



# TUALATIN VALLEY FIRE AND RESCUE

A RURAL FIRE PROTECTION DISTRICT  
OREGON

## Annual Budget Document Fiscal Year 2018-19

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# TUALATIN VALLEY FIRE AND RESCUE

A RURAL FIRE PROTECTION DISTRICT

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## Annual Budget Document Fiscal Year 2018-19

Tualatin Valley Fire and Rescue

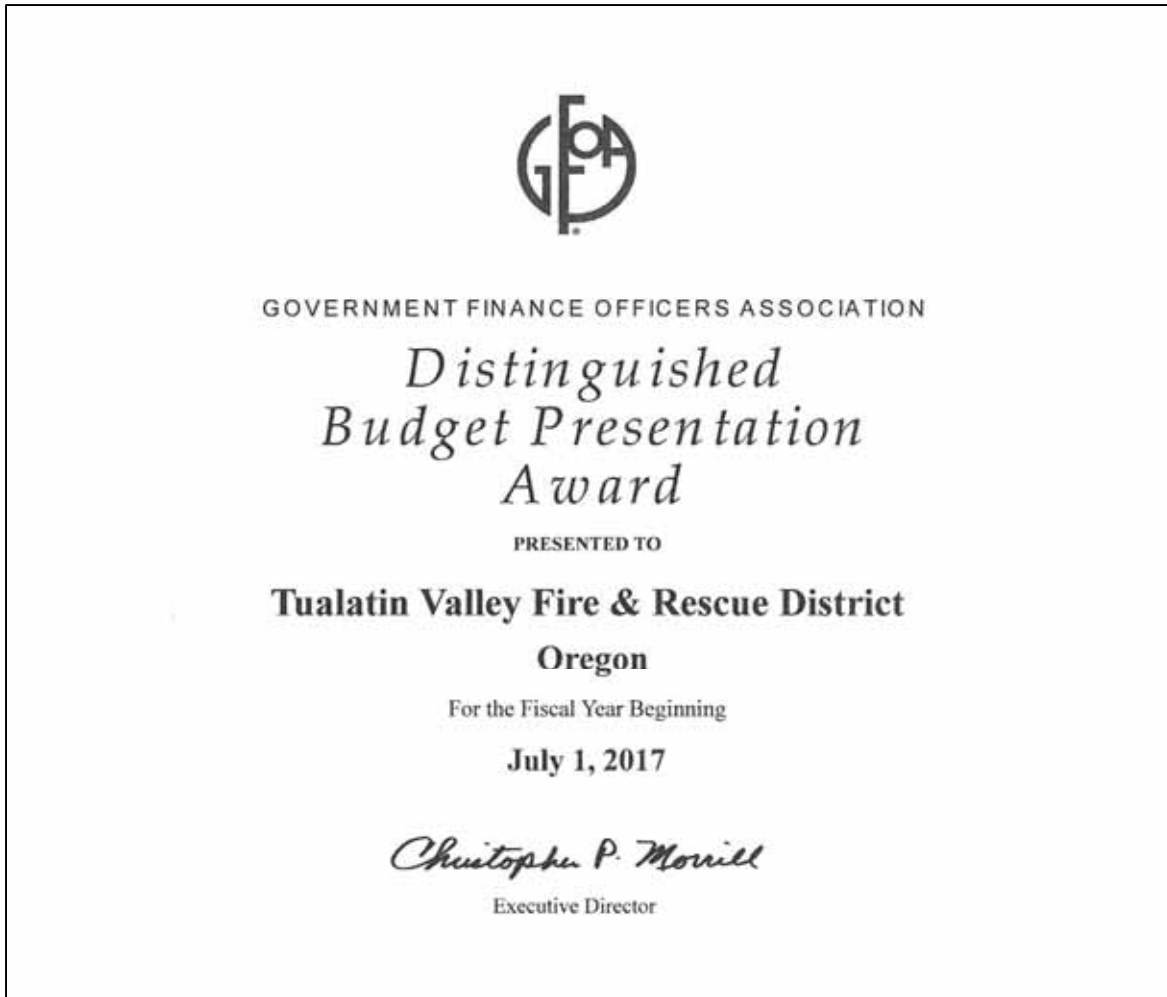
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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Tualatin Valley Fire and Rescue, Oregon, for its annual budget for the fiscal year beginning July 1, 2017. In order 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  
Olivia Houck, Executive Assistant  
Linda Compton, Senior Financial Analyst

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June 27, 2018

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 2018-19 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2018-20 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. Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.

#### Performance

- II. Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.

#### Opportunities

- III. Carefully evaluate and then execute, or dismiss, emerging 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 four of the replacement levy allows continued enhancement of fully staffed emergency 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 continue construction of new Station 39 in Rivergrove. We will add funding for the 12 firefighters that have been funded through a two-year grant that expires in January 2019 that allowed us to add six firefighters to serve the Newberg area and six to the former Washington County Fire District 2 (District 2) area.

The 2018-19 year reflects the full annexation effective July 1, 2018, of the neighboring City of Newberg and Newberg Rural Fire Protection District territory and levying of the District's combined tax rate on the newly annexed areas. Voters of the City of Newberg voted to annex to the District on November 8, 2017, and the voters of the Newberg Rural Fire Protection District voted to dissolve and annex to the District as well on November 8, 2017. The voters of the District approved the annexations on March 13, 2018. The prior City of Newberg operational consolidation contract included the previous 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.

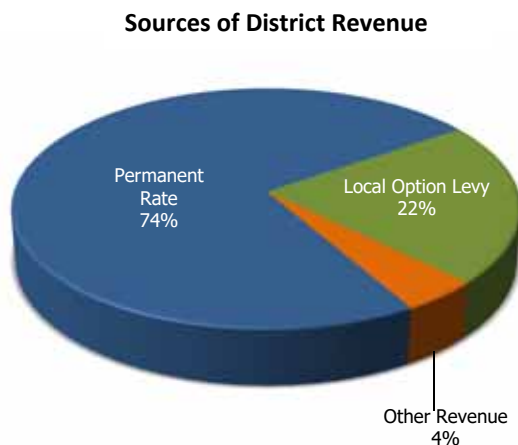
Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our citizens, while maintaining excellent fiscal stewardship. This commitment drives our budget process in allocating resources and funding. This year will be the fourth year of the enhanced replacement local option levy of 45 cents per \$1,000 of assessed value. Our continued focus is to complete the acquisition of the planned new station sites and continue to staff the added units to our deployment throughout the District to achieve the goal of our citizens – fast and effective response. Because local option levies only have a five-year life, we will be planning a 2019 levy renewal request of our voters before the expiration of the levy in June 2020.

### 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 2018-19 and beyond includes continued modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.68% and the annexation of the City of Newberg and Newberg Rural territory is expected to add over \$2.9 billion of assessed value within Yamhill County. Because of the geographic diversity of the District, the District's property taxes have continued to grow. 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 (four in 2018-19) that we levy taxes in grew 4.65% in 2017-18 on AV that our permanent tax rate is levied upon and 4.66% 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 \$1.2 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 2017-18.



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 Station 70 staffed by a two-person daytime unit, purchase of station land for new and future stations 38, 39, 55, 62, 71 as well as ongoing assessment and negotiations for additional sites throughout the District for stations 31, 63, and 54. Station construction for new Station 55 is nearly complete, and the station is expected to open in the summer of 2018 with the addition of 12 firefighters. New Rivergrove Station 39 is currently in design with construction expected to commence soon. Seismically remodeled stations 72, 64, and 69 were reopened in fiscal year 2018 as well. 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 funded from the enhanced local option levy.

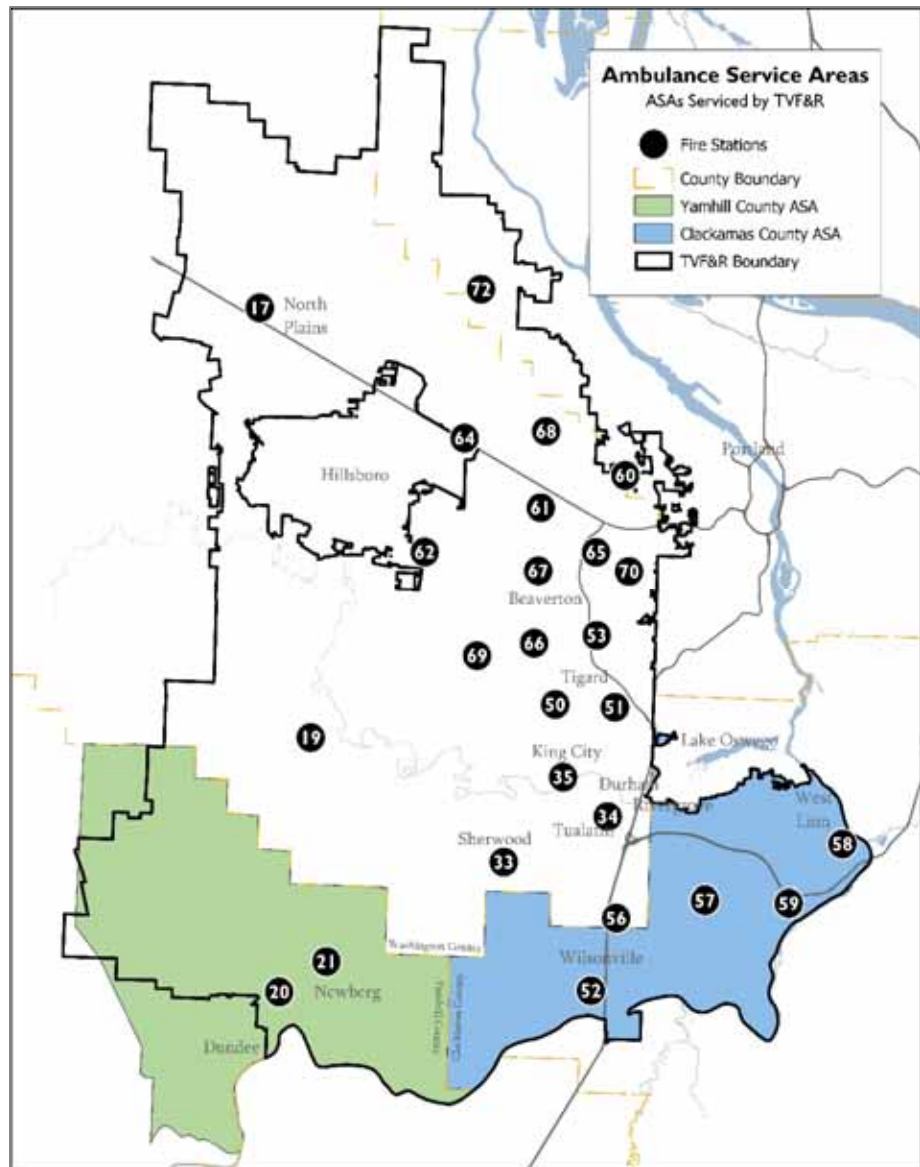
The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (74.5%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2018, when we receive AV data for the 2018-19 year. Those results provide us with the information to adjust the 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 2018-19 as the former City of Newberg contract for \$3,366,703 in 2017-18 will be replaced with property tax revenue in 2018-19 as the District levies its tax rates on the annexed territories.

Fire and emergency response services in Newberg allows 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 \$2,197,839.

Additional program revenue includes estimated revenue from transport billings in Clackamas County, where the District serves as a provider under an assigned ASA. 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 2018-19 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, and 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 11 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, training, and volunteers, including firefighter, responder, auxiliary volunteers, and chaplains.

Fire District personnel continue to focus on creating safer communities through education and outreach. The District and Local 1660 continue to team up with PulsePoint Foundation and Philips Healthcare to continue supporting our 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 automated external defibrillators (AEDs); conducting mass media campaigns to raise awareness about the symptoms of heart attacks and sudden cardiac arrest as well as the importance of emergency preparedness; 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 911 response. Our social media platforms, including PulsePoint subscribers, have over 43,500 followers and our public safety stories and advertisements garner millions of views.

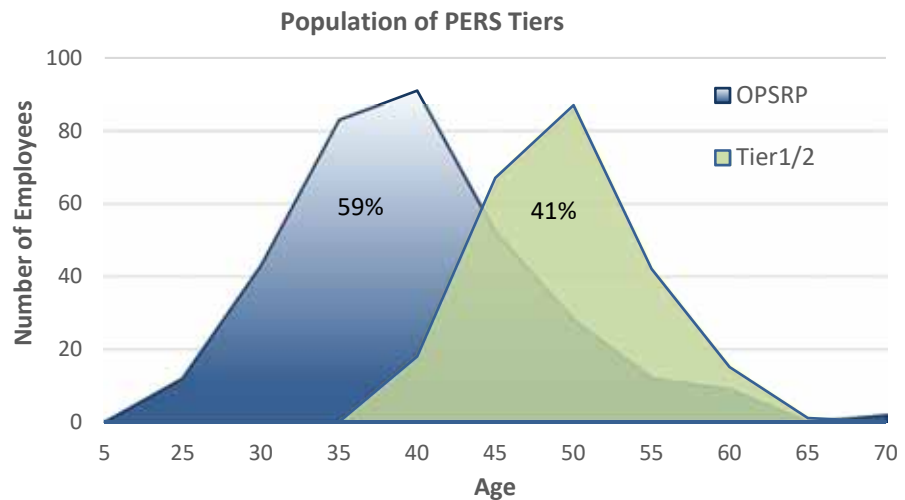
Total District personnel decreased by eight and a half positions for a combined total of 586 (584 in the General Fund, and two in the Capital Projects Fund). Within the General Fund, 12 firefighters are transferred from the Grant Fund, and one Division Chief position and one Operations Tech position were eliminated. The training time for the time in the academy that the 12 recruits that will be hired and deployed in 2018-19, accounts for a decrease of 5.5 equivalent positions from the prior year recruit budget. The 2016-17 award of the Staffing for Adequate Fire & Emergency Response Grant provided the ability to fund 12 firefighter positions within Grant Fund to supplement station staffing for four fire stations and at the expiration of the grant in January 2019, the 12 firefighters will be transferred to the General Fund. The District funds two positions in the Capital Projects Fund, which are budgeted and charged out to the capital construction projects, down from three in the prior year.

The District's Battalion Chiefs, Firefighters, Paramedics, Training Officers, Deputy Fire Marshals and Investigators are represented by Local 1660. The current labor contract extends through June 30, 2018. For purposes of the budget preparation, the budget has been prepared under the previous contract terms. The following labor contract was approved June 26, 2018. This contract will extend through June 30, 2022.

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.

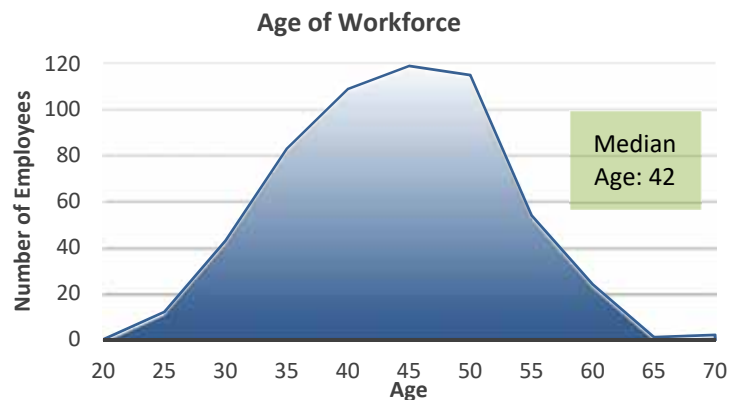
The District has conservatively forecasted medical insurance cost increases for the proposed budget year near to the high range allowed under the prior union contract. All non-union and most union employees contribute to their monthly health insurance premium costs and are partners in our ongoing attention 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 24.61% for the second 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. This will continue with the 2019-21 rates that will be set from the December 31, 2017, actuarial valuation and will include a reduction in the assumed earnings rate to 7.2%. The District's budget for 2018-19 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 forecasted future PERS rate increases. Future District financial forecasts include the effects of expected rate increases and use of the PERS rate reserve funds the first year of each biennia of rate increases.

## Message from the Fire Chief, continued



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 for Tier 1/2 or 60 for OPSRP or earlier for both plans 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.

### Significant Budget Items

**Personnel.** This budget represents a total of approximately 584 personnel in the General Fund and two 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 local option levy and capital projects funded with levy proceeds.

**Apparatus Investment.** We have budgeted for the purchase of two fire engine replacements and one replacement medic unit in the Apparatus Fund. 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 39, improvements to Station 51, and completion of Station 55; and the purchase of four future fire station sites.

**Other Facilities.** The 2017-18 sale of the surplus North Operating Center Building to Washington County allows the more centralized Logistics facility purchase in 2017-18 to be completed and outfitted for Fleet, Facilities, and Supply in fiscal year 2018-19.

### 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 \$0.1105 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 4.68% on the combined District and newly annexed City of Newberg and Newberg Rural territory.

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 2018-19 budget to you.

Sincerely,

**Tualatin Valley Fire and Rescue**

Michael R. Duyck  
Fire Chief/Administrator

## District Overview

### Tualatin Valley Fire and Rescue

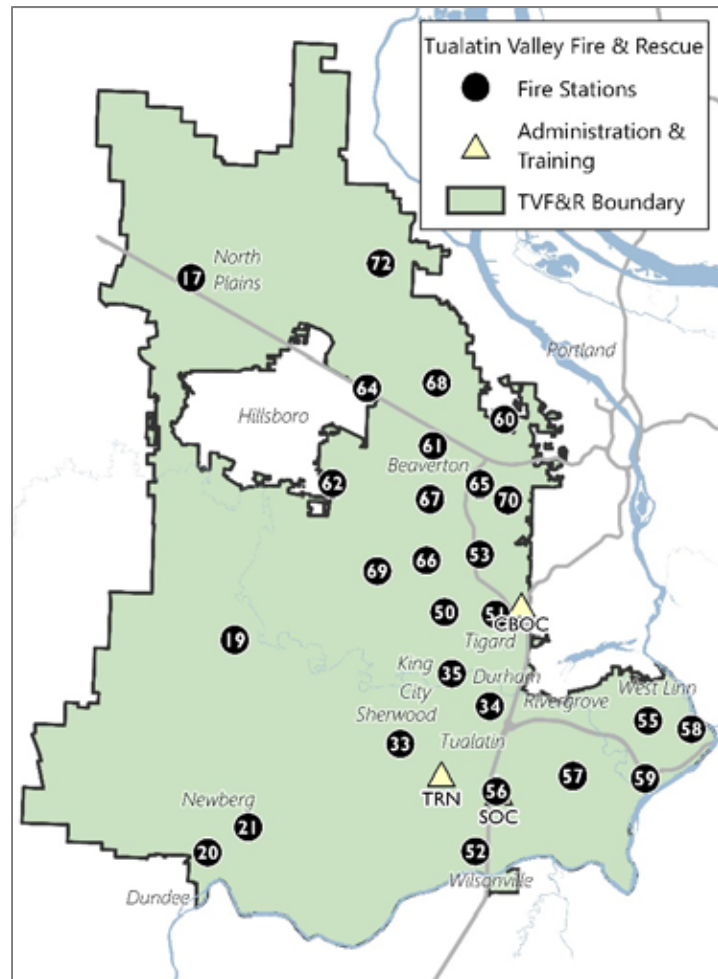
Tualatin Valley Fire and Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors comprised by a President and four Directors, who include a Vice-President and a Secretary-Treasurer. The Board hires a Fire Chief/Administrator 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. Washington County Rural Fire Protection District 2 (District 2) was annexed effective July 1, 2017, after District 2 voters approved the annexation into the District. The City of Newberg and Newberg Rural Fire Protection District will be legally annexed July 1, 2018, after completion of a two-year fire protection contract.

The District's total combined service area will encompass approximately 390 square miles with the annexed City of Newberg and Newberg Rural Fire Protection District service areas. It provides services to northeast Washington County, northwest Clackamas County, the western edge of Multnomah County and portions of Yamhill County. The District is a special service district supported by the property owners within its boundaries, currently serving an estimated total 2017 population of 519,853 (including the City of Newberg and Newberg Rural Fire Protection District).

