpayers.....	472
Property and Building Fund.....	451
Property Tax Levies and Collections	469

R

Recruits	419
Relief Pool Personnel	213
Resolution to Adopt Budget	27
Resolution to Levy Taxes	33
Resources and Requirements by Budget Categories	66
Retiree Medical Insurance Stipend Fund.....	443

S

Salary Administration	57
Shared Principles	36
South Integrated Operations Division	317
South Operating Center	327
Station 17 – North Plains.....	229
Station 19 – Midway	331
Station 20 – Downtown Newberg	337
Station 21 – Springbrook.....	343
Station 33 – Sherwood	349
Station 34 – Tualatin	355
Station 35 – King City.....	361
Station 50 – Walnut.....	235
Station 51 – Tigard	241
Station 52 – Wilsonville.....	367
Station 53 – Progress.....	247
Station 55 – Rosemont	373
Station 56 – Elligsen Road	375
Station 57 – Mountain Road.....	381
Station 58 – Bolton	387
Station 59 – Willamette.....	393
Station 60 – Cornell Road	253
Station 61 – Butner Road	259
Station 62 – Aloha	265
Station 64 – Somerset	271
Station 65 – West Slope	277
Station 66 – Brockman Road	283
Station 67 – Farmington Road.....	289
Station 68 – Bethany	295
Station 69 – Cooper Mountain	301
Station 70 – Raleigh Hills	307
Strategic Goals.....	37
Supply.....	151

T

Technical Rescue Team	203
Training	409

Index, continued

V

Vision	35
Volunteer Program	423
Volunteer LOSAP Fund.....	467

W

Water Rescue Team	207
Wildland.....	211