

## 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
<b>Total Expenditure</b>	<b>\$ 1,721,032</b>	<b>\$ 1,870,212</b>	<b>\$ 2,149,743</b>	<b>\$ 2,884,803</b>

## 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
<b>Total Full-Time Equivalents (FTE)</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>11.00</b>

## 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
<b>Fire</b>		
Lecture	7,375	10,292
Practical	19,892	25,374
Self-Study	2,755	6,403
Video	4,324	4,647
Webinar	47	124
<b>EMS</b>		
Lecture	7,228	5,173
Practical	11,983	8,435
Self-Study	1,523	3,927
Video	3,829	2,533
Webinar	21	27
<b>Academy</b>		
Lecture	1,523	2,057
Practical	2,521	2,372
Self-Study	1,328	2,221
Video	261	255
Webinar	0	0
<b>Specialty</b>		
Lecture	2,611	2,853
Practical	6,943	8,530
Self-Study	207	284
Video	774	509
Webinar	4	0
<b>Total Hours Delivered</b>	<b>75,149</b>	<b>86,016</b>

## 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
<b>10540 General Fund</b>						
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
<b>Total Personnel Services</b>	<b>1,459,432</b>	<b>1,531,880</b>	<b>1,824,342</b>	<b>2,140,769</b>	<b>2,140,769</b>	<b>2,520,875</b>
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
<b>Total Materials &amp; Services</b>	<b>261,601</b>	<b>338,332</b>	<b>325,401</b>	<b>363,928</b>	<b>363,928</b>	<b>363,928</b>
<b>Total General Fund</b>	<b>\$ 1,721,032</b>	<b>\$ 1,870,212</b>	<b>\$ 2,149,743</b>	<b>\$ 2,504,697</b>	<b>\$ 2,504,697</b>	<b>\$ 2,884,803</b>



## Program Description

This cost center was originally established to account for the revenues and expenditures associated with the External Training Program, which provides training to District businesses in areas such as hazardous materials or emergency response teams, but was folded into the Training department budget beginning in 2015-16 fiscal year.

## Budget Summary

Expenditures	2014-15 Actual	2015-16 Actual	2016-17 Adopted Budget	2017-18 Adopted Budget
Personnel Services	\$	31		
Materials & Services		397		
<b>Total Expenditure</b>	<b>\$</b>	<b>428</b>		

## 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
<b>10420 General Fund</b>							
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							
<b>Total Personnel Services</b>		<b>31</b>					
5305 Fire Extinguisher		397					
<b>Total Materials &amp; Services</b>		<b>397</b>					
<b>Total General Fund</b>	<b>\$</b>	<b>428</b>					

## Program Description

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training 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
<b>Total Expenditure</b>	<b>\$ 1,417,341</b>	<b>\$ 1,890,186</b>	<b>\$ 3,305,274</b>	<b>\$ 1,981,978</b>

## 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
<b>10545 General Fund</b>						
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
<b>Total Personnel Services</b>	<b>1,219,576</b>	<b>1,693,322</b>	<b>3,050,924</b>	<b>1,766,168</b>	<b>1,766,168</b>	<b>1,766,168</b>
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
<b>Total Materials &amp; Services</b>	<b>197,765</b>	<b>196,865</b>	<b>254,350</b>	<b>215,810</b>	<b>215,810</b>	<b>215,810</b>
<b>Total General Fund</b>	<b>\$ 1,417,341</b>	<b>\$ 1,890,186</b>	<b>\$ 3,305,274</b>	<b>\$ 1,981,978</b>	<b>\$ 1,981,978</b>	<b>\$ 1,981,978</b>