The District will have approximately 586 employees (584 in the General Fund, and two in the Capital Projects Fund charged out to capital construction projects completely), supplemented by approximately 90 volunteers. The area served in portions of four

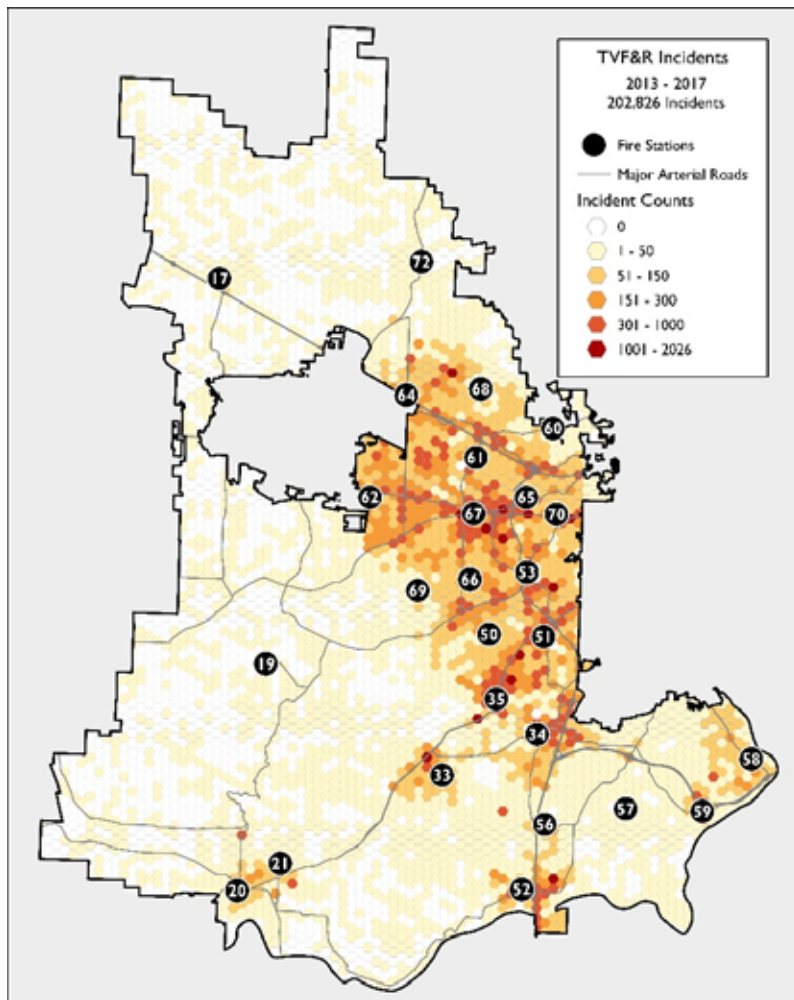
counties includes the cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn, and Wilsonville. The service area of the District lies within one of the fastest growing regions of the state of Oregon. It is an area encompassing densely populated suburbs, rural farmlands, retail and commercial establishments, and growing industrial complexes. The Newberg area also covers significant agricultural areas of Oregon, including important winegrowing regions contributing to the state economy.



## District Overview, continued

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 local operating levy has allowed 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 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 **270** 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 Inc., 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, Seamus Golf, and Centrex Construction<sup>1</sup>. Top metropolitan-area employers include Intel, Providence Health & Services, Fred Meyer, Oregon Health & Science University, Wells Fargo, Portland General Electric, Comcast, Nike, and U.S. Bank, among others<sup>1</sup>. Nike's world headquarters is undergoing a three-year expansion with a targeted 2018 completion date to adding 3.2 million square feet of office, mixed-use, and parking facility to the 351-acre campus. Nike employs over 12,000 locally<sup>2</sup>. 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 years<sup>3</sup>.

## 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 most major industries, and the April 2018 unemployment is reported at 3.4%. Manufacturing, Education & Health Services, as well as Leisure & Hospitality have all experienced net job growth.

Washington County's labor force is reported by the State of Oregon's Employment Department to have increased by 4,200 jobs since April 2017.

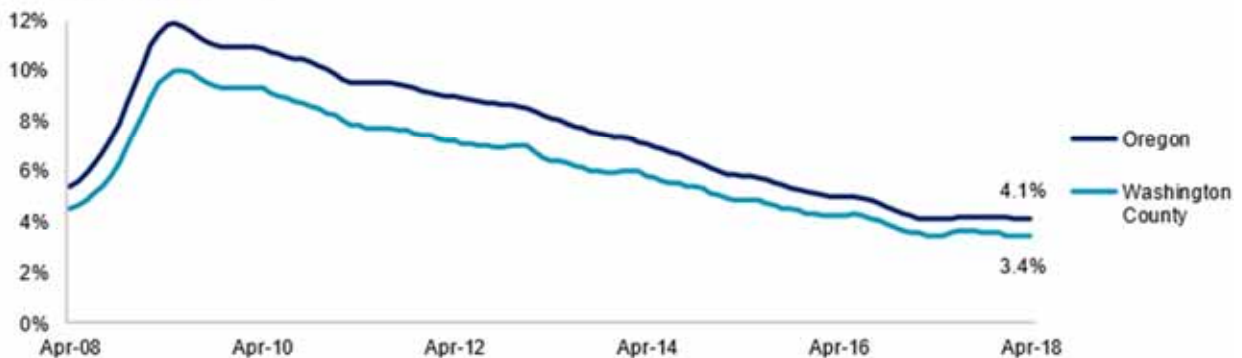
### Net Job Growth in Washington County

Net change, April 2017 to April 2018  
Current Employment Estimates



### Unemployment Rate

April 2008 to April 2018, seasonally adjusted  
Local Area Unemployment Statistics



<sup>1</sup> Portland Business Journal, Book of Lists 2017-18.

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

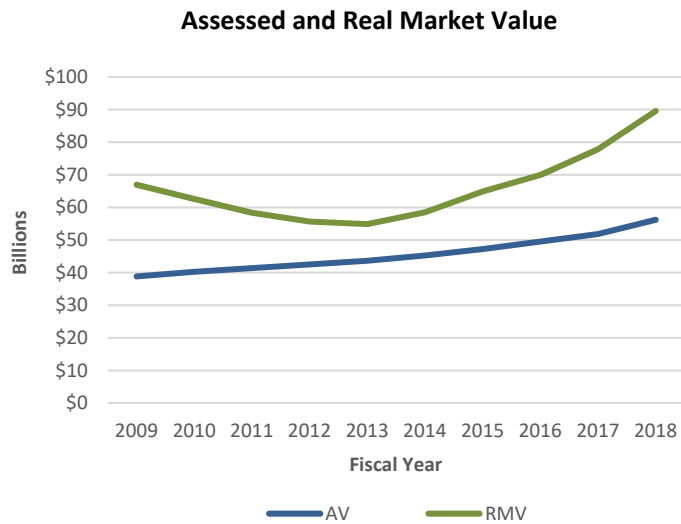
<sup>3</sup> Spencer Malia, "Intel's deal essential for future Oregon Investment." Portland Business Journal, August 11, 2014.

## 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.

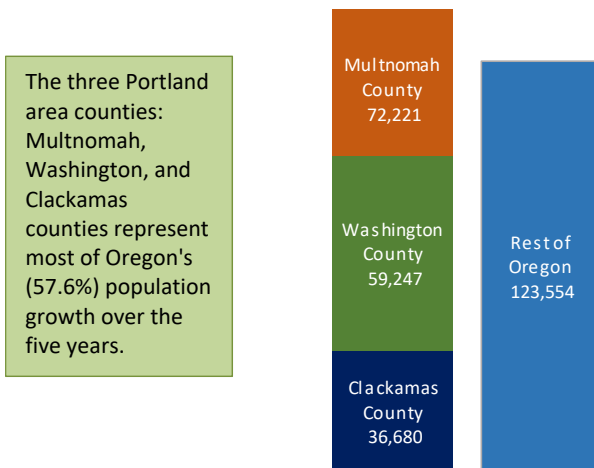
Assessed value grew in 2017-18, a total of 8.47%, because of the annexation of the former Washington County District 2 territory, or a 4.71% increase over the combined assessed value from 2016-17. Similarly, assessed value for the District is expected to grow 9.9% due to the annexation of the Newberg territory, or 4.68% on the combined assessed value. The District expects continued commercial and residential development.



### Population

#### Population Growth By County

2010 to 2017 - US Census Estimate



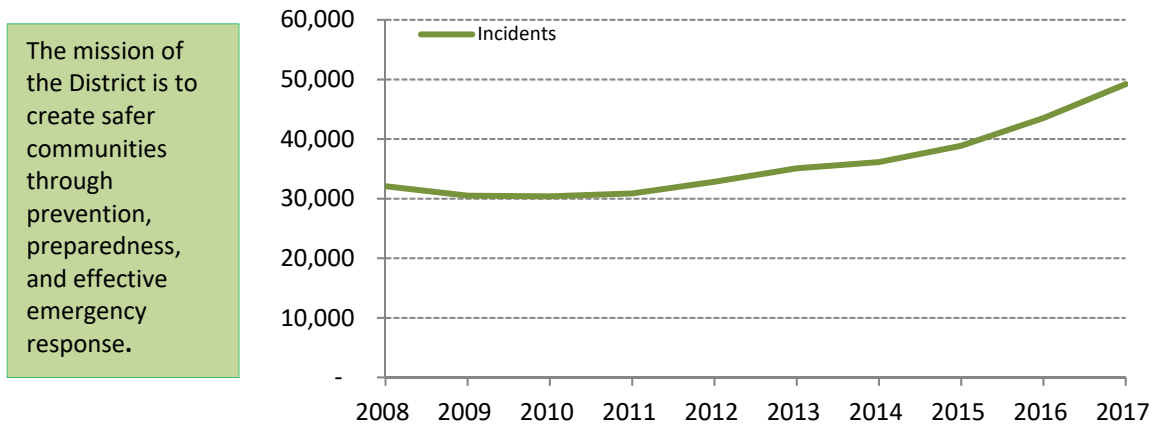
The District's population is expected to continue to grow over the next decades. Staff is working proactively and cooperatively with other governments and regional planning groups to ensure continued ability to serve this future population. This includes neighborhood and street planning, emergency access, 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.



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).

The District experienced a 13.1% increase in call volume in 2017. This is the first full year of including incidents that occurred in District 2 and Newberg (services in these areas began July 1, 2016). The addition of these areas accounts for roughly 5% of the overall increase. The Incident Type trends within the dataset remain consistent with the majority of the call volume centering on emergency medical services (EMS) at almost 70% of the total 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 19-acre Training Center, and a fire behavior training prop (FBT) for live fire training, 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 through a variety of different props. With the annexation of the City of Newberg, TVF&R has acquired a small training facility located at Station 21 that includes a four-story training tower. This will help with the District's long-term strategy of offering alternative training sites to the District's main training center.



## 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

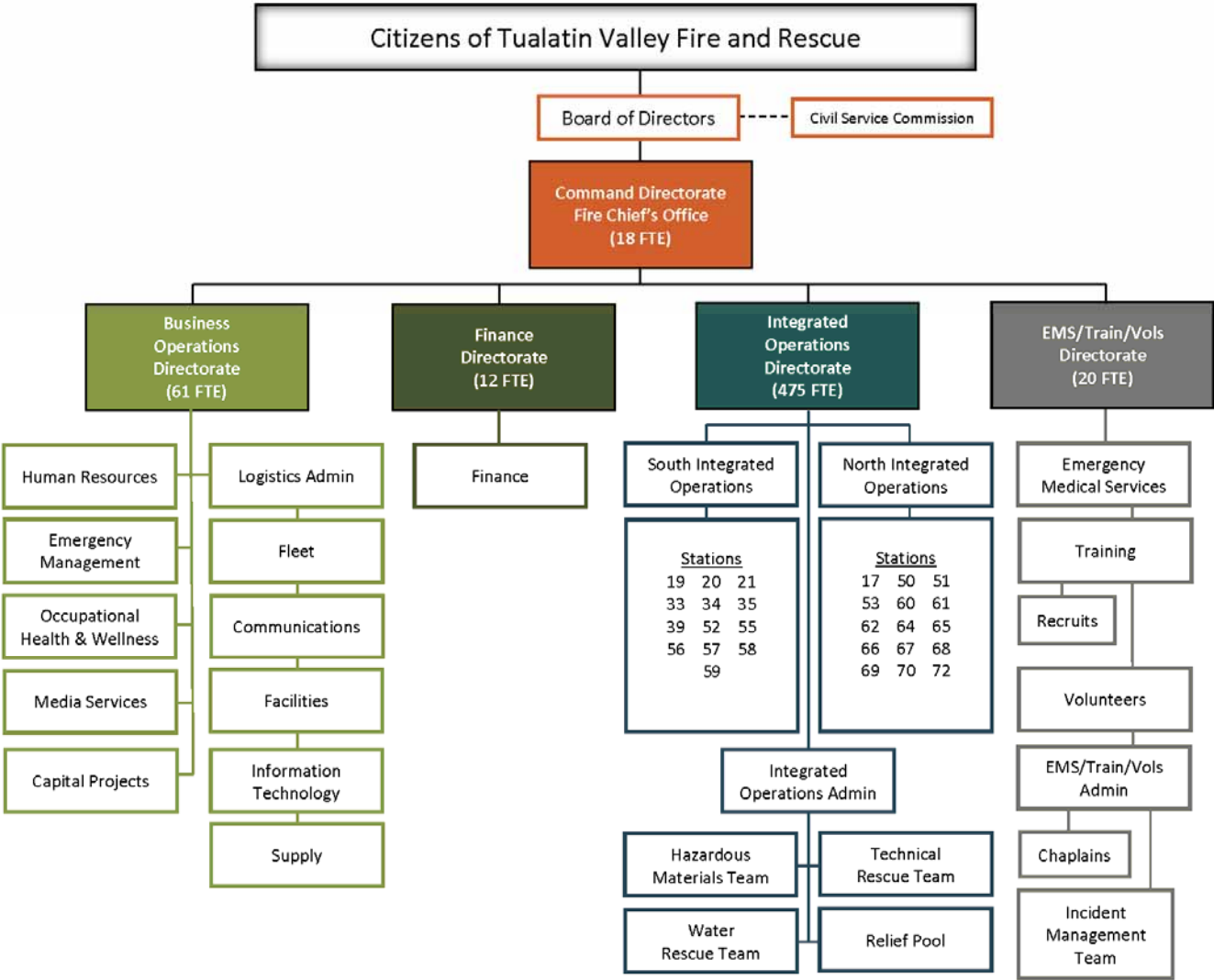
### Budget Committee as of June 30, 2018

<b>Board Members</b>	<b><u>Term Expiration</u></b>
Clark I. Balfour, President	June 30, 2021
Gordon L. Hovies, 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
<b>Citizen Members</b>	
Angie R. Fong, Member	June 30, 2021
Paul A. Leavy, Member	June 30, 2021
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, 2018

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 2018-19, beginning July 1, 2018, and ending June 30, 2019, 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 2018-19 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, MERRC 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*: Insurance Fund.
- **Fiduciary funds**, which include *trust and agency funds*, cover the Pension Trust Fund and Volunteer LOSAP Fund.

## Message from the Chief Financial Officer, continued

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 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	2017-18 Revised Budget	2018-19 Adopted Budget	Increase (Decrease)
Personnel Services	\$ 103,330,250	\$ 108,470,702	\$ 5,140,452
Materials and Services	15,423,174	14,872,462	(550,712)
Capital Outlay	32,550,831	16,528,980	(16,021,851)
Debt Service	20,869,724	6,404,563	(14,465,161)
Operating Transfers Out	8,280,286	5,115,891	(3,164,395)
Operating Contingency	10,834,383	8,080,014	(2,754,369)
Ending Fund Balance	31,241,298	38,554,058	7,312,760
<b>Total Requirements</b>	<b>\$ 222,529,946</b>	<b>\$ 198,026,670</b>	<b>\$ (24,503,276)</b>

The budget requirements for fiscal year 2018-19 for all funds totals \$198,026,670, which is \$24,503,276 less than the revised \$222,529,946 in the current year. Increases in Personnel Services relates to full-year funding of the new Station 55, as well as estimated changes in wages and benefits of employees over the prior year, PERS system contribution rate implementation and potential increases to the cost of healthcare. Materials and Services show a decline largely due to nonrecurring district-wide election costs at a special election in March 2018, legal expenses due to ongoing litigation, and professional services associated with debt refinancing. Capital outlay budgeted was decreased by \$16,021,851 reflecting continued progress in purchasing sites and developing fire stations as approved in the enhanced local option levy. The revised budget Debt Service in 2017-18 reflected a one-time advance refunding that occurred to save over \$1.3 million of future debt service. Transfers Out to capital funds are reduced as planned over the life of the enhanced local option levy as we continue funding of the added firefighting positions. Ending Fund Balance was increased by the transfer in of District 2's ending fund balance as part of the dissolution and annexation into the District and by planned increases in order to meet fund balance goals. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

## 2018-19 Significant Changes

### Personnel Services

Personnel Services increased 5.0% over all funds or \$5,140,452. The change in Personnel Services is largely within the General and Grant Funds. Twelve firefighters that have been funded through a grant in the Grant Fund, will be transferred to the General Fund at the end of the grant award period in January 2019. Additionally, the twelve assigned firefighters for new Station 55 are budgeted for the entire fiscal year of 2018-19 versus two months in the prior year based on earlier estimated station opening time periods. Additionally, since labor negotiations were not completed at the time of budget preparation, the budget was prepared as if salaries, wages, and benefits increased at the levels and terms of the prior contract and the second year of the biennium with PERS increases associated with the 2017-19 biennium are fully phased in. The total FTE count in the General Fund increased by 4.5 due to the transfer of the 12 firefighters from the Grant Fund offset in part by the 5.5 FTE decrease in recruit FF FTE time due to scheduled academies and the reduction of two positions. In 2017-18, the District deployed numerous personnel to the extraordinary wildfires in Oregon and California, and accordingly, by supplemental budget, increased the 2017-18 budget for related overtime and PERS expenses. The budget for 2018-19 does not include similar budget expectations.

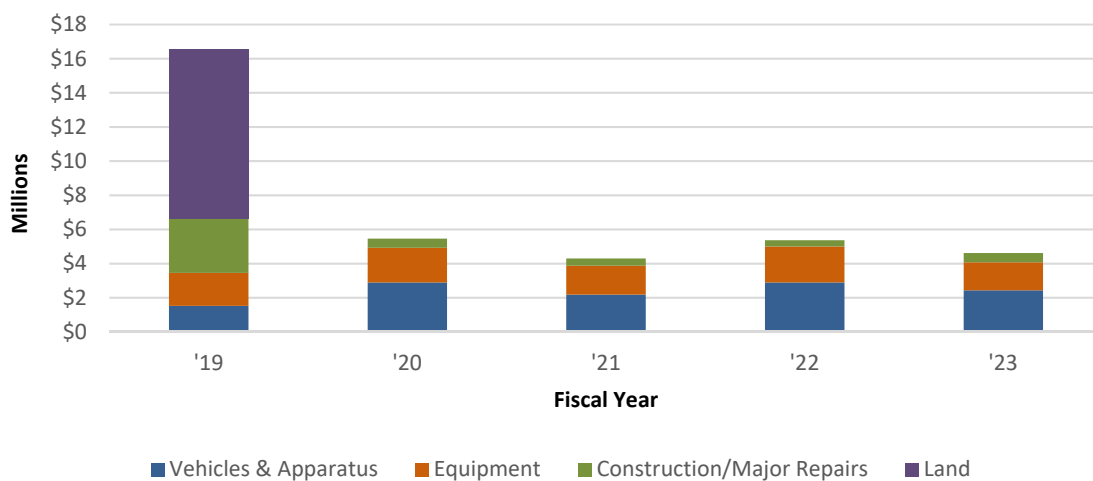
### Materials and Services

Materials and Services decreased \$550,712 overall, which is largely due to the General Fund decrease of \$308,650 or 2.1% and the decrease in the Debt Service Fund of \$174,362 related to the nonrecurring professional services associated with the 2017-18 advance bond refinancing.

### Capital Outlay

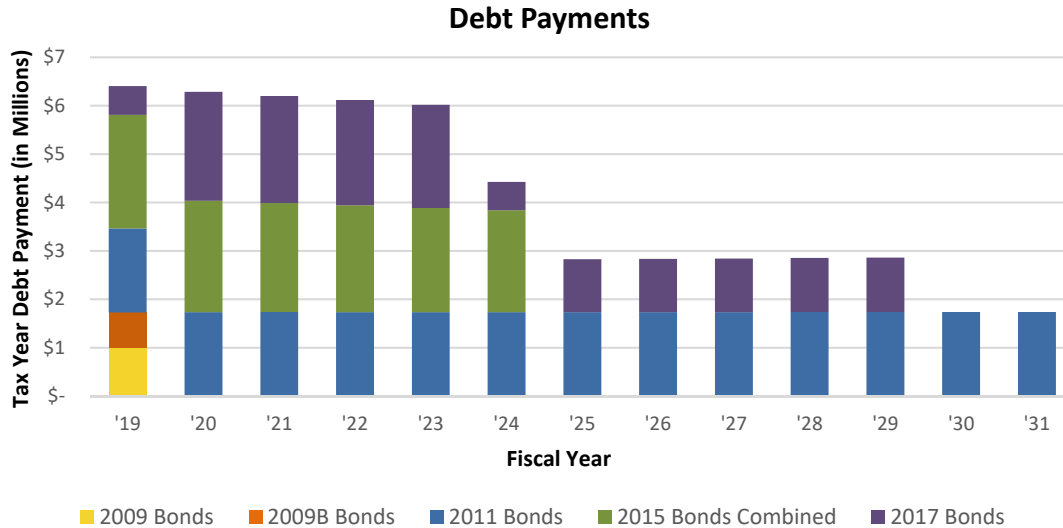
Capital Outlay decreased \$16,021,851 or approximately 49.2%, to a total of \$16,528,980. The Property and Building Fund's capital outlay was reduced over \$14 million due to project completion and progress toward budgeted construction projects. For the 2018-19 year, Station 39 is budgeted for construction as well as tenant improvements to the Logistics Building to house Fleet, Facilities, and Supply in a building purchased in 2017-18. The Apparatus Funds' scheduled emergency response apparatus replacements were reduced by \$736,500 reflecting the year-over-year scheduled apparatus replacement for 2018-19 as being two engines and a medic unit.

### 5-Year Capital Spending Forecast



## Debt Service

Total budgeted debt service expenditures are budgeted at a total of \$6,404,563 to meet estimated principal and interest obligations associated with general obligation debt outstanding. In 2017-18, the District advance refunded a majority of outstanding 2009 and 2009B bonds by issuing 2017 advance refunding bonds saving over \$1.3 million in future debt service. The District has completed all \$77.5 million bond issuances as authorized by our voters in 2006. In order to construct additional future stations on the land sites purchased with the enhanced local option levy, the District will be planning the scope of next voter request for bonded debt expected to occur in the 2022-23 fiscal year that would be similarly managed to issue debt to match planned station construction and additional response units.



## Transfers

Transfers are decreased by \$3,164,395, to \$5,115,891. 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 \$3,771,427 for new station sites and stations as part of the local option levy station commitments, and the Pension Trust Fund will receive \$344,464 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 \$8,080,014 for 2018-19, a decrease of \$2,754,369 from the prior year. The contingency budget in the General Fund is \$4,936,693 and \$2,052,771 in the Property and Building Fund. 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, construction project completion progress changes across fiscal years, 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, \$30,804,273; the Apparatus Fund, \$1,814,598; the Capital Improvements Fund, \$2,939,493; the MERCC Fund, \$1,110,000; and the Property and Building Fund, \$1,618,769. The District seeks a stable General Fund balance proportionate to the cost of operations

and conservatively forecasts the actual Ending Fund Balance to be approximately \$44,400,000, which equates to approximately four and a half months of operating funds.

## Debt Administration

Debt outstanding consists of Series 2009, Series 2009B, Series 2011, Series 2015 Advance Refunding and New General Obligation Bonds, and Series 2017 Advance Refunding Bonds. The District's legal debt limit is approximately \$970,000,000, with remaining debt capacity of \$923,000,000 as of June 30, 2017. 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 of future fire 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 funded 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 remaining station sites and improve its training facilities and continue investment in emergency response apparatus, 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	2017-18 Revised Budget	2018-19 Adopted Budget	Increase (Decrease)
Beginning Fund Balance	\$ 70,318,149	\$ 66,370,193	\$ (3,947,956)
Property Tax, Current Year	107,664,723	119,407,699	11,742,976
Property Tax, Prior Year	1,126,222	1,236,615	110,393
Other Taxes and Interest on Tax	37,720	48,015	10,295
Interest on Investments	375,290	420,118	44,828
Program Revenue	8,156,228	3,068,705	(5,087,523)
Special Service Charges	2,000	3,000	1,000
Program Fees	450,000	300,000	(150,000)
Regional Hazardous Response	5,000	5,000	
Accounting Service Revenues	350	500	150
Training Center Revenues	10,000	10,000	
Rental Income	75,600	75,600	
Insurance Refund	232,500	403,488	170,988
Donations and Grants	2,641,028	1,465,429	(1,175,599)
Surplus Property	8,462,500	12,122	(8,450,378)
Other Revenues	110,500	84,295	(26,205)
Proceeds from Debt Service	14,581,850		(14,581,850)
Transfers from Other Funds	8,280,286	5,115,891	(3,164,395)
<b>Total Revenues</b>	<b>\$ 222,529,946</b>	<b>\$ 198,026,670</b>	<b>\$ (24,503,276)</b>

### Beginning Fund Balance

Beginning Fund Balance has decreased 5.6%, to \$66,370,193 for all funds. The General Fund's budgeted beginning fund balance was increased by \$3,827,192, to \$43,230,735, reflecting the practice of increasing fund balance toward our goal of maintaining approximately five months fund balance and as a result of the transfer into beginning fund balance of \$2.4 million from the annexed former District 2. Our General Fund has a targeted goal to provide 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 decreased by \$2,202,577, reflecting its 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 \$1,872,821 reflecting transfers out of MERCC program fees accumulated and planned drawdowns. The MERRC Fund was created in fiscal year 2017-18, and for 2018-19 fiscal year will have a budgeted \$1.1 million starting fund balance from transfers out of the Capital Improvement Fund and 2017-18 program revenues. The Debt Service Fund beginning fund balance declined by \$811,395 reflecting a planned drawdown in order to maintain ending fund balance within the levels necessary to pay for debt service prior to property tax revenue receipt. The Property and Building Fund's beginning fund balance decreased by \$4,011,240, as the District constructs Stations 55 and 39 and completes Logistics and OHW tenant improvements.

### Property Taxes – Current Year

The increase in property tax revenue is a result of the levying of taxes on the newly annexed City of Newberg and Newberg Rural Fire Protection District for the year beginning July 1, 2018, and projected growth over all assessed value of 4.68% over prior year combined values. 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 2019-20 was approved by voters in the May 20, 2014, election, and the 2018-19 fiscal year will be the fourth year of the five-year levy. Planning and board approval for the renewal request election for the subsequent five-year levy is planned for the 2018-19 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 2017-18, the Washington County Assessor reported assessed value was 63.9% of District Measure 5 (M5) market value of \$71,620,766,388 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 2018-19 budget, we assumed a 4.71% assessed valuation increase for property in our service area, and a 4.0% assessed valuation increase in the annexed area previously served by the City of Newberg and Newberg Rural Fire Protection District, which were annexed into the District effective July 1, 2018. 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 in the fiscal year for payment of the general obligation bonds.

### Assessed Value Growth

Taxes levied at \$1.5252 for general operations against an estimated \$60.5 billion in assessed valuation are expected to provide approximately \$87.1 million in collections. The local option levy of \$0.45 per thousand of assessed valuation on an estimated \$61.8 billion of assessed value is expected to provide collections of \$26.0 million. Urban renewal creates the difference in assessed value that is reported by each county assessor versus the value used to levy the District's permanent tax rate and the assessed value that is used to levy the local option levy and bonded debt levy. We will also levy \$6,687,561 for our general obligation bonds. This bond levy is expected to result in a levy rate of 11.05 cents per thousand dollars of assessed valuation and approximately \$6,313,057 in collections.

### Property Tax – Prior Year

Total taxes outstanding totaled \$4,983,681 for the District and \$144,876 for the former District 2 area at the fiscal year ended June 30, 2017. Of the District's June 30, 2017, amount, \$1,796,175 was for taxes levied during that fiscal year, while \$3,187,506 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2018, receivables.

### Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 25 basis points. The governmental fund types and capital funds are invested in the Oregon Local Government Investment Pool to investment limits and a bank Jumbo Money Market account for governments. Investments are regulated by Board of Director policy and permitted investment products include the Oregon Local Government Investment Pool, which is a diversified portfolio, commercial paper, bankers' acceptances, and United States Government Treasury and Agency securities, among others. Certain funds are designated for longer-term investing by the Board of Directors and may be invested for terms up to 18 months. Oregon law does not allow leveraged investing, and the Oregon Local Government Investment Pool does not use derivative securities. The Volunteer LOSAP Fund is managed as a separate trust fund and has its own investment policy, including the above investments and additional permissible investments in equity investments appropriate for long-term pension funding. Their investments are actuarially expected to earn 5% annually by investment policy. However, due to the turbulent equity market, short-term investment projections for 2018-19 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

Program revenues declined \$5,087,523 reflecting the transition from emergency services contracts for Newberg City and Rural areas in the prior year to property tax revenues in 2018-19 due to the annexation effective July 1, 2018. Additionally, in the prior year, significant wildfires and conflagrations in Oregon and California in fiscal year 2017-18 resulted in additional fire protection contract revenue recognized in the budget, which is not anticipated for the 2018-19 budget development. Remaining program revenues are primarily from transport revenue throughout the District, but primarily in the assigned Yamhill County Ambulance Service Area (ASA) and in Clackamas County assigned areas.

### Program Fees

These fees are related to mobile emergency responder radio communications program of \$300,000, have been included in the MERRC Fund and committed to communications technology enhancements and improvements.

### Rental Income

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

### Insurance Refunds

The District budgets to receive dividends from our workers compensation insurance and as well, amounts expected to be turned in by employees to restore a portion of time-off leave accruals during injury leaves.

### 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 \$110,000. Donations are also 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 through the end of the two-year grant award period ending in January 2019 for \$1,196,709 and other smaller projects. The District actively pursues grant funding for projects and equipment.

### Surplus Property

Surplus real property sales of 2017-18 were one-time events and only used equipment surplus sales are budgeted in 2018-19.

### 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 \$5,115,891. 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 2018-19 continues to afford the District a high level of service to our community and the newly annexed areas, while continuing to meet our long-term performance standards. The year 2018-19 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 transfers of annexed territories and assets related to the annexed City of Newberg and Newberg Rural Fire Protection District relating to their July 1, 2018, annexation into the District.

Recognition is given to all staff members, division leaders, 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 2018-19 budget.

Sincerely,

**Tualatin Valley Fire and Rescue**



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

## Financial Overview

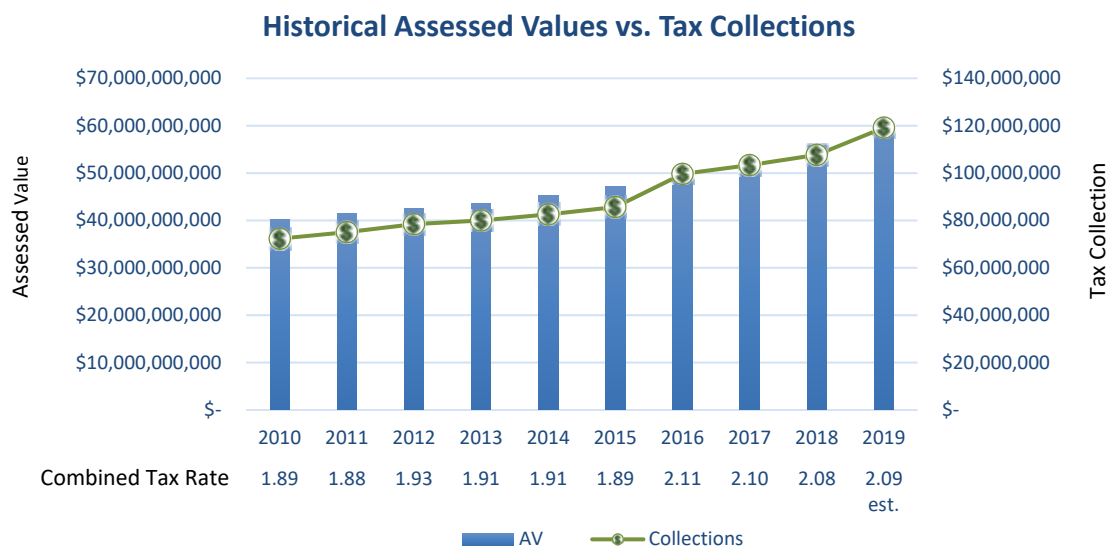
### Tax Rates

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$60,523,845,856	Expected Assessed Valuation:	\$61,797,908,496	Expected Assessed Valuation:	\$60,523,845,856
Tax Rate Levied:	\$1.5252/\$1,000	Tax Rate Levied:	\$0.45/\$1,000	Estimated Tax Rate:	\$0.11049/\$1,000
Estimated General Fund Total Levy:	\$92,310,970	Estimated Net Local Option Levy after M5 Compression:	\$27,809,059	Bonded Debt Total Levy:	\$6,687,561
Expected Collection Rate:	94.40%	Expected Collection Rate:	94.40%	Expected Collection Rate:	94.40%
Expected Collections:	\$87,123,602	Expected Collections:	\$25,971,040	Expected Collections:	\$6,313,057

### Property Tax Levies and Collections Last 10 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
2017	\$106,867,213	\$101,985,120	95.43%	\$1,358,642	\$103,343,762	96.70%
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

### Assessed Values vs. Tax Collections

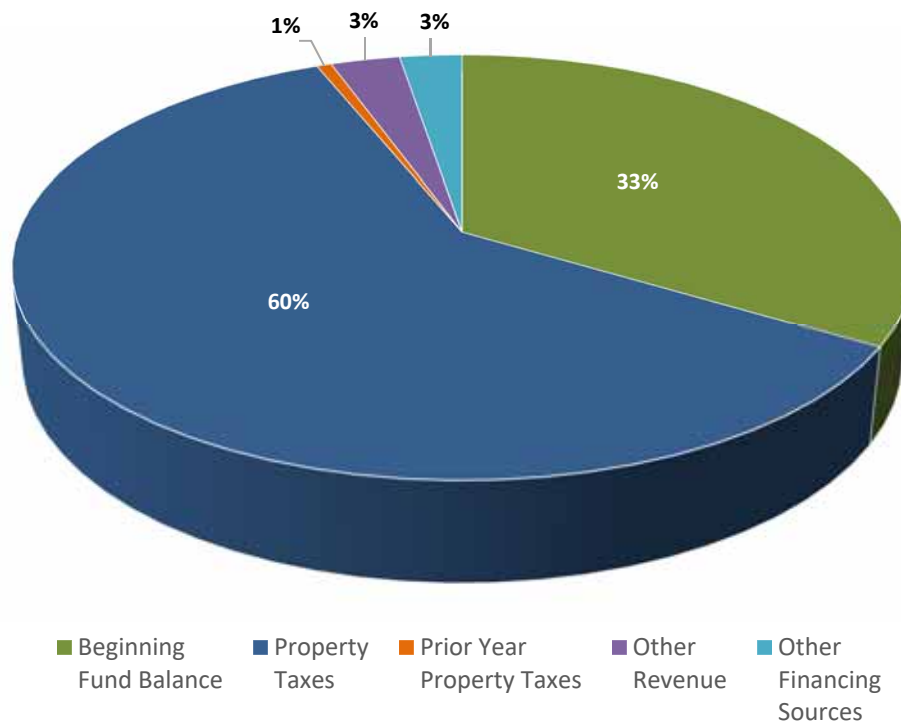


## Financial Overview, continued

### 2018-19 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2018-19 Adopted Budget
<b>Major Funds</b>						
General	\$ 43,230,735	\$ 113,094,642	\$ 1,176,615	\$ 4,018,633		\$ 161,520,625
Property and Building	12,869,951				\$ 3,873,589	16,743,540
<b>Non-Major Funds</b>						
Apparatus	2,864,568			17,580	1,000,000	3,882,148
Capital Improvements	5,034,697			54,776		5,089,473
MERRC	1,100,000			310,000		1,410,000
Grants				1,341,709		1,341,709
Bonded Debt Service	296,181	6,313,057	60,000	32,250		6,701,488
Insurance	615,000			4,800		619,800
Pension Trust					344,464	344,464
Volunteer LOSAP	359,061			14,362		373,423
<b>Total 2018-19 Proposed Budgeted Requirements</b>	<b>\$ 66,370,193</b>	<b>\$ 119,407,699</b>	<b>\$ 1,236,615</b>	<b>\$ 5,794,110</b>	<b>\$ 5,218,053</b>	<b>\$ 198,026,670</b>
<b>Total 2017-18 Revised Budgeted Requirements</b>	<b>\$ 70,318,149</b>	<b>\$ 107,664,723</b>	<b>\$ 1,126,222</b>	<b>\$ 35,140,566</b>	<b>\$ 8,280,286</b>	<b>\$ 222,529,946</b>
<b>Total 2016-17 Actual Requirements</b>	<b>\$ 70,394,446</b>	<b>\$ 102,231,393</b>	<b>\$ 1,208,953</b>	<b>\$ 16,038,253</b>	<b>\$ 5,898,550</b>	<b>\$ 195,771,595</b>

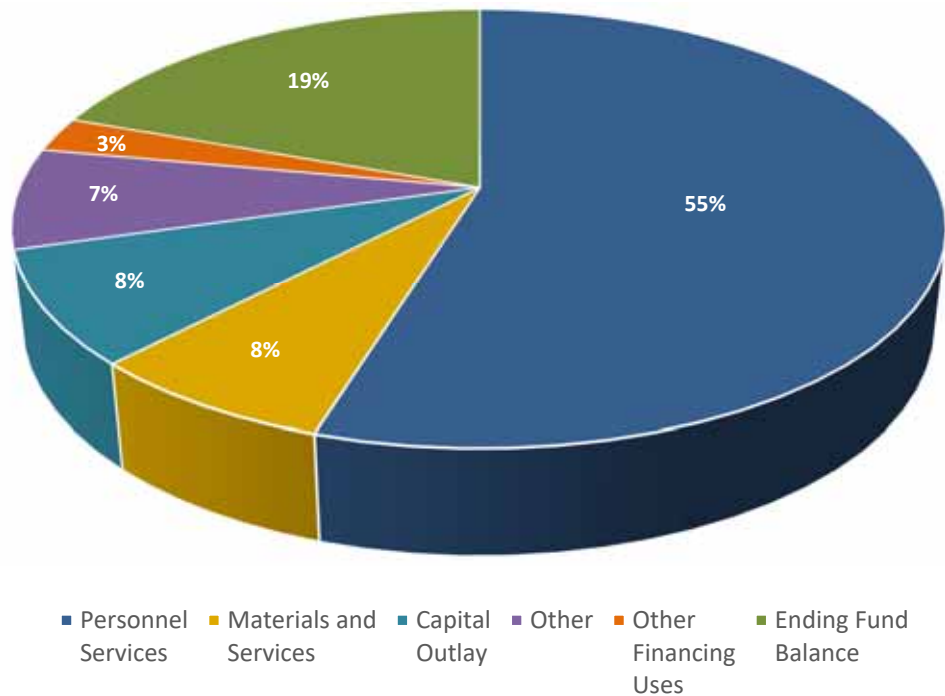
### 2018-19 Budget Resources



## 2018-19 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2018-19 Adopted Budget
<b>Major Funds</b>							
General	\$106,556,106	\$ 14,107,662		\$ 4,936,693	\$ 5,115,891	\$ 30,804,273	\$ 161,520,625
Property and Building			\$ 13,072,000	2,052,771		1,618,769	16,743,540
<b>Non-Major Funds</b>							
Apparatus			1,528,500	539,050		1,814,598	3,882,148
Capital Improvements			1,628,480	521,500		2,939,493	5,089,473
MERRC			300,000	30,000		1,080,000	1,410,000
Grants	1,196,709	145,000					1,341,709
Bonded Debt Service				6,404,563		296,925	6,701,488
Insurance		619,800					619,800
Pension Trust	344,464						344,464
Volunteer LOASP	373,423						373,423
<b>Total 2018-19 Proposed Budgeted Requirements</b>	<b>\$108,470,702</b>	<b>\$ 14,872,462</b>	<b>\$ 16,528,980</b>	<b>\$ 14,484,557</b>	<b>\$ 5,115,891</b>	<b>\$ 38,554,058</b>	<b>\$ 198,026,670</b>
<b>Total 2017-18 Revised Budgeted Requirements</b>	<b>\$103,330,250</b>	<b>\$ 15,423,174</b>	<b>\$ 32,550,831</b>	<b>\$ 31,704,107</b>	<b>\$ 8,280,286</b>	<b>\$ 31,241,298</b>	<b>\$ 222,529,946</b>
<b>Total 2016-17 Actual Requirements</b>	<b>\$ 90,571,866</b>	<b>\$ 11,700,168</b>	<b>\$ 12,914,301</b>	<b>\$ 6,273,985</b>	<b>\$ 5,898,550</b>	<b>\$ 68,412,725</b>	<b>\$ 195,771,595</b>

## 2018-19 Budget Requirements



## Financial Overview, continued

### 2018-19 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	% Change in Fund Balance
Major Funds					
General	\$ 43,230,735	\$ 4,936,693	\$ 30,804,273	\$ (12,426,462)	-28.7%
Property and Building	12,869,951	2,052,771	1,618,769	(11,251,182)	-87.4%
Non-Major Funds					
Apparatus	2,864,568	539,050	1,814,598	(1,049,970)	-36.7%
Capital Improvements	5,034,697	521,500	2,939,493	(2,095,204)	-41.6%
MERRC	1,100,000	30,000	1,080,000	(20,000)	-1.8%
Bonded Debt Service	296,181		296,925	744	0.3%
Insurance	615,000			(615,000)	-100.0%
Volunteer LOASP	359,061			(359,061)	-100.0%
Total 2018-19 Proposed Budgeted Requirements	\$ 66,370,193	\$ 8,080,014	\$ 38,554,058	\$ (27,816,135)	-41.9%
Total 2017-18 Revised Budgeted Requirements	\$ 70,318,149	\$ 10,834,383	\$ 31,241,298	\$ (39,076,851)	-55.6%
Total 2016-17 Actual Requirements	\$ 70,394,446		\$ 68,412,725	\$ (1,981,721)	-2.8%

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 2018-19 and in the future is depicted on the following page based on a conservative revenue scenario. The Property and Building Fund will be utilized to complete station construction for two stations and purchase land for future fire station sites meeting the intent of the voters in approved local option levy projects. Accordingly, that fund's reserves have been 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. Based on long-term planning, a higher portion in the first few years of the enhanced local option levy was transferred to capital funds to accomplish stated objectives of purchasing response apparatus and future fire station sites. As staffing of additional units and improved staffing has been implemented, reduced funding of the capital funds was intended until such time as additional bond proceeds are requested and approved.

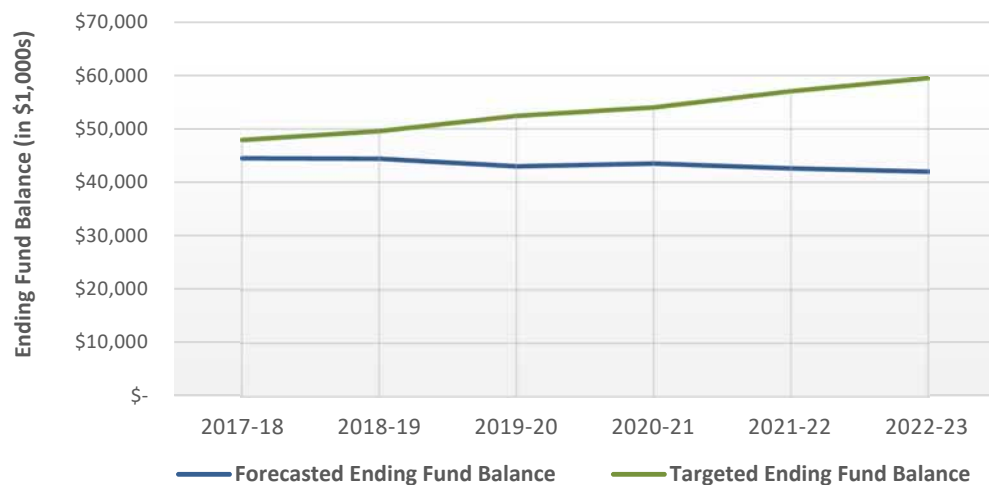
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits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

## Financial Forecast – General Fund (in \$1,000s)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Beginning Fund Balance	\$ 42,800	\$ 44,400	\$ 44,400	\$ 43,000	\$ 43,500	\$ 42,600
Property Tax Revenue	105,400	114,300	119,600	125,200	131,000	137,100
Investment & Interest	200	200	300	300	300	300
Charges for Services	10,500	3,900	3,900	4,000	4,100	4,200
Insurance Refunds	400	400	400	400	400	400
Miscellaneous	200	200	200	200	200	200
Total Revenues	\$ 159,500	\$ 163,400	\$ 168,800	\$ 173,100	\$ 179,500	\$ 184,800
Personnel Costs	\$ 95,700	\$ 101,500	\$ 109,900	\$ 113,700	\$ 120,600	\$ 127,100
Materials and Services	12,600	13,400	13,700	14,100	14,500	14,900
Transfers Out	6,800	4,100	2,200	1,800	1,800	800
Total Expenditures	\$ 115,100	\$ 119,000	\$ 125,800	\$ 129,600	\$ 136,900	\$ 142,800
<b>Forecasted Ending Fund Balance</b>	<b>\$ 44,400</b>	<b>\$ 44,400</b>	<b>\$ 43,000</b>	<b>\$ 43,500</b>	<b>\$ 42,600</b>	<b>\$ 42,000</b>
Months of Forecasted Fund Balance	4.6	4.5	4.1	4.0	3.7	3.5
<b>Targeted Ending Fund Balance</b>	<b>\$ 47,917</b>	<b>\$ 49,583</b>	<b>\$ 52,417</b>	<b>\$ 54,000</b>	<b>\$ 57,042</b>	<b>\$ 59,500</b>
Months of Targeted Fund Balance	5.0	5.0	5.0	5.0	5.0	5.0

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 the current local option levy staffing configuration with modest property tax growth. The above scenario represents conservative growth in District assessed value and no 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.

## Forecasted versus Targeted Ending Fund Balance





**RESOLUTION 2018-02**

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,  
A RURAL FIRE PROTECTION DISTRICT  
TO ADOPT 2018-19 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, 2018 and ending June 30, 2019, was approved by the District Budget Committee on May 17, 2018 and the budget hearing has been held on June 26, 2018 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** it was determined that there is a needed correction to salaries and wages due to medical insurance selections in the Occupational Health and Wellness department budget thereby increasing General Fund Business Operations Directorate personnel services by \$13,307 and reducing Contingency by the same amount;

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

**NOW THEREFORE BE IT ALSO RESOLVED**, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2018-19 fiscal year in the amount of \$159,472,612 and which is now on file in the Command and Business Operations Center at 11945 SW 70<sup>th</sup> Ave., Tigard, Oregon; and

**BE IT ALSO RESOLVED**, that the amounts for the fiscal year beginning July 1, 2018, for the purposes shown are hereby appropriated as follows:

**GENERAL FUND**

**By Fund**

Personnel Services	\$106,556,106
Materials and Services	14,107,662
Transfers	5,115,891
Contingency	<u>4,936,693</u>
Total	\$130,716,352

**By Function**

Command Directorate	
Personnel Services	\$ 3,866,587
Materials and Services	<u>2,039,420</u>
Total	\$ 5,906,007

## Resolution to Adopt Budget, continued

Integrated Operations Directorate		
Personnel Services	\$ 88,635,444	
Materials and Services	<u>3,503,825</u>	
		Total \$ 92,139,269
Finance Directorate		
Personnel Services	\$ 1,648,137	
Materials and Services	<u>633,032</u>	
		Total \$ 2,281,169
Business Operations Directorate		
Personnel Services	\$ 8,096,987	
Materials and Services	<u>6,572,326</u>	
		Total \$ 14,669,313
EMS/Training/Volunteers		
Personnel Services	\$ 4,308,951	
Materials and Services	<u>1,359,059</u>	
		Total \$ 5,668,010
District Non-Organizational		
Transfers	\$ 5,115,891	
Contingency	<u>4,936,693</u>	
		Total \$ 10,052,584

**BONDED DEBT SERVICE FUND**

Debt Service - Principal	\$ 4,580,000
Debt Service - Interest	<u>1,824,563</u>
Total	\$ 6,404,563

**APPARATUS FUND**

Capital Outlay	\$ 1,528,500
Contingency	<u>539,050</u>
Total	\$ 2,067,550

**CAPITAL IMPROVEMENTS FUND**

Capital Outlay	\$ 1,628,480
Contingency	<u>521,500</u>
Total	\$ 2,149,980

**MERRC FUND**

Capital Outlay	\$ 300,000
Contingency	<u>30,000</u>
Total	\$ 330,000

**GRANTS FUND**

Personnel Services	\$ 1,196,709
Materials and Services	<u>145,000</u>
Total	\$ 1,341,709

**INSURANCE FUND**

Materials and Services	\$ <u>619,800</u>
Total	\$ 619,800

**PROPERTY AND BUILDING FUND**

Capital Outlay	\$ 13,072,000
Contingency	<u>2,052,771</u>
Total	\$ 15,124,771

**PENSION TRUST FUND**

Personnel Services	\$ <u>344,464</u>
Total	\$ 344,464

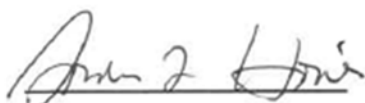
**VOLUNTEER LOSAP FUND**

Personnel Services	\$ <u>373,423</u>
Total	\$ 373,423

APPROVED AND ADOPTED, on June 26, 2018

  
Clark I. Balfour, President

ATTEST:

  
Gordon L. Hovies, Vice President

**RESOLUTION 2018-03**

**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 \$6,687,561, for bonds, and that these taxes are hereby imposed and categorized for tax year 2018-19, upon the assessed value of all taxable property with the District.

**Subject to the General Government Limitation:**

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

**Excluded from the General Government Limitation:**

Debt Service Fund Levy	\$ 6,687,561
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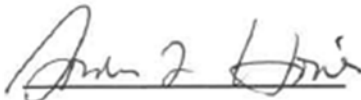
**NOW THEREFORE BE IT RESOLVED**, that the Budget Officer certify the County Clerk or other recording officer, County Assessor or other assessing officer, of Washington, Clackamas, Multnomah and Yamhill Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

**APPROVED AND ADOPTED, on June 26, 2018**



Clark I. Balfour, President

**ATTEST:**



Gordon L. Hovies, Vice President



### 2018-20 Strategic Plan

TVF&R's Strategic Plan serves as a two-year 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 mission, vision, and values statements outlined below define TVF&R's purpose and intention. The plan also outlines organization-wide goals and corresponding strategies proposed to move the agency toward the stated vision. Divisional/departmental tactics, developed and reported by managers in line with their annual budgets, further focus the organization's work toward achieving its priorities.

#### Mission

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

#### Vision

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. 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 achieved through targeted, proactive risk-reduction strategies. When emergencies do happen, skilled personnel provide fast and effective response services.
- Education delivered to residents and businesses motivates their active role in emergency prevention, preparedness, and resilience measures. Our personnel take steps to ensure this in their own lives as well.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.

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

- Aligns to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and exemplify the concept of good government.
- Fosters an inclusive and respectful workforce engaged in, and welcoming of, the attributes and characteristics of our diverse community.
- Anticipates, influences, and adapts to growth and change to ensure excellent service delivery. To do so, we make data-informed decisions, manage a high-performing workforce, and maintain active community outreach.
- Manages in a sustainable manner.
- Participates in improvement of the public safety industry and local services.

### Values

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 risk reduction 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 resident has simply exhausted their personal resources, we will exceed the expectations of our 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. We put people first, treating our citizens and coworkers with honesty, dignity, and respect. When diverse opinions emerge, we are consensus builders who do what is best for our community and organization. In the same manner, we strive to maintain collaborative labor management relations.



## 2018-20 Goals and Strategies

## 1. HEALTH

<b>GOAL:</b> Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.	
<b>EXPECTATIONS:</b>	
<ul style="list-style-type: none"> <li>• All personnel understand organizational priorities and are working in a cohesive, strategic direction.</li> <li>• Information flows between and is consumed by all levels so that individuals and teams are connected.</li> <li>• Individual and organizational health/wellness, safety/security, and preparedness are maximized.</li> <li>• Potential risks and subsequent impacts are considered before taking action that involves personnel, financial, and physical resources.</li> </ul>	
<b>STRATEGIES:</b>	
1A	<p>Improve communication and education on TVF&amp;R's strategic direction and priorities, core services, business and financial model fundamentals, and related challenges.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>• Research, adapt, and advance methods to increase and simplify consumption, and prompt feedback.</li> <li>• Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand video.</li> <li>• Update official written communications as needed to ensure clarity on what is current policy and procedure.</li> </ul>
1B	Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same.
1C	Promote targeted health and wellness resources for non-line employees.
1D	Promote access to and awareness of available behavioral health resources.
1E	Increase supervisor/employee discussion around personal preparedness goals.
1F	<p>Conduct proactive and focused business/financial planning to inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>• Model anticipated effects and means of meeting expected/continued personnel cost increases.</li> <li>• Outline a roadmap for future bond and levy measures.</li> <li>• Monitor land-use planning, urban service agreements, urban renewal, and economic development initiatives affecting the service area.</li> <li>• Monitor growth and development trend analysis.</li> </ul>

## 2018-20 Goals and Strategies, continued

## 2. PERFORMANCE

<b>GOAL:</b> Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.	
<b>EXPECTATIONS:</b>	
<ul style="list-style-type: none"> <li>Organizational performance improves as a result of exemplary individual and team performance.</li> <li>Sustained, targeted efforts aim to understand and mitigate common hazards.</li> <li>Business tools and technologies inform performance targets and strategic decision-making.</li> <li>Ongoing, data-informed deployment modeling identifies optimal system and infrastructure modifications.</li> <li>Managers clearly communicate expectations, track individual and team performance, and acknowledge their contributions.</li> <li>A skilled workforce, aligned with short- and long-term demands, is maintained through: <ul style="list-style-type: none"> <li>Training and development programs</li> <li>Outreach and recruitment initiatives</li> <li>Proactive business processes for workforce planning</li> <li>Responsible compensation practices</li> <li>Inclusive and supportive working environments</li> </ul> </li> </ul>	
<b>STRATEGIES:</b>	
2A	<p>Evolve assessment tools to better define operational performance trends and inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>Optimize mobile incident intelligence applications</li> <li>Capture post-fire review in the incident records management system</li> <li>Refine response time definitions and measurements</li> <li>Capture occupancy and code compliance data in the EGIS spatial platform</li> <li>Retool peer review and quality improvement processes</li> </ul>
2B	Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.
2C	<p>Implement planned technology initiatives that improve connectivity and support organizational and response performance.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>New CAD/AVL applications and evaluation</li> <li>EGIS analytics and standards of cover applications</li> <li>Mobile incident intelligence software implementation</li> <li>Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements</li> <li>Office 365 migration and training</li> <li>MUNIS ExecuTime implementation (e-timesheets)</li> </ul>
2D	Examine organizational and work group technology workflows; optimize capabilities.
2E	Develop and maintain a strategic technology roadmap for well-timed system and resource enhancements; cross plan with facility improvements/construction and capital planning.
2F	Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives.
2G	Expand and evaluate mobile training resources for proof of concept; align with future facility investments.
2H	Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce.
2I	Promote available educational resources for fostering positive, respectful, and inclusive work environments.

## 2018-20 Goals and Strategies, continued

## 3. OPPORTUNITIES

<b>GOAL:</b> Carefully evaluate and then execute, or dismiss, emerging opportunities.	
<b>EXPECTATIONS:</b> The District will only engage in opportunities that contribute positively toward:	
<ul style="list-style-type: none"> <li>• Fast and effective emergency response</li> <li>• Community health and safety</li> <li>• Efficiency and financial resilience</li> <li>• Cooperative partnerships, resource sharing, and integrated regional service delivery</li> </ul>	
<b>STRATEGIES:</b>	
3A	Advocate for system improvements jointly with partner agencies. <i>Critical Initiatives:</i> <ul style="list-style-type: none"> <li>• Improved patient care standards and EMS systems integration</li> <li>• WCCCA radio system replacement</li> <li>• Consensus on standardized dispatch policies and practices</li> <li>• FirstNet public safety broadband network buildout in Oregon</li> <li>• Opticom modernization (or equivalent)</li> <li>• Fire Data Lab participation</li> </ul>
3B	Construct, outfit, and occupy a new Logistics facility.
3C	Complete planned land purchases for future fire stations.

## Final Report: 2016-18 Goals, Strategies, and Organizational Tactics

Following is a recap of progress toward the 2016-18 TVF&R Strategic Plan. As to be expected, over the course of two years, organizational priorities shifted due to emerging opportunities and circumstances, such as expansion.

## 1. HEALTH

<b>GOAL:</b> Build an organization with a shared mission, effective communication, and engaged, resilient personnel.				
<b>EXPECTATIONS:</b> <ul style="list-style-type: none"><li>• Our actions demonstrate, at all levels, that people are the foundation of our success.</li><li>• Information flows between all levels so that individuals and work units are connected.</li><li>• All personnel understand and are working in a unified strategic direction.</li><li>• Personal and organizational health and wellness are maximized.</li><li>• Individuals take positive action to further the organization’s reputation and interests.</li></ul>				<b>STATUS OF TACTICS:</b> → Ongoing ✓ Complete ≠ No longer relevant
<b>STRATEGIES</b>		<b>ORGANIZATIONAL TACTICS</b>		<b>STATUS</b>
1.1	Operate with a people-first focus.	1.1.1	Leadership maintains availability for our people.	→ Ongoing
1.1 and 1.1.1. proved difficult to track and measure. Since they outline principles toward which continual efforts should be made—not just for two-years—the District’s Values Statement was revised to memorialize this as a core tenant. Consistent with this, the HR Director and Financial Controller conducted more than 20 face-to-face station visits to discuss current affairs, organizational priorities and initiatives, review financial information, and gather employee feedback on how their teams can best support the crews.				
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.	✓ Complete
		1.2.3	Build collaborative, respectful and sustaining internal relationships at all levels.	→ Ongoing
Recognizing that focus in these areas is important at all times, and not well-suited or adequate as a short-term measure, the District’s Values Statement was revised to reflect this as a core tenant.				
Consistent with this, HR arranged retirement planning trainings in response to an uptick in employee inquiries. Targeted orientation training supported integration of former Newberg and District 2 personnel. Other engagement opportunities include the recruitment outreach team, the mentoring program for new line personnel, software beta-testing, the restructured peer support counseling team, and the peer fitness trainers. Also, Operations and HR personnel participated in the ErgoMetrics Fire Team pilot project to evaluate the redeveloped firefighter candidate test.				
Nearly 50 people participated in a strategic planning process focus group. Common themes included concern for morale/culture drift, and perceived shortfalls in employee connection and understanding of District priorities, especially after rapid organizational expansion. Participants highlighted the need to unify, adhere to high standards, and bridge knowledge gaps through timely communication.				
Annual all-personnel compliance training on respectful workplaces, harassment, and discrimination was delivered. Battalion chiefs and station captains received four-hour inclusion and unconscious bias training, which is scheduled for Lieutenants in the new budget year.				

## Final Report: 2016-18 Goals, continued

## 1. HEALTH

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.	√ Complete
<p><i>1.3 and 1.3.1 proved ambitious and impractical, given finite budget parameters and the realities of rapid expansion. Staffing decisions were prioritized to maintain the core functions of fast/efficient emergency response. Staff enacted an 18-month staffing matrix and related monthly update/review process that is effective to ensure adequate operational staffing. Retirement projections, injury/illness leaves, and service/deployment changes are considered. During the biennium, the District conducted three career firefighter academies (31 graduates), two single role paramedic academies (20 graduates), two volunteer academies, and 35 promotions. Even with Newberg and District 2 employees transferring in, workload for support functions increased with the expansion; attention to workload balance is needed moving forward.</i></p>				
1.4	Develop a comprehensive internal communications framework.	1.4.1	Create a digital communications medium that remains current.	√ Complete
<p><i>The management team determined the portfolio of tools that will be used in combination with briefings through the chain of command. This includes the Pulse e-newsletter, and short video briefings and operational updates available on the intranet and Target Solutions. Further refinements to this framework will be explored, including the collaboration and notification features of the MS Office 365 applications.</i></p>				
1.5	Support development of individual and organizational success.	1.5.1	Implement the full scale of the Talent Management program.	√ Complete
<p><i>Supervisory performance management training was delivered with rollout of the Halogen software and a standardized employee evaluation schedule (trimester/administrative; semi-annual/line). This format encourages more frequent touchpoints to align and track work plans to organizational priorities, and outline employee development goals (e.g., promotion, education, skill development). Core, managerial, executive, and responder-specific (firefighter and paramedic) competencies were incorporated in the updated job descriptions to clearly define expectations and ensure “the right fit”, setting employees and the organization up for success. The apparatus operator and officer development programs, and related materials/policies, were retooled for relevance and format. Over 100 individuals were enrolled at the end of fiscal year 2017-18.</i></p>				

## Final Report: 2016-18 Goals, continued

## 1. HEALTH

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
<i>Staff implemented the Send Word Now emergency employee/family notification system, a major emergency reserve apparatus staffing model, regional staff resource sharing arrangements, and briefings on supply caches. Assignments have been made for the remaining tasks.</i>				
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
<i>All health/wellness data was integrated into one electronic records management system, and an electronic injury tracking tool was added, supporting trend identification/analysis and medical surveillance. OHW staff and the safety committee addressed specific identified risk behaviors (e.g. ankle injuries). OHW and HR conducted physicality assessments on 25 positions identifying job specific requirements (e.g., pushing, pulling, carrying, lifting). Some assessments identified the need for ergonomic adjustments, changes to practice, and positions for which pre-employment physical capacity assessments should be conducted. Logistics Division managers identified department-specific safety compliance training requirements and related training tools.</i>				
<i>The peer support counseling team was restructured and expanded; the team completed the IAFF Behavioral Health Awareness training. TVF&amp;R's Behavioral Health Specialist delivered mindfulness-based awareness training to interested personnel, and as part of the recruit academy curriculum.</i>				

## Final Report: 2016-18 Goals, continued

## 2. PERFORMANCE

<b>GOAL:</b> 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.				
<b>EXPECTATIONS:</b> <ul style="list-style-type: none"><li>Managers communicate clearly-defined competencies and performance objectives for the individual, unit, organizational and system level.</li><li>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.</li><li>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.</li></ul>				<b>STATUS OF TACTICS:</b>  → Ongoing  √ Complete  ≠ No longer relevant
<b>STRATEGIES</b>		<b>ORGANIZATIONAL TACTICS</b>		<b>STATUS</b>
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
<i>Turnout time reduction was incorporated into station captains’ and chief officers’ performance evaluation goals and the focus of targeted training and interventions at the crew level. Data analysis indicated a reduction over five years in turnout time and total response time performance; however, it was not a significant improvement, and did not meet the time benchmarks in 2.1 or 2.1.1 during the reporting period. Multiple factors affected response performance, including the scope of service area expansion, deployment changes, and increasing traffic and population density. Data modeling indicates the potential for improvement in response time performance with completion of the expansion plans described under 2.2 below. Staff also identified shortfalls in relevance, appropriateness, and usefulness of the chosen calculation methodology. They researched analysis methods and were approved to apply modifications to more than 10 years of performance data and the response time expectations outlined in the Standards of Cover update.</i>				
<i>To support response efficiencies, new station alerting systems and mobile data devices were installed in the previous Newberg and District 2 stations and apparatus. Rapid response cars were added to targeted Code 3 incident types, to take advantage of their arrival speed as compared to the larger apparatus (speed and weight deployment). Crews and company officers received training on accurate data reporting. Fire reports were reviewed for accuracy in incident type classification. More focused effort toward accurate data reporting will occur with planned technology rollouts in the next two years, and continual CAD refinement.</i>				

## Final Report: 2016-18 Goals, continued

## 2. PERFORMANCE

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.	√ Complete
		2.2.3	Based upon analysis, move, staff and deploy operational assets as needed.	→ Ongoing
<i>To date, the levy has funded construction and/or land purchases for all but three of the identified sites where substantial analysis indicated resources would have the most benefit. Staff is narrowing down site options for the other three. Levy funds also supported three station remodels, additional response apparatus and fleet vehicles, 40 union positions (firefighter, EMS, and training officers), and some support staff positions.</i>				
2.3	Support the WCCCA Computer Aided Dispatch (CAD) replacement to reduce system delays.	2.3.1	Develop “collaborative dispatch” policy position.	→ Ongoing
<i>Staff participated in executive leadership and user forums to support the CAD replacement project. The Logistics Division Chief lead the three-county device interface design effort. Communication staff installed software on TVF&amp;R apparatus and devices. Planning staff updated all TVF&amp;R mapping software. Since CAD went live in March 2018, it is too soon to evaluate system efficacy and AVL-supported closest force dispatching. Work remains to track, evaluate, and adjust for AVL and other applications, as well as to mitigate CAD and MDC issues identified by the crews. Consensus between agencies on a collaborative dispatch policy or other means to lower dispatch times will remain a priority.</i>				
2.4	Establish an organizational data strategy.	2.4.1	Refresh all staff on EGIS vision and subsequent planned actions.	√ Complete
		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
<i>A comprehensive data strategy was deferred, and efforts refocused on drafting a preliminary data policy. Staff reviewed National Fire and GIS data standard updates and participated in NFPA National Data System project advisory groups and work sessions. TVF&amp;R is a mentor agency for the Fire Data Lab partnership (described under 2.8 below). EGIS refreshers were delivered at company officer training sessions and during routine station visits. Additional tools and reference resources were added to the intranet site.</i>				

## Final Report: 2016-18 Goals, continued

## 2. PERFORMANCE

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
<i>All administrative grade job descriptions were updated for format, content, and to incorporate a standard set of core competencies defining expectations for all employees. Manager grade job descriptions will be finalized in the new fiscal year and reflect a set of managerial and executive competencies as appropriate. Responder competencies were identified for firefighter and paramedic positions.</i>				
<i>While valid in concept, 2.5, 2.5.2 and 2.5.3 were difficult in implementation—partly due to competing priorities, but also as the management team wrestled to narrowly define the appropriate use and type of KPI. More work on technology to support objective data collection is needed. The EMS quality improvement (QI) process was retooled to include new KPI for systems of care (e.g., STEMI, cardiac arrest, advanced airway/rapid sequence intubation, stroke), and improved feedback to crews. Logistics departments tracked KPIs for recruit academy outfitting, mobile data computer uptime, IT service requests, and building maintenance, utility costs, and emergency repairs.</i>				
2.6	Define competency models for all positions.	2.6.1	Identify leads for each model and conduct discovery process.	→ Ongoing
<i>Core, managerial, executive, and responder-specific competencies were incorporated into the updated job descriptions. The core competency set applies to every position. Where applicable, the Civil Service Commission reviewed and adopted the competencies. More competency sets will be developed in the future.</i>				
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
<i>The apparatus operator and officer development programs, and related resource materials and policies, were retooled for relevance and format. Over 100 individuals were enrolled in the development programs at the end of this reporting period. The Halogen software and the standardized employee performance review schedule (trimester/administrative; semi-annual/ line) provide a framework to support regular interaction between supervisor and employees on defining and achievement toward performance expectations, and to outline employee development goals (e.g., promotion, education, skill development.)</i>				

## Final Report: 2016-18 Goals, continued

## 2. PERFORMANCE

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.	→ Ongoing
		2.8.2	Have a clean annual audit.	→ Ongoing
<i>The Insurance Services Office (ISO) Public Protection Classification rerating process resulted in maintained or improved scores in all areas; the recently annexed areas realized substantially improved ratings. TVF&amp;R received the highest rating in the State, to date, on the risk reduction criteria.</i>				
<i>TVF&amp;R joined 25 other agencies in the Fire Data Lab partnership for performance data comparison, collaboration, and advanced analytics tools. Staff attended Fire Data Lab workshops and visioning summits focused on identifying and overcoming data challenges.</i>				
<i>Energy Trust of Oregon conducted site evaluations on each TVF&amp;R facility based on their best practice models. Facilities staff developed a game plan for each facility. Examples of resulting improvements include installation of high efficiency exterior lighting and remote HVAC monitoring systems.</i>				
<i>Moody's Investor Service affirmed our Aaa bond rating, the highest rating attainable. TVF&amp;R also received GFOA awards for the budget document, comprehensive annual financial report, and popular annual finance report. The annual audit for fiscal years 2015-16 and 2016-17 were clean.</i>				
<i>The Portland Business Journal recognized TVF&amp;R as an honoree in the Healthiest Employer of Oregon 2017 awards, which acknowledges companies committed to creating healthy workplaces.</i>				

## Final Report: 2016-18 Goals, continued

## 3. OPPORTUNITIES

<b>GOAL:</b> Carefully evaluate, act on, or dismiss identified opportunities.				
<b>EXPECTATIONS:</b> The District will only engage in opportunities that sustain or enhance our: <ul style="list-style-type: none"> <li>• Ability to provide fast and effective emergency response</li> <li>• Efficiency and financial stability</li> <li>• Service area</li> <li>• Partnerships at the local, regional or state-wide level</li> </ul>				<b>STATUS OF TACTICS:</b> → Ongoing ✓ Complete ≠ No longer relevant
<b>STRATEGIES</b>		<b>ORGANIZATIONAL TACTICS</b>		<b>STATUS</b>
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
<i>The District purchased an existing 40,000 square foot building in Tualatin, centrally located in the service area, for the new Logistics facility to integrate Fleet, Facilities, Supply and Communications operations. Some renovation is planned, with move in targeted before the end of fiscal year 2018-19. Logistics managers and staff are planning the decommission and transfer of their current facilities on the Aloha campus to Washington County.</i>  <i>Newly-constructed, medical office/clinic space has been leased across the street from TVF&amp;R's command center to house the TVF&amp;R Occupational Health and Wellness Clinic and provide office space for the Behavioral Health Specialist. OHW staff is targeting move in for July 2018.</i>				
3.2	Continue planning of new Station 63.	3.2.1	Secure adequate land near 185 <sup>th</sup> and Farmington.	→ Ongoing
<i>Site selection is pending.</i>				
3.3	Conduct the Washington County Fire District #2 analysis.	3.3.1	Complete analysis, review findings and complete draft report and operational contract options.	✓ Complete
<i>Following a service contract, District 2 voters approved annexation into TVF&amp;R effective July 1, 2017.</i>				
3.4	Conduct the Newberg Fire Department analysis.	3.4.1	Complete analysis, review findings and complete draft report and operational contract options.	✓ Complete
<i>Following a service contract, voters of the City of Newberg, Newberg Rural Fire District, and TVF&amp;R approved annexation into TVF&amp;R effective July 1, 2018.</i>				
3.5	Support regional radio infrastructure replacement.	3.5.1	Support informational campaign efforts specific to the Washington County bond for radio replacement.	✓ Complete
<i>The Fire Chief's Office supported the informational campaign efforts that resulted in voter approval to establish the radio bond taxing entity. The necessary portable and mobile radio equipment was purchased and is in storage until project completion.</i>				

## Final Report: 2016-18 Goals, continued

## 3. OPPORTUNITIES

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
<i>The mobile integrated health contracted services program did not develop as expected; partly due to a lack of sustained funding sources to support the private/public healthcare partnerships. Targeted patient advocacy and engagement will continue in daily operations.</i>				
<i>With the City of Newberg/Newberg Rural service contract (and subsequent annexation), TVF&amp;R assumed responsibility for ambulance transport services in Yamhill County Ambulance Service Area 1. In addition to staffing the rescues with paramedic firefighters, TVF&amp;R added EMS-certified firefighters to staff the engine and truck as four-person crews around the clock through SAFER grant funding.</i>				
<i>For the first time in TVF&amp;R's history, 20 single role paramedics were hired and integrated into the response system during the biennium, staffing medic units throughout the District.</i>				
<i>The Fire Chief and staff worked with EMS partners in Multnomah and Clackamas County to support evolution of services and participated on the Washington County EMS Advisory Council, along with other fire chiefs in the county, to support and advocate for system-wide improvements to patient care standards and integration. The Fire Chief, staff, and contracted subject matter experts also participated in the Oregon Health Authority's EMS stakeholder work group to support authorization and development of the GEMT Medicaid supplemental payment program. Federal approval for the basic program framework was received in May 2018.</i>				
3.7	Implement mobile repeaters for enhanced on-scene communications.	3.7.1	Implement Board Resolution.	√ Complete
<i>Board Resolution 2015-09 authorized the mobile emergency responder radio coverage (MERRC) program allowing an alternate for in-building public safety communications coverage systems, to be funded through new development fees. TVF&amp;R has purchased and programed two units for beta testing and has requested budget for 10 units in fiscal year 2018-19. Staff also met with area law enforcement partners to advocate for and align a regional approach.</i>				
3.8	Evaluate fire department system development charges.	3.8.1	Understand stakeholders, process, politics and finances.	→ Ongoing
<i>Executive staff has and will continue to engage with local government and professional association partners to identify the best type and timing for a related legislative initiative.</i>				
3.9	Expand community partnerships and corporate sponsorships.			
<i>The following are a few examples of the many collaborations in which the District participated during the reporting period. Approximately 250 TVF&amp;R line personnel registered as PulsePoint Verified Responders program to receive alerts from the PulsePoint app and respond off-duty to people in need of CPR and/or suffering from cardiac arrest in nearby private residences. Philips provided the AEDs that responders maintain in their personal vehicles. TVF&amp;R joined local response partners and cities on the Prepare Out Loud educational media campaign, underwritten by KGW television, NW Natural Gas, and PGE. Partnerships with other media agencies helped expand the reach of advertising investments for public education campaigns. The TVF&amp;R Multi-family Fire Reduction Program, which trains apartment complex managers, was underwritten by Kennedy Restoration. School districts, Legacy Health Systems, Tigard Police and Washington Square Mall supported or helped deliver hands-only CPR throughout the community.</i>				

## Final Report: 2016-18 Goals, continued

## 3. OPPORTUNITIES

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.	→ Ongoing
<i>District personnel attended EMS training with allied EMS responders, multijurisdictional disaster exercises, and meetings on various response system initiatives and opportunities with neighboring public safety agencies. Particular focus was placed on developing familiarity and relationships with civic, community, intergovernmental, healthcare, and response system partners in the expansion areas.</i>				
<i>Contingents of personnel also attended conferences, workshops, and forums—and made site visits—to gain insight from subject matter experts or collaborate on such topics as data management and analytics, medical billing, hose and nozzle design/utilization, resource management, fire station and apparatus design, software solutions, cybersecurity/encryption, inventory management, training program design/facilities, occupational health and wellness, behavioral health support programs, EMS systems, and more. TVF&amp;R personnel attended courses at the National Fire Academy, including through the Executive Officer Program. Firefighters from around the country came to the Firemanship Conference, hosted at the TVF&amp;R training center.</i>				
3.11	Evaluate firefighter hiring process.			
<i>HR and line personnel participated in the two-year ErgoMetrics Fire Team pilot project to evaluate their redeveloped firefighter candidate test for relevance as a screening tool. A project summary with proposed alternatives to TVF&amp;R's selection process will be presented for leadership's consideration in fiscal year 2018-19.</i>				



### 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's budget will be prepared within the framework of the district's long-term financial plan.
- 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**. The forecast and variables are reviewed with managers and sets the tone for the budget process and long-term financial planning. Staff analyzes ongoing and long-term capital needs and future staffing requirements and models potential bonded debt or local option levy requirements as response units are needed within our growing district. 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 and the District committed to its voters to not increase the levy request for at least 10 years.

The 2018-19 annual budget is designed to reflect the District's **Strategic Plan** for the 2018-2020 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.

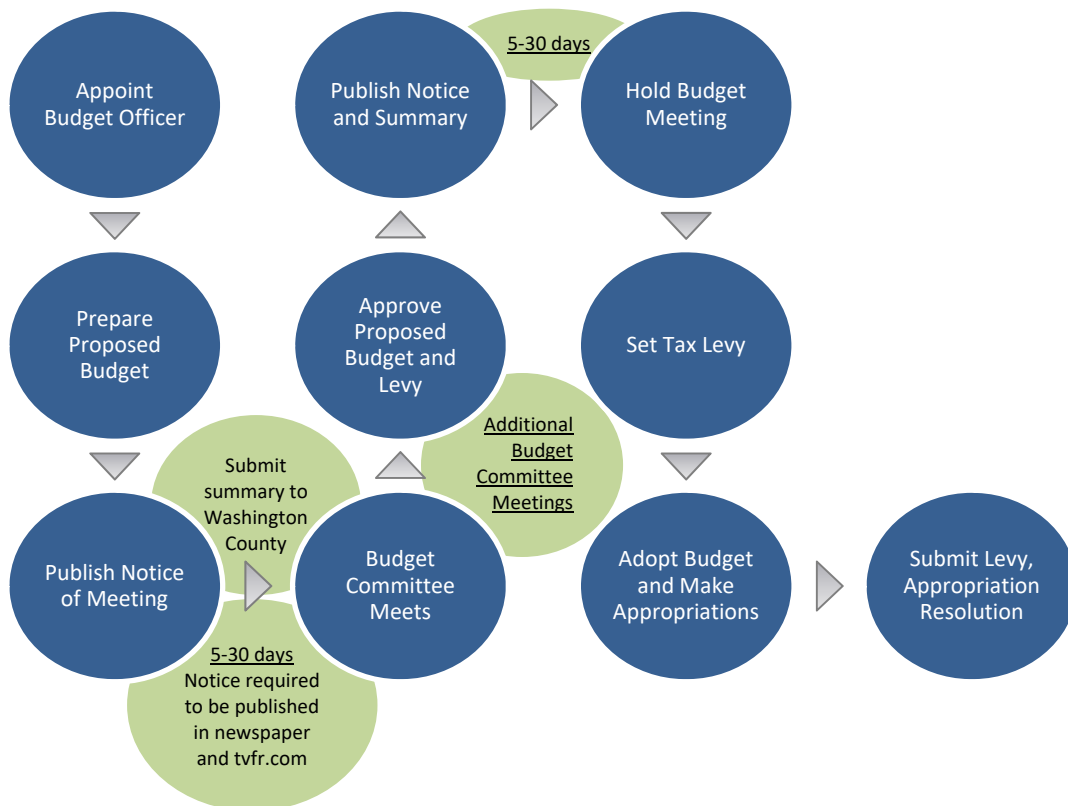
### The Budget as a Policy Document, continued

The budget, or financial plan, began in earnest in the late **fall of 2017**, 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

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

## Budget Adoption

A **final budget** was developed in **April of 2018**. 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 26, 2018 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 29-33) 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 Property and Building 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.

## The Budget as a Financial Plan, continued

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**, **MERRC Fund**, **Grants Fund**, and **Property and Building 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, which are generally capitalized when over \$5,000.

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. The budget justification process for new items includes consideration of replacement timelines and ongoing operational support.

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

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

## Debt Service Fund

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

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

## Apparatus Fund

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

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

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

## Capital Improvements Fund

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

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

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

## MERRC Fund

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> <li>▪ Program fees and revenues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobile emergency responder radio coverage approved equipment.</li> </ul>

## Grants Fund

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

## Property and Building Fund

This fund, a *capital projects fund type*, accounts for the expenditures for building site acquisition and construction projects. It may be considered a major fund.

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> <li>▪ Transfers from the General Fund</li> <li>▪ Interest on invested surplus cash</li> <li>▪ Revenues from sales of surplus property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Major infrastructure repairs or maintenance</li> <li>▪ Land for fire stations, new fire stations, and seismic reconstruction of other stations.</li> <li>▪ Purchase of facilities for District operational support.</li> </ul>

## Insurance Fund

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

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

## Pension Trust Fund

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

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

## Volunteer LOSAP Fund

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

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

## Capital Program

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

- **Health:** Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.
- **Performance:** Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.
- **Opportunities:** Carefully evaluate and then execute, or dismiss, emerging opportunities.

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

## Capital Program, continued

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

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

Because the equipment and capital infrastructure to support quality service to the District's citizenry is expensive, staff must plan for its best utilization considering cost of ownership, expected useful life, ease of use and training, and its funding. Our long-term practice 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 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 included funding for projects and firefighting, additional firefighters, response units and land for future fire stations.

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, the MERRC Fund, and the 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.

### Capital Program, continued

The **Capital Improvements Fund** has accounted for items or projects generally costing more 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. The new MERRC Fund will hold committed revenues and program expenditures for the mobile emergency responder radio coverage needs.

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:

#### Ending Fund Balance Policies:

1. The General Fund balance goal is to maintain five months of fund balance in order to meet operating requirement before receipt of property taxes.
2. The Property and Building fund balance shall retain fund balance sufficient to accomplish planned station and site acquisitions and station construction.

#### Contingency Policies:

1. Unused contingency is expected to revert to fund balance.
2. The Board of directors will approve any request for use of contingency and follow budget laws to appropriate.

#### 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.

Facility Policies, continued

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.

## Relationship of Capital Budget to Annual Operating Budget, continued

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 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 and paramedic personnel to operate additional response units and stations.

## Capital Project Summary

The summary of 2018-19 approved capital projects is as follows. Detailed capital outlay descriptions, as well as the operating impact from each project, can be found within the individual funds.

<b>Fund</b>	<b>2018-19</b>
<b>Apparatus Fund</b>	
Vehicles & Apparatus	\$ 1,528,500
Total Apparatus Fund	1,528,500
<b>Capital Improvements Fund</b>	
TC Training Props	101,000
Vehicles & Apparatus	456,850
Firefighting Equipment	112,050
EMS Equipment	131,000
Office Equipment & Furniture	70,000
Building Equipment	90,000
Physical Fitness Equipment	44,030
Communications Equipment	109,550
Data Processing Software	300,000
Computer Equipment	214,000
Total Capital Improvements Fund	1,628,480
<b>MERRC Fund</b>	
Communications Equipment	300,000
Total MERRC Fund	300,000
<b>Property and Building Fund</b>	
Land	3,172,000
Building & Bldg. Improvements	9,440,000
Office furniture and Equipment	460,000
Total Property and Building Fund	13,072,000
<b>Total Capital Outlay for 2018-19</b>	<b>\$ 16,528,980</b>

## Debt Policies

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

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

Specific **debt policies** are:

1. Long-term borrowing is confined to meet the needs outlined in the capital program.
2. Long-term capital projects may not be financed by the issuance of debt obligations for periods longer than 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 financial 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 obligations.





## Salary Administration

### Represented Employees

The District's four-year labor contract will expire on June 30, 2022. 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.

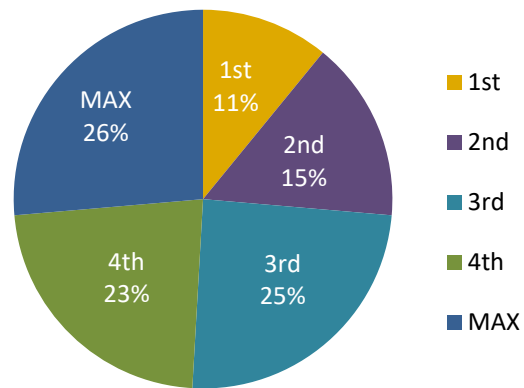
- **Management:** Management includes positions at the M1 level and above. Most of these positions are unique to the organization in their scope of duties and responsibilities; and therefore, base wages are established using primarily internal factors. (The Fire Chief is not included on this chart as 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. Salary ranges are determined based on external and internal comparators. This group includes 15 salary ranges. An employee's position within the range is generally reflective of experience, performance, and qualifications; however, generally employees are not to be paid below the minimum of their salary grade or above the maximum of their salary grade. The Human Resources Department is responsible for placement of any new positions into the salary grade structure and reclassification of any current positions.
- **Pay-for-Performance:** A second component to the non-represented system is the annual merit increase process. The District believes that 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 management system. The employee's salary increase is based on the performance rating that he or she receives during the performance 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 based on review of several factors including published salary surveys, comparable organizations, consumer price index and 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.

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

**Non Union Staff Placement in Range by Quartile (As of June 30, 2018)**



## Performance Matrix

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

\*Not to exceed range maximum

**Instructions for Use:** The supervisor completes three performance appraisals for an employee and at the end of each fiscal year determines an appropriate salary increase for that individual based on the prior year's performance. The supervisor matches 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 process is administered by Human Resources.

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

## Non-Represented Manager Monthly Salary Grade Chart (July 1, 2018 – June 30, 2019)

Grade	Min	Mid	Max	Position
<b>M3</b>	10,706	12,595	14,484	Assistant Chief, Chief Financial Officer
<b>M2</b>	10,196	11,996	13,795	Chief of Staff, Controller, Division Chief, Human Resources Director
<b>M1</b>	8,808	10,363	11,917	Assistant Fire Marshal, Medical Services Chief, Public Affairs Chief, Public Education Chief Officer
Grade	Min	Mid	Max	Position
<b>14</b>	8,567	10,080	11,591	
<b>13</b>	7,970	9,375	10,782	
<b>12</b>	7,413	8,722	10,030	Financial Operations Manager, Facilities Maintenance Manager, Fleet Maintenance and Comms Manager, Senior Database Administrator, Senior Network Engineer, Senior Systems Administrator
<b>11</b>	6,896	8,112	9,329	Human Resources Manager, Payroll Manager
<b>10</b>	6,415	7,547	8,678	OHW Manager, Procurement and Contracts Administrator, Senior Financial Analyst, Senior HRIS Analyst, Strategic Program Manager, Supply Manager, Systems Administrator
<b>9</b>	5,967	7,021	8,073	Communications Supervisor, Construction Technical Manager, Emergency Mgmt. Program Manager, Fleet Technician Supervisor, Media Services Manager, Records Manager
<b>8</b>	5,551	6,530	7,509	Deployment and Staffing Coordinator, Medical Billing Supervisor, Occupational Health Nurse, Operations Analyst, Public Affairs Officer
<b>7</b>	5,164	6,075	6,986	Employment Recruiter, Human Resources Generalist, Senior Accountant
<b>6</b>	4,803	5,650	6,499	Communications Technician, Facilities Maintenance Technician (LME), GIS Program Coordinator, Media Producer, Public Affairs Coordinator, Wellness Coordinator
<b>5</b>	4,468	5,257	6,045	EMS Specialist, Executive Assistant, Facilities Maintenance Technician, Records Analyst, Senior Payroll Specialist, Service Desk Specialist
<b>4</b>	4,156	4,890	5,623	Accounting Specialist, Communications Program Assistant, Human Resources Specialist, Medical Equipment Technician, Supply Procurement Specialist
<b>3</b>	3,867	4,549	5,231	Capital Construction Control Specialist, Facilities Maintenance Admin Assistant, Fleet Maintenance Assistant, Inventory Control Specialist, Lead Admin Asst.-Fire Prevention, Logistics Assistant, Training Division Specialist
<b>2</b>	3,597	4,231	4,866	Administrative Assistant, Athletic Trainer, OHW Certified Medical Assistant, Medical Billing Specialist, OHW Assistant
<b>1</b>	3,346	3,936	4,526	Facilities Utility Worker, Supply Customer Service Clerk
<b>Entry</b>	3,112	3,662	4,210	Front Desk Administrative Assistant, Supply Assistant
<b>Union</b>	<i>Currently under negotiations</i>			Fleet Technician, Fleet Parts & Small Engine Technician, Fleet Utility Worker

## Salary Administration, continued

### Bargaining Unit Employees' Wage Schedules (July 1, 2018 – June 30, 2019)

#### 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)

#### *Paramedic Position*

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Paramedic Hourly *</b>	19.0921	20.0969	21.1546	22.2680	23.4399	24.6735
<i>Monthly</i>	4,489.31	4,725.59	4,974.31	5,236.11	5,511.70	5,801.79
<i>Monthly PM Premium</i>	448.93	472.56	497.43	523.61	551.17	580.18
<i>Total Monthly</i>	4,938.25	5,198.15	5,471.74	5,759.72	6,062.86	6,381.97

#### *Premiums based on Paramedic Position*

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>10% Premium Hourly</b>	1.9092	2.0097	2.1155	2.2268	2.3440	2.4673
<i>Monthly</i>	448.93	472.56	497.43	523.61	551.17	580.18

\* Hourly rate for 51hr Paramedic is based upon negotiated calculations. Please contact HR or Local 1660 with specific questions.

#### *Basic Life Support Position*

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	<i>Basic Life Support position has 3 steps*</i>	17.1727	18.7338	20.2950
<i>Monthly</i>		3,763.22	4,105.33	4,447.44

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

#### *Line Positions (FF to BC)*

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Firefighter Hourly</b>	21.9386	25.6244	26.9581	28.2920	29.7137	31.2231
<i>Monthly</i>	4,807.64	5,615.32	5,907.60	6,199.91	6,511.47	6,842.22
<b>Engineer Hourly</b>	23.4304	27.3269	28.7484	30.2402	31.7672	33.3116
<i>Monthly</i>	5,134.53	5,988.41	6,299.92	6,626.83	6,961.47	7,299.91
<b>Lieutenant Hourly</b>	25.2557	29.5031	31.1003	32.5745	34.2946	35.9795
<i>Monthly</i>	5,534.54	6,465.31	6,815.31	7,138.37	7,515.31	7,884.54
<b>Captain Hourly</b>	27.8357	32.4867	34.2067	35.9091	37.7870	39.5949
<i>Monthly</i>	6,099.92	7,119.14	7,496.06	7,869.13	8,280.64	8,676.82
<b>Battalion Chief Hourly</b>	<i>Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)</i>				48.7260	51.2872
<i>Monthly</i>					10,677.82	11,239.08

## Bargaining Unit Employees' Wage Schedules, continued

*All Premiums based on Firefighter position*

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic Hourly (10%)	2.1939	2.5624	2.6958	2.8292	2.9714	3.1223
Monthly	480.76	561.53	590.76	619.99	651.15	684.22
EMT Intermediate Hourly (7.5%)	1.6454	1.9218	2.0219	2.1219	2.2285	2.3417
Monthly	360.57	421.15	443.07	464.99	488.36	513.17
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%) Hourly	1.3163	1.5375	1.6175	1.6975	1.7828	1.8734
Monthly	288.46	336.92	354.46	371.99	390.69	410.53
EMT Advanced hourly (5%)	1.0969	1.2812	1.3479	1.4146	1.4857	1.5612
Monthly	240.38	280.77	295.38	310.00	325.57	342.11
Hazmat Tech hourly (4%)	0.8775	1.0250	1.0783	1.1317	1.1885	1.2489
Monthly	192.31	224.61	236.30	248.00	260.46	273.69
FTO hourly (3%)	0.6582	0.7687	0.8087	0.8488	0.8914	0.9367
Monthly	144.23	168.46	177.23	186.00	195.34	205.27
Internship FTO hourly (1%)	0.2194	0.2562	0.2696	0.2829	0.2971	0.3122
Monthly	48.08	56.15	59.08	62.00	65.11	68.42
Medic Ride Time Paramedic (24-hour unit)	\$47 per assigned shift					

**40-Hour Schedule**

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

*Paramedic Position*

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic	25.8989	27.2620	28.6968	30.2072	31.7970	33.4706
Monthly	4,489.31	4,725.59	4,974.31	5,236.11	5,511.70	5,801.79
Monthly PM Premium	448.93	472.56	497.43	523.61	551.17	580.18
Total Monthly	4,938.25	5,198.15	5,471.74	5,759.72	6,062.86	6,381.97

*Premiums based on Paramedic Position*

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% Premium Hourly	2.5899	2.7262	2.8697	3.0207	3.1797	3.3471
Monthly	448.93	472.56	497.43	523.61	551.17	580.18

## Salary Administration, continued

### Bargaining Unit Employees' Wage Schedules, continued

#### 40-Hour Schedule

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

##### *Basic Life Support Position*

Classification		Step 1	Step 2	Top Step
Basic Life Support Position		21.7101	23.6837	25.6573
Monthly	<i>Basic Life Support position has 3 steps*</i>	3,763.22	4,105.33	4,447.44

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

##### *Line and Day Positions (FF to BC, plus TO, DFM, FI)*

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter hourly	27.7353	32.3948	34.0810	35.7673	37.5647	39.4728
Monthly	4,807.64	5,615.32	5,907.60	6,199.91	6,511.47	6,842.22
Engineer hourly	29.6212	34.5472	36.3443	38.2303	40.1608	42.1133
Monthly	5,134.53	5,988.41	6,299.92	6,626.83	6,961.47	7,299.91
Lieutenant hourly	31.9288	37.2984	39.3176	41.1813	43.3559	45.4860
Monthly	5,534.54	6,465.31	6,815.31	7,138.37	7,515.31	7,884.54
Captain hourly	35.1905	41.0704	43.2448	45.3971	47.7711	50.0567
Monthly	6,099.92	7,119.14	7,496.06	7,869.13	8,280.64	8,676.82
Fire Inspector	<i>Entry level Fire Inspector starts at 4 Year Pay Step</i>				40.1608	42.1133
Monthly					6,961.47	7,299.91
Deputy Fire Marshal 1	31.9288	37.2984	39.3176	41.1813	43.3559	45.4860
Monthly	5,534.54	6,465.31	6,815.31	7,138.37	7,515.31	7,884.54
Deputy Fire Marshal 2	35.1905	41.0704	43.2448	45.3971	47.7711	50.0567
Monthly	6,099.92	7,119.14	7,496.06	7,869.13	8,280.64	8,676.82
Training Officer / MSO	35.1905	41.0704	43.2448	45.3971	47.7711	50.0567
Monthly	6,099.92	7,119.14	7,496.06	7,869.13	8,280.64	8,676.82
Battalion Chief	<i>Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)</i>				61.6005	64.8383
Monthly					10,677.82	11,239.08

## Bargaining Unit Employees' 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
Paramedic Hourly (10%)	2.7735	3.2395	3.4081	3.5767	3.7565	3.9473
Monthly	480.76	561.53	590.76	619.99	651.15	684.22
EMT Intermediate Hourly (7.5%)	2.0801	2.4296	2.5561	2.6825	2.8174	2.9605
Monthly	360.57	421.15	443.07	464.99	488.36	513.17
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%) Hourly	1.6641	1.9437	2.0449	2.1460	2.2539	2.3684
Monthly	288.46	336.92	354.46	371.99	390.69	410.53
EMT Advanced Hourly (5.0%)	1.3868	1.6197	1.7040	1.7884	1.8782	1.9736
Monthly	240.38	280.77	295.38	310.00	325.57	342.11
Hazmat Tech Hourly (4%)	1.1094	1.2958	1.3632	1.4307	1.5026	1.5789
Monthly	192.31	224.61	236.30	248.00	260.46	273.69
FTO Hourly (3%)	0.8321	0.9718	1.0224	1.0730	1.1269	1.1842
Monthly	144.23	168.46	177.23	186.00	195.34	205.27
Internship FTO Hourly (1%)	0.2774	0.3239	0.3408	0.3577	0.3756	0.3947
Monthly	48.08	56.15	59.08	62.00	65.11	68.42
Medic Ride Time Paramedic (10-hour unit)	\$25 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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 76,551,622	\$ 89,793,872	\$ 100,575,788	\$ 106,556,106
Materials and Services	10,597,545	11,559,469	14,416,312	14,107,662
Operating Transfers Out	7,227,016	5,898,550	7,480,286	5,115,891
Operating Contingency			5,322,705	4,936,693
Ending Fund Balance	37,482,479	40,412,610	23,930,455	30,804,273
<b>Total Expenditures</b>	<b>\$ 131,858,663</b>	<b>\$ 147,664,501</b>	<b>\$ 151,725,546</b>	<b>\$ 161,520,625</b>

## 2018-19 Significant Changes

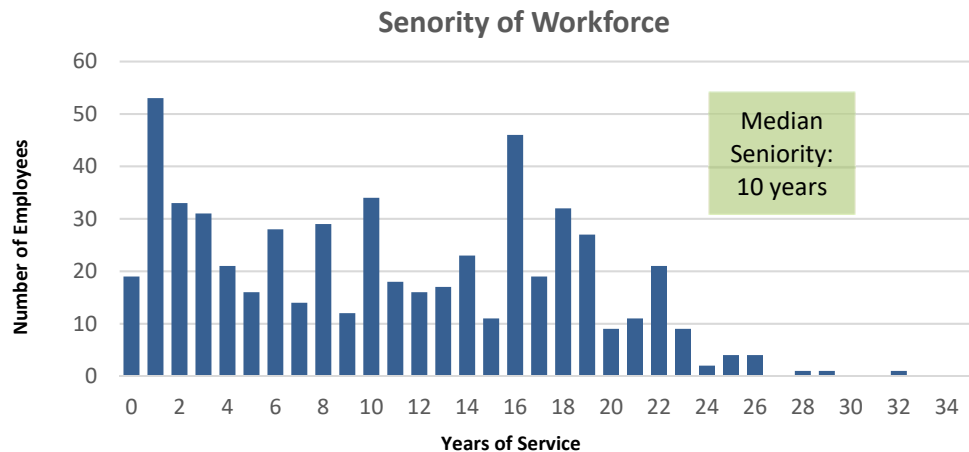
The General Fund operations reflect the annexation of the former City of Newberg fire department and Newberg Rural Fire Protection District into the District effective July, 1 2018 after the completion of the two-year fire protection service contract, and reflects the continued delivery to District residents 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 begin operations in the new fire station 55 staffed with 12 firefighters a full year and the new truck purchased in 2017-18 for the station with local option levy proceeds.

The General Fund personnel strength for the 2018-19 fiscal year is budgeted at 584 full-time equivalent (FTE) positions, an increase of four and a half positions. The General Fund's personnel services increased \$5,980,318 or 5.9% over the prior year. The District has budgeted to transfer 12 firefighters from the Grant fund to the General fund mid-year as funding for the SAFER grant ends in January 2019, reduced one Division Chief and one Operations Technician from the Training department and included the equivalent of five FTE for the time in the recruit academy which is the equivalent of a reduction of 5.5 Recruit positions over the prior year academies. Recruit academies are planned each year to meet the deployment needs of the District including changes in emergency response units and retirements.

Because at the time of budget development, contract negotiations with the District's Local 1660 representing union personnel had not been completed, the budget was prepared based upon terms of the prior contract. Upon finalization, the Board of Directors may adopt further budget changes if necessary. The salary range increase budgeted was 2.1% reflecting the contractual floor of the expiring union contract on the CPI based cost of living adjustment. A similar adjustment was 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 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 to save for their own retirement by the matching program.

## 2018-19 Significant Changes, continued

Relief and overtime accounts 5101 through 5121 reflect the expected costs of filling vacation and other shifts off due to the District's constant staffing model. Vacation Relief account 5101 reflects the seniority of the District's workforce and levels of time off earned.



The 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 and was budgeted based upon expectations. Account 5120 and 5121 in 2017-18 were adjusted higher than normal during a supplemental budget process to reflect the extraordinary wildfire season in Oregon and California whereby numerous firefighters were dispatched to teams across the two states to manage and fight these fires. The supplemental budget in 2017-18 increased both revenue and the overtime and PERS costs associated with this past wildfire season. The 2018-19 budgets for these accounts are based upon normal operations of the District.

PERS costs are increased to reflect the actual blended PERS rate charged for the line personnel with the budgeted blended rate expected to be at 24.61% for line personnel reflecting the blend of personnel in the differing plans with fire personnel rates ranging from 28.04% to 21.25% and the actual assigned rate by PERS for non-union personnel which ranges from 16.48% to 28.04%. This is the second year of the biennium 2017-2019 whereby the District is budgeting the full rates charged and required to be paid, including the pick-up of the employee's 6% contribution. During the 2017-18 year, the budget was prepared to "step" into the increased rates by utilizing a portion of its PERS rate reserve funds set aside for this purpose. Due to significant unfunded actuarial liabilities, PERS projects continued rate increases over several bienniums with the next biennium's advisory rates for District firefighters to increase to 34.09% for Tiers 1 and 2 and 27.06% for OPSRP firefighters. The District intends to utilize its remaining rate reserve funds to step into each biennium's increase partially the first year with the second year experiencing full implementation. These projected increases are modeled in the District's long term financial forecasts and are a key reason we are consciously and prudently limiting expenditures in order to maintain our voter commitments to provide fast and effective emergency response with fully staffed units and stations.

Health care is budgeted to increase up to 9% as allowed in the prior labor contract.

## 2018-19 Significant Changes, continued

Materials and Services expenditures decreased \$308,650 or 2.1% over the prior year's revised budget and increased \$505,850 or 3.7% over the prior year adopted budget reflecting intentional expenditure constraints within the context of the PERS rate increases both in 2018-19 and coming years. The 2017-18 supplemental budget adopted increases in Insurance, Legal Expenses and election expenses. Within Materials and Services, account 5301 Special Department Supplies includes \$10,000 for new Station 39 supplies, and \$10,000 for new Station 55 set up supplies, and supplies for 12 new recruits are included.

EMS supplies includes initial stock for Station 55 of \$9,500 and \$15,000 for new Truck 55, and EMS Supplies of \$31,000 for the new medic unit. Firefighting Supplies, account 5321, reflects continued 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. For 2018-19 it includes funds for new structural firefighting gloves for \$44,200 and particulate blocking hoods for \$44,820. The account 5330 includes standardized furniture for new Stations 39 and 55 for \$30,000 each station as well as worn out station replacement furnishings, replacement radios and smartphones and occupational health testing equipment and physical therapy room set up in the newly leased and to be completed Occupational Health and Wellness facility.

Software licenses, account 5340, includes all software for the District including line staffing software TeleStaff, training software, a new asset and inventory management software, Office 365, 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 \$1,239,711. In addition to ongoing facility maintenance, the account includes alarm and security improvements for newly annexed stations, training facility improvements, fuel tank replacement at Station 66, and continued safety investment in installing roof tie-off points to stations over time.

Vehicle Maintenance was increased for the District's in-house fleet maintenance program to a total of \$977,340, or an increase of \$11,750 reflecting the needs of the District's apparatus regular and preventive maintenance.

Account 5365, Maintenance and Repair of Firefighting equipment accounts for chainsaws, portable generators, pumps and fans as well as SCBA mask and pack maintenance including cylinders and as well, air monitor maintenance and repair, among other items. Account 5366, Maintenance and Repair of EMS equipment largely covers the service contract for the 55 cardiac monitors 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. Account 5368, Maintenance and Repair of Computer and Network Hardware, includes \$48,000 for iPad refresh, and \$37,300 for switches supporting the District's network operations, and \$25,000 for additional PCs and laptops. Phone switching hardware and regular hard drives and other maintenance items supporting District operations are included in this account, as well as new Station 39 infrastructure set up for \$12,000.

The budget for the District's property and liability coverage is paid from account 5400 and reflects the expected costs to insure all property, cyber and general liability risks through purchased policies. General Legal was increased in 2017-18 based on current litigation but anticipated to be completed during 2018-19 and lowered to 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 paramedics and as well, consulting fees for legislative and other specialized consulting services. Elections expense account 5574, reflects the election costs for both board member election costs charged by the counties and as well, the local option levy renewal election in May 2019.

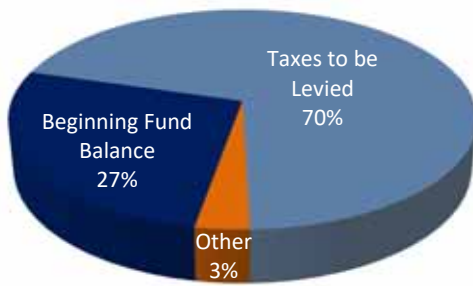
## 2018-19 Significant Changes, continued

Account 5414 includes a one-time \$250,000 budget item, 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 \$138,600 with associated laboratory services at approximately \$55,375. Remaining amounts include 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 comprising the budget for account 5414, Other Professional Services for \$889,053.

Dispatch fees reflect charges anticipated from Washington County Consolidated Communications Agency (WCCCA) and C800. 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.

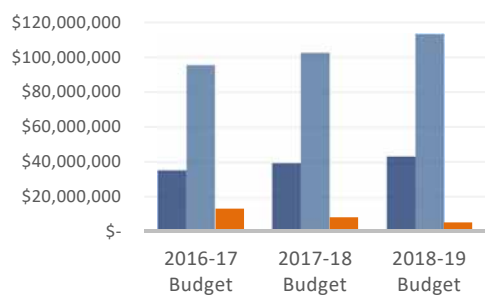


## General Fund 2018-19 Resources by Budget Category



Resources	2018-19 Budget	Percent of Budget
Beginning Fund Balance	\$ 43,230,735	26.76%
Taxes to be Levied	113,094,642	70.02%
Previously Levied Taxes	1,176,615	0.73%
Taxes in Lieu of Property Taxes	7,302	0.00%
Interest on Investments	189,788	0.12%
Interest on Property Tax	40,113	0.02%
Program Revenue	3,068,705	1.90%
Regional Hazmat Responses	5,000	0.00%
Special Service Charges	3,500	0.00%
Training Classes	10,000	0.01%
Rental Income	75,600	0.05%
Insurance Refunds	403,488	0.25%
Donations and Grants	123,720	0.08%
Surplus Property	7,122	0.00%
Miscellaneous Revenue	84,295	0.05%
<b>Total Resources</b>	<b>\$ 161,520,625</b>	<b>100.00%</b>

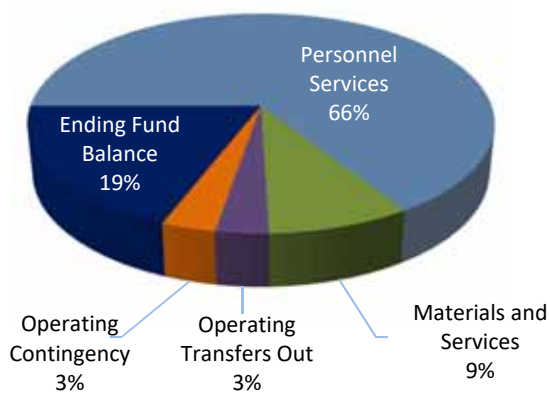
## Three-Year Budgeted Resources



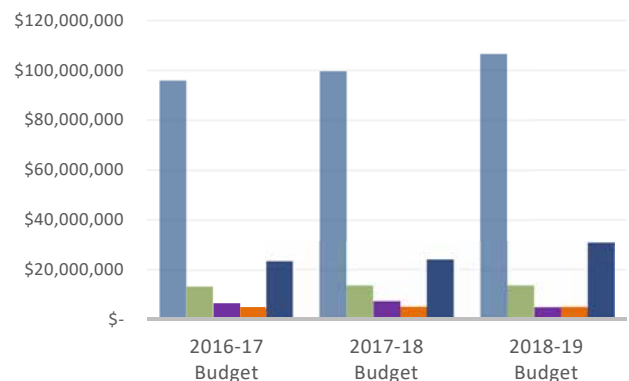
■ Beginning Fund Balance ■ Taxes to be Levied ■ Other

## General Fund 2018-19 Requirements by Budget Category

Requirements	2018-19 Budget	Percent of Budget
Personnel Services	\$ 106,556,106	65.97%
Materials and Services	14,107,662	8.73%
Operating Transfers Out	5,115,891	3.17%
Operating Contingency	4,936,693	3.06%
Ending Fund Balance	30,804,273	19.07%
<b>Total Requirements</b>	<b>\$ 161,520,625</b>	<b>100.00%</b>



## Three-Year Budgeted Requirements



■ Personnel Services ■ Materials and Services  
 ■ Operating Transfers Out ■ Operating Contingency  
 ■ Ending Fund Balance

## General Fund, continued

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

Requirements	Personnel Costs	Materials & Services	Other	2018-19 Budget
<b>Command Directorate</b>				
Board of Directors	\$ 500	\$ 422,950		\$ 423,450
Civil Service Commission	156,202	39,003		195,205
Fire Chief's Office	3,709,885	1,577,467		5,287,352
<b>Total Command Directorate</b>	<b>3,866,587</b>	<b>2,039,420</b>		<b>5,906,007</b>
<b>Business Operations Directorate</b>				
Emergency Management	195,354	28,281		223,635
Human Resources	1,357,801	231,869		1,589,670
Logistics	414,313	53,778		468,091
Fleet Maintenance	1,646,541	1,186,873		2,833,414
Facility Maintenance	1,180,927	177,185		1,358,112
Information Technology	1,070,770	1,451,281		2,522,051
Communications	534,637	2,742,949		3,277,586
Supply	721,852	231,161		953,013
Media Services	329,111	34,153		363,264
Occupational Health/Wellness	645,681	434,796		1,080,477
<b>Total Business Operations Directorate</b>	<b>8,096,987</b>	<b>6,572,326</b>		<b>14,669,313</b>
<b>Finance Directorate</b>				
Finance	1,648,137	633,032		2,281,169
<b>Total Finance Directorate</b>	<b>1,648,137</b>	<b>633,032</b>		<b>2,281,169</b>
<b>Integrated Operations Directorate</b>				
Integrated Operations Admin/Specialty Teams	1,551,677	510,461		2,062,138
Relief Pool Personnel	11,732,022	14,278		11,746,300
North Integrated Operations	39,535,637	1,474,210		41,009,847
South Integrated Operations	35,816,108	1,504,876		37,320,984
<b>Total Integrated Operations Directorate</b>	<b>88,635,444</b>	<b>3,503,825</b>		<b>92,139,269</b>
<b>EMS/Training/Volunteers Directorate</b>				
EMS	1,415,484	473,091		1,888,575
Training	1,835,305	556,635		2,391,940
Recruits	949,740	130,520		1,080,260
Volunteer Program	66,800	148,273		215,073
Chaplains and IMT	41,622	50,540		92,162
<b>Total EMS/Training/Volunteers Directorate</b>	<b>4,308,951</b>	<b>1,359,059</b>		<b>5,668,010</b>
<b>Non-Organizational</b>				
Operating Transfers Out			\$ 5,115,891	5,115,891
Operating Contingency			4,936,693	4,936,693
Ending Fund Balance			30,804,273	30,804,273
<b>Total Requirements</b>	<b>\$106,566,106</b>	<b>\$14,107,662</b>	<b>\$40,856,857</b>	<b>\$161,520,625</b>

## General Fund Personnel Summary

Program	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	Increase (Decrease)
<b>Command Directorate</b>					
Fire Chief's Office	17.00	19.00	19.00	18.00	(1.00)
<b>Total Command Directorate</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>	<b>18.00</b>	<b>(1.00)</b>
<b>Business Operations Directorate</b>					
Emergency Management	1.00	1.00	1.00	1.00	
Human Resources	7.00	8.00	8.00	8.00	
Logistics	2.00	2.00	2.00	2.00	
Fleet Maintenance	13.00	13.00	13.00	13.00	
Facility Maintenance	8.00	8.00	9.00	9.00	
Information Technology	7.00	7.00	7.00	7.00	
Communications	4.00	4.00	4.00	4.00	
Supply	7.00	7.00	7.00	7.00	
Media Services	2.00	2.00	2.00	2.00	
Occupational Health/Wellness	6.00	6.00	6.00	6.00	
<b>Total Business Operations Directorate</b>	<b>57.00</b>	<b>58.00</b>	<b>59.00</b>	<b>59.00</b>	
<b>Finance Directorate</b>					
Finance	10.50	12.00	12.00	12.00	
<b>Total Finance Directorate</b>	<b>10.50</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	
<b>Integrated Operations Directorate</b>					
Integrated Operations Admin	3.00	5.00	5.00	5.00	
Relief Pool Personnel	58.00	61.00	62.00	62.00	
North Division Command	15.00	19.00	18.00	20.00	2.00
Station 17 (North Plains)	0.00	9.00	9.00	12.00	3.00
Station 50 (Walnut)	12.00	12.00	12.00	12.00	
Station 51 (Tigard)	25.00	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)	13.00	13.00	13.00	13.00	
Station 65 (West Slope)	12.00	13.00	13.00	13.00	
Station 66 (Brockman Road)	13.00	13.00	13.00	13.00	
Station 67 (Farmington Road)	25.00	26.00	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)	2.00	2.00	2.00	2.00	
Former North Division Command	12.00	0.00	0.00	0.00	
South Division Command	10.00	17.00	19.00	18.00	(1.00)
Station 19 (Midway)	0.00	9.00	9.00	12.00	3.00
Station 20 (Springbrook)	0.00	15.00	15.00	18.00	3.00
Station 21 (Downtown Newberg)	0.00	15.00	15.00	18.00	3.00
Station 33 (Sherwood)	11.00	12.00	14.00	14.00	
Station 34 (Tualatin)	12.00	13.00	13.00	13.00	
Station 35 (King City)	17.00	18.00	18.00	18.00	
Station 52 (Wilsonville)	16.00	18.00	18.00	18.00	
Station 55 (Stafford)	0.00	0.00	12.00	12.00	
Station 56 (Elligsen Road)	13.00	12.00	12.00	12.00	
Station 57 (Mountain Road)	11.00	12.00	12.00	12.00	
Station 58 (Bolton)	16.00	12.00	12.00	12.00	
Station 59 (Willamette)	14.00	18.00	18.00	18.00	
<b>Total Integrated Operations Directorate</b>	<b>387.00</b>	<b>446.00</b>	<b>462.00</b>	<b>475.00</b>	<b>13.00</b>
<b>EMS/Training/Volunteers Directorate</b>					
EMS	6.00	9.00	6.00	6.00	
Training	9.00	10.00	11.00	9.00	(2.00)
Recruits	7.00	18.00	10.50	5.00	(5.50)
<b>Total EMS/Training/Volunteers Directorate</b>	<b>22.00</b>	<b>37.00</b>	<b>27.50</b>	<b>20.00</b>	<b>(7.50)</b>
<b>Total Full-Time Equivalents (FTE)</b>	<b>493.50</b>	<b>572.00</b>	<b>579.50</b>	<b>584.00</b>	<b>4.50</b>

## General Fund, continued

### General Fund Personnel Summary of Changes by Source

Program	2017-18 Budget	Additional Staffing	Transferred/ Reduced Staffing	2018-19 Budget	Comments
<b>Command Directorate</b>					
Fire Chief's Office	19.00		(1.00)	18.00	1 AA transferred to North Division
<b>Total Command Directorate</b>	<b>19.00</b>		<b>(1.00)</b>	<b>18.00</b>	
<b>Business Operations Directorate</b>					
Emergency Management	1.00			1.00	
Human Resources	8.00			8.00	
Logistics	2.00			2.00	
Fleet Maintenance	13.00			13.00	
Facility Maintenance	9.00			9.00	
Information Technology	7.00			7.00	
Communications	4.00			4.00	
Supply	7.00			7.00	
Media Services	2.00			2.00	
Occupational Health/Wellness	6.00			6.00	
<b>Total Business Operations Directorate</b>	<b>59.00</b>			<b>59.00</b>	
<b>Finance Directorate</b>					
Finance	12.00			12.00	
<b>Total Finance Directorate</b>	<b>12.00</b>			<b>12.00</b>	
<b>Integrated Operations Directorate</b>					
Integrated Operations Admin	5.00			5.00	
Relief Pool Personnel	62.00			62.00	
North Division Command	18.00		2.00	20.00	1 AA transferred from Fire Chief's Office; 1 AFM from South Division
Station 17 (North Plains)	9.00		3.00	12.00	3 FTE transferred from SAFER grant
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	19.00		(1.00)	18.00	1 AFM transferred to North Division
Station 19 (Midway)	9.00		3.00	12.00	3 FTE transferred from SAFER grant
Station 20 (Springbrook)	15.00		3.00	18.00	3 FTE transferred from SAFER grant
Station 21 (Downtown Newberg)	15.00		3.00	18.00	3 FTE transferred from SAFER grant
Station 33 (Sherwood)	14.00			14.00	
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)	12.00			12.00	
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	
<b>Total Integrated Operations</b>	<b>462.00</b>		<b>13.00</b>	<b>475.00</b>	
<b>EMS/Training/Volunteers Directorate</b>					
EMS	6.00			6.00	
Training	11.00		(2.00)	9.00	Reduced by 1 Operations Tech; 1
Recruits	10.50		(5.50)	5.00	Reduced from 2 academies to 1
<b>Total EMS/Training/Volunteers</b>	<b>27.50</b>		<b>(7.50)</b>	<b>20.00</b>	
<b>Total Full-Time Equivalents (FTE)</b>	<b>579.50</b>		<b>4.50</b>	<b>584.00</b>	Total 4.50 increase in FTEs

## Non-Organizational

### Operating Transfers

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

<b>Fund</b>	<b>2018-19 Budget</b>
Apparatus Fund	\$ 1,000,000
Property and Building Fund	3,771,427
Pension Trust Fund	344,464
<b>Total Transfers</b>	<b>\$ 5,115,891</b>

### 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 2018-19, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2019-20.

### Ending Fund Balance

The Ending Fund Balance is budgeted at \$30,804,273. 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 2018-19 fiscal year.

## General Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 35,892,151	\$ 37,482,479	\$ 39,403,543	Beginning Fund Balance	\$ 43,230,735	\$ 43,230,735	\$ 43,230,735
1,024,819	1,130,926	1,066,222	Prior Years Prop Tax	1,176,615	1,176,615	1,176,615
17,898	7,018	18,621	Taxes In Lieu of Prop Tax	7,302	7,302	7,302
140,939	176,374	154,145	Interest Income	189,788	189,788	189,788
2,991	6,789	3,006	Interest on Taxes	6,823	6,823	6,823
15,416	33,124	15,493	Unsegregated Tax Interest	33,290	33,290	33,290
1,733,258	11,690,043	8,256,228	Program Revenue	3,068,705	3,068,705	3,068,705
27,655	63,669	5,000	Haz Mat Response Revenues	5,000	5,000	5,000
498	866	350	Accounting Service Revenue	500	500	500
4,237	4,380	2,000	Fire Reports/Permits	3,000	3,000	3,000
41,600	35,834	10,000	Training Classes	10,000	10,000	10,000
145,644	111,973	75,600	Rental Revenue	75,600	75,600	75,600
168,720	132,009	110,000	Donations & Grants	123,720	123,720	123,720
380,216	381,105	232,500	Insurance Refunds WC	403,488	403,488	403,488
6,711	9,802	5,000	Surplus Property	7,122	7,122	7,122
93,064	162,636	110,000	Miscellaneous	83,295	83,295	83,295
1,350	728	500	Discounts Earned	1,000	1,000	1,000
39,697,168	51,429,756	49,468,208	Total Resources, Except Taxes to be Levied	48,425,983	48,425,983	48,425,983
		102,257,338	Taxes Necessary to Balance	113,094,642	113,094,642	113,094,642
92,161,494	96,234,745		Taxes Collected in Year Levied			
<b>\$131,858,663</b>	<b>\$147,664,501</b>	<b>\$151,725,546</b>	<b>Total Resources</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 76,551,622	\$ 89,793,872	\$100,575,788	Personnel Services	\$106,542,799	\$106,542,799	\$106,556,106
10,597,545	11,559,469	14,416,312	Materials and Services	13,822,662	14,107,662	14,107,662
7,227,016	5,898,550	7,480,286	Operating Transfers Out	5,115,891	5,115,891	5,115,891
		5,322,705	Operating Contingency	5,235,000	4,950,000	4,936,693
37,482,479	40,412,610	23,930,455	Ending Fund Balance	30,804,273	30,804,273	30,804,273
<b>\$131,858,663</b>	<b>\$147,664,501</b>	<b>\$151,725,546</b>	<b>Total Requirements</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>

## General Fund, continued

General Fund		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5001	Salaries & Wages Union	\$ 28,454,996	\$ 32,812,874	\$ 36,249,000	\$ 37,835,173	\$ 37,835,173	\$ 37,835,173
5002	Salaries & Wages Nonunion	7,940,749	8,543,229	9,580,876	9,550,865	9,550,863	9,560,356
5003	Vacation Taken Union	3,954,473	4,439,230	4,790,330	5,285,850	5,285,850	5,285,850
5004	Vacation Taken Nonunion	531,835	667,229	660,190	742,845	742,846	743,584
5005	Sick Leave Taken Union	548,109	735,230	717,626	829,406	829,406	829,406
5006	Sick Taken Nonunion	194,607	213,730	175,004	212,242	212,243	212,454
5007	Personal Leave Taken Union	380,487	471,198	506,347	547,016	547,016	547,016
5008	Personal Leave Taken Nonunion	67,919	76,741	92,753	106,122	106,122	106,227
5009	Comp Taken Union	6,649	19,610	0	0	0	0
5010	Comp Taken Nonunion	31,091	57,318	0	0	0	0
5015	Vacation Sold	138,610	117,247	331,153	355,217	355,217	355,217
5016	Vacation Sold at Retirement	93,464	221,154	255,084	275,503	275,503	275,503
5017	PEHP Vac Sold at Retirement	270,772	310,449	253,935	409,851	409,851	409,851
5018	Comp Time Sold Union	15,394	12,126	0	0	0	0
5019	Comp Time Sold Nonunion	6,075	15,847	0	0	0	0
5020	Deferred Comp Match Union	1,502,927	1,682,051	1,953,180	2,147,078	2,147,078	2,147,078
5021	Deferred Comp Match Nonunion	510,259	604,197	695,935	706,283	706,283	706,283
5041	Severance Pay	0	32,376	0	0	0	0
5090	Temporary Services-Backfill	36,807	29,676	0	0	0	0
5101	Vacation Relief	4,147,707	4,868,523	5,253,767	5,093,999	5,093,999	5,093,999
5105	Sick Relief	610,789	797,069	729,245	840,629	840,629	840,629
5106	On the Job Injury Relief	101,729	107,776	160,557	137,153	137,153	137,153
5107	Short Term Disability Relief	37,702	28,799	43,268	28,993	28,993	28,993
5110	Personal Leave Relief	490,601	597,956	532,265	619,695	619,695	619,695
5115	Vacant Slot Relief	526,284	1,240,967	0	0	0	0
5117	Regular Day Off Relief	0	597,114	597,204	1,698,399	1,698,399	1,698,399
5118	Standby Overtime	26,636	44,744	30,475	39,227	39,227	39,227
5120	Overtime Union	1,518,933	1,460,152	2,229,676	1,620,439	1,620,439	1,620,439
5121	Overtime Nonunion	49,944	66,421	159,940	54,964	54,964	54,964
5123	Comp Time Sold Nonunion	38	0	0	0	0	0
5150	Pension Benefit	12,501	32,330	30,000	30,000	30,000	30,000
5201	PERS Taxes	9,750,971	11,836,354	14,810,238	16,528,613	16,528,613	16,530,350
5203	FICA/MEDI	3,615,707	4,223,004	4,911,348	5,225,391	5,225,391	5,226,198
5206	Worker's Comp	1,062,451	1,129,603	1,335,068	1,429,051	1,429,051	1,429,186
5207	TriMet/Wilsonville Tax	353,713	381,159	448,281	476,902	476,902	476,983
5208	OR Worker's Benefit Fund Tax	19,012	21,596	19,584	20,281	20,281	20,281
5210	Medical Ins Union	7,170,579	8,713,895	9,922,793	10,722,951	10,722,951	10,722,951
5211	Medical Ins Nonunion	1,431,244	1,643,907	1,924,124	1,917,599	1,917,599	1,917,599
5220	Post Retire Ins Union	228,365	263,850	275,931	279,900	279,900	279,900
5221	Post Retire Ins Nonunion	100,820	97,500	103,500	101,700	101,700	101,700
5230	Dental Ins Nonunion	150,936	154,641	184,122	164,014	164,014	164,014
5240	Life/Disability Insurance	90,097	99,460	151,721	120,763	120,763	120,763
5250	Unemployment Insurance	23,219	11,384	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	11,880	11,880	15,120	15,444	15,444	15,444
5270	Uniform Allowance	194,668	154,051	255,358	219,968	219,968	219,968
5290	Employee Tuition Reimburse	79,433	72,722	92,810	61,113	61,113	61,113
5295	Vehicle/Cell Allowance	60,440	75,500	79,980	74,160	74,160	74,160
<b>Total Personnel Services</b>		<b>76,551,622</b>	<b>89,793,872</b>	<b>100,575,788</b>	<b>106,542,799</b>	<b>106,542,799</b>	<b>106,556,106</b>
5300	Office Supplies	20,503	26,183	41,110	42,555	42,555	42,555
5301	Special Department Supplies	176,113	239,667	276,840	275,030	275,030	275,030
5302	Training Supplies	79,712	86,428	91,100	100,480	100,480	100,480
5303	Physical Fitness	14,348	21,051	37,175	25,975	25,975	25,975
5304	Hydrant Maintenance	4,452	5,187	5,500	5,500	5,500	5,500
5305	Fire Extinguisher	2,050	11,351	15,660	14,840	14,840	14,840
5306	Photography Supplies & Process	844	270	0	120	120	120
5307	Smoke Detector Program	5,685	6,230	10,100	11,400	11,400	11,400
5311	Haz Mat Response Materials	339	838	3,000	3,000	3,000	3,000
5320	EMS Supplies	419,462	451,401	609,436	623,316	623,316	623,316
5321	Fire Fighting Supplies	154,977	705,860	333,560	211,092	211,092	211,092
5325	Protective Clothing	329,651	413,738	377,749	395,175	395,175	395,175

# General Fund, continued

General Fund	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5330 Noncapital Furniture & Equip	406,508	228,682	269,363	223,228	223,228	223,228
5340 Software Licenses/Upgrade/Host	794,650	786,665	1,065,272	999,021	999,021	999,021
5350 Apparatus Fuel/Lubricants	240,855	333,906	434,326	451,551	451,551	451,551
5361 M&R Bldg/Bldg Equip & Improv	1,173,737	885,282	1,190,327	1,239,711	1,239,711	1,239,711
5363 Vehicle Maintenance	638,273	823,058	965,590	977,340	977,340	977,340
5364 M&R Fire Comm Equip	19,298	17,013	33,268	29,375	29,375	29,375
5365 M&R Firefight Equip	95,840	83,662	190,558	105,069	105,069	105,069
5366 M&R EMS Equip	36,263	75,149	43,846	44,146	44,146	44,146
5367 M&R Office Equip	87,079	94,956	116,041	130,124	130,124	130,124
5368 M&R Computer & Network Hdwe	241,822	99,109	179,589	265,130	265,130	265,130
5400 Insurance Premium	338,327	410,748	430,515	445,609	445,609	445,609
5410 General Legal	226,319	411,890	768,500	517,500	517,500	517,500
5411 Collective Bargaining	1,229	2,054	85,000	85,000	85,000	85,000
5412 Audit & Related Filing Fees	47,080	43,105	56,775	46,850	46,850	46,850
5413 Consultant Fees	134,705	124,443	218,999	198,999	198,999	198,999
5414 Other Professional Services	907,611	558,779	1,112,393	889,053	889,053	889,053
5415 Printing	24,428	44,196	39,005	39,395	39,395	39,395
5416 Custodial & Bldg Services	156,897	149,541	172,312	211,643	211,643	211,643
5417 Temporary Services	32,709	62,312	79,280	75,280	75,280	75,280
5418 Trustee/Administrative Fees	91,398	50,518	56,445	50,175	50,175	50,175
5420 Dispatch	1,788,232	2,044,340	2,209,226	2,264,118	2,264,118	2,264,118
5421 BOD Allowance	9,250	8,400	9,000	9,000	9,000	9,000
5430 Telephone	291,312	305,867	320,708	336,596	336,596	336,596
5432 Natural Gas	105,923	158,708	150,211	143,955	143,955	143,955
5433 Electricity	424,420	490,209	513,718	523,627	523,627	523,627
5434 Water/Sewer	197,851	222,240	246,819	238,902	238,902	238,902
5436 Garbage	59,633	66,974	76,242	78,915	78,915	78,915
5437 Cable Access	165,254	156,207	163,216	170,430	170,430	170,430
5445 Rent/Lease of Building	2,730	10,380	21,200	108,516	108,516	108,516
5450 Rental of Equip	9,553	12,179	12,666	11,560	11,560	11,560
5461 External Training	97,268	107,447	160,947	149,436	149,436	149,436
5462 Travel and Per Diem	119,986	149,533	242,916	231,935	231,935	231,935
5471 Citizen Awards	2,116	3,519	2,700	2,500	2,500	2,500
5472 Employee Recog & Awards	10,049	19,797	31,980	30,710	30,710	30,710
5473 Employ Safety Pro & Incent	5,800	5,800	13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	8,304	8,671	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach	11,041	18,075	61,125	59,015	59,015	59,015
5481 Community Education Materials	30,984	26,118	31,074	28,290	28,290	28,290
5484 Postage UPS & Shipping	38,232	47,560	63,984	58,089	58,089	58,089
5500 Dues & Subscriptions	56,153	59,373	77,123	77,309	77,309	77,309
5501 Volunteer Assn Dues	12,000	16,000	12,000	16,000	16,000	16,000
5502 Certifications & Licensing	9,283	64,197	13,604	88,706	88,706	88,706
5570 Misc Business Exp	57,561	51,861	74,805	83,948	83,948	83,948
5571 Planning Retreat Expense	7,703	3,379	15,650	14,050	14,050	14,050
5572 Advertis/Public Notice	72,882	58,267	74,390	73,150	73,150	73,150
5573 Inventory Over/Short/Obsolete	3,731	-2,945	4,700	5,000	5,000	5,000
5574 Elections Expense	0	90,216	340,700	110,000	395,000	395,000
5575 Laundry/Repair Expense	97,133	103,825	154,474	153,723	153,723	153,723
<b>Total Materials and Services</b>	<b>10,597,545</b>	<b>11,559,469</b>	<b>14,416,312</b>	<b>13,822,662</b>	<b>14,107,662</b>	<b>14,107,662</b>
5800 Transfers Out	7,227,016	5,898,550	7,480,286	5,115,891	5,115,891	5,115,891
<b>Total Transfer Out</b>	<b>7,227,016</b>	<b>5,898,550</b>	<b>7,480,286</b>	<b>5,115,891</b>	<b>5,115,891</b>	<b>5,115,891</b>
5900 Contingency	0	0	5,322,705	5,235,000	4,950,000	4,936,693
<b>Total Contingency</b>	<b>0</b>	<b>0</b>	<b>5,322,705</b>	<b>5,235,000</b>	<b>4,950,000</b>	<b>4,936,693</b>
5999 Budgeted Ending Fund Balance	37,482,480	40,412,610	23,930,455	30,804,273	30,804,273	30,804,273
<b>Total Ending Fund Balance</b>	<b>37,482,480</b>	<b>40,412,610</b>	<b>23,930,455</b>	<b>30,804,273</b>	<b>30,804,273</b>	<b>30,804,273</b>
<b>Total General Fund</b>	<b>\$131,858,664</b>	<b>\$147,664,501</b>	<b>\$151,725,546</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>	<b>\$161,520,625</b>

## Program Description

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services		\$ 59	\$ 500	\$ 500
Materials and Services	\$ 23,040	118,279	371,200	422,950
<b>Total Expenditures</b>	<b>\$ 23,040</b>	<b>\$ 118,338</b>	<b>\$ 371,700</b>	<b>\$ 423,450</b>

## 2018-19 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, \$1,750 for Board Member conference registrations, \$4,750 in mileage reimbursements, travel and per diem. The most significant account in the budget is for election expenses which is budgeted for both Board member election costs assessed by our four counties and the May 2019 local option levy renewal election.

## Board of Directors



Clark I. Balfour  
President



Gordon L. Hovies  
Vice President



Brian J. Clopton  
Secretary-Treasurer



Robert C. Wyffels  
Member



Randy J. Lauer  
Member

Status of 2017-18 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 2018, they authorized intergovernmental agreements, contracts for professional services, major apparatus and equipment purchases, Board Policy updates, and civil service commission appointments. They also passed resolutions to authorize various budget appropriations, bond issuance and sales, and initiation of the Newberg Rural Fire District and City of Newberg service area annexations. 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 2018 Fiscal Year, Board member activity in this area included participation in the 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 Caucus.

## Status of 2017-18 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: ✓ Complete  
 Status Report: During the 2018 fiscal year, the Board directed staff to develop ballot titles and explanatory statements related to District 2 annexation, and subsequent work to support legal dissolution and tax assessment procedures to finalize the annexation process. The Board also passed resolutions to call for an election and imitate annexation of the Newberg Rural and City of Newberg territories. Through the remainder of the fiscal year, the Board will receive regular staff briefings on the status of these initiatives and provide policy level guidance when appropriate.

## 2018-19 Tactics

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

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

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

Goal/Strategy: Goal 1; Goal 2  
 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.

## Board of Directors, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10120</b>	<b>General Fund</b>						
5270	Uniform Allowance		\$ 59	\$ 500	\$ 500	\$ 500	\$ 500
	<b>Total Personnel Services</b>		<b>59</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
5300	Office Supplies	\$ 11	185	50	150	150	150
5301	Special Department Supplies	127		400	300	300	300
5410	General Legal	3,486	6,186	6,000	6,000	6,000	6,000
5415	Printing	38					
5421	BOD Allowance	9,250	8,400	9,000	9,000	9,000	9,000
5461	External Training	1,581	1,716	1,800	1,750	1,750	1,750
5462	Travel and Per Diem	3,609	3,736	5,250	4,750	4,750	4,750
5500	Dues & Subscriptions	400	2,400	2,000			
5570	Misc Business Exp	1,431	2,133	2,500	2,500	2,500	2,500
5572	Advertis/Public Notice	3,107	3,308	3,500	3,500	3,500	3,500
5574	Elections Expense		90,216	340,700	110,000	395,000	395,000
	<b>Total Materials and Services</b>	<b>23,040</b>	<b>118,279</b>	<b>371,200</b>	<b>137,950</b>	<b>422,950</b>	<b>422,950</b>
	<b>Total General Fund</b>	<b>\$ 23,040</b>	<b>\$ 118,338</b>	<b>\$ 371,700</b>	<b>\$ 138,450</b>	<b>\$ 423,450</b>	<b>\$ 423,450</b>

## Program Description

This activity accounts for the District's employee Civil Service program. The budget supports the employment application processes, testing, job description reviews, and hearings processes for the positions covered by Civil Service 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 61,570	\$ 55,305	\$ 63,340	\$ 156,202
Materials and Services	35,963	40,817	39,382	39,003
<b>Total Expenditures</b>	<b>\$ 97,533</b>	<b>\$ 96,122</b>	<b>\$ 102,722</b>	<b>\$ 195,205</b>

## 2018-19 Significant Changes

The 2018-19 budget provides for personnel costs to cover the cost of overtime relief for union line personnel participating in hiring and promotional interview processes. The District has planned for assessments to select entry firefighters for one 2018-19 recruit academy, and perform a paramedic only selection process, and conduct several promotional processes, among other processes.

Materials and Services includes funding of \$37,427 in Other Professional Services, account 5414, for the contract with the Chief Examiner of \$9,492 and \$3,935 to administer the open and continuous testing process, and \$18,000 for background investigations of new hires based on DPSST requirements. Account 5415, Printing, includes \$500 for recruitment materials. Miscellaneous Expenses, account 5570, in the amount of \$3,326, 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  
03/22



Sue Lamb  
Chair  
Seat 2  
Term expires  
3/22



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 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: 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) selection processes. Completed Deputy Fire Marshal I, Battalion Chief, and Training Officer examinations and established eligibility lists.

District staff furthered the outreach and branding strategy through the development of a Strategic Outreach Plan, following best practices in workforce diversity recruitment strategies. Continued marketing of the internal Outreach and Mentoring teams will ensure the District meets quality and diversity objectives.

### Additional 2017-18 Accomplishments

- Managed a full review and revision to the Civil Service Rules in collaboration with the Civil Service Commission and Local 1660.



## Activities Summary

	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	12	21	10	10	12
Number of Civil Service examinations (to develop eligible lists)	6	9	3	4	5
Number of Civil Service Commission meetings	4	5	5	5	5
Number of appeals heard before Commission	0	1	0	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)	70	62	143	95	95
Days to fill vacancies – entry level firefighter (from pulling list)	168	127	164	159	160
Days to fill vacancies – all other Civil Service classifications (from department request)	22	32	39	39	39
Number of classification specifications revised and approved by Commission	3	13	2	1	3
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	98% 42 of 43	92% 22 of 24
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% 13 of 13	100% 28 of 28	100% 32 of 32	100% 28 of 28	100% 4 of 4
Number of applications processed	148	277	286	280	280

## 2018-19 Tactic

- Evaluate candidate selection processes and tools to ensure identified vacancies for all civil service positions are filled with diverse, qualified candidates and in an efficient, cost-effective manner.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, HR  
 Budget Impact: None  
 Measured By: Selection processed and tools audited; needed improvements identified.

- Develop the Outreach and Mentor teams to implement the workforce diversity recruitment elements outlined in the Strategic Outreach Plan.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, Public Education, HR  
 Budget Impact: Increase required  
 Measured By: Participation on the Outreach and Mentor Teams by trained, committed, internal uniformed personnel and in activities aligned with the Strategic Outreach Plan.

## Civil Service Commission, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10110</b>	<b>General Fund</b>						
5120	Overtime Union	\$ 47,219	\$ 42,839	\$ 45,904	\$ 115,514	\$ 115,514	\$ 115,514
5201	PERS Taxes	9,988	9,148	12,872	28,428	28,428	28,428
5203	FICA/MEDI	3,211	2,596	3,512	8,837	8,837	8,837
5206	Worker's Comp	791	397	586	2,541	2,541	2,541
5207	TriMet/Wilsonville Tax	341	308	466	882	882	882
5208	OR Worker's Benefit Fund Tax	19	17				
	<b>Total Personnel Services</b>	<b>61,570</b>	<b>55,305</b>	<b>63,340</b>	<b>156,202</b>	<b>156,202</b>	<b>156,202</b>
5410	General Legal	2,924	67	2,500	1,500	1,500	1,500
5414	Other Professional Services	26,425	36,121	31,592	31,427	31,427	31,427
5415	Printing		131	1,000	600	600	600
5471	Citizen Awards	207		300			
5484	Postage UPS & Shipping			50	50	50	50
5570	Misc Business Exp	5,173	3,068	2,400	3,326	3,326	3,326
5572	Advertis/Public Notice	1,234	1,429	1,540	2,100	2,100	2,100
	<b>Total Materials and Services</b>	<b>35,963</b>	<b>40,817</b>	<b>39,382</b>	<b>39,003</b>	<b>39,003</b>	<b>39,003</b>
	<b>Total General Fund</b>	<b>\$ 97,533</b>	<b>\$ 96,122</b>	<b>\$ 102,722</b>	<b>\$ 195,205</b>	<b>\$ 195,205</b>	<b>\$ 195,205</b>

## Fund or Program Description

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,908,443	\$ 3,142,366	\$ 3,785,367	\$ 3,709,885
Materials and Services	1,147,861	1,109,906	1,965,456	1,577,467
<b>Total Expenditures</b>	<b>\$ 4,056,304</b>	<b>\$ 4,252,271</b>	<b>\$ 5,750,823</b>	<b>\$ 5,287,352</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	0.00	0.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief <sup>1</sup>	2.00	3.00	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	1.00	1.00	1.00	1.00
Behavioral Health Specialist	1.00	1.00	1.00	1.00
Executive Assistant <sup>2</sup>	2.00	3.00	3.00	3.00
Administrative Assistant <sup>3</sup>	1.00	1.00	1.00	0.00
Records Manager	0.00	0.00	1.00	1.00
Records Analyst	1.00	1.00	1.00	1.00
Strategic Program Manager	1.00	1.00	1.00	1.00
Operations Analyst <sup>4</sup>	2.00	2.00	2.00	2.00
GIS Program Coordinator <sup>5</sup>	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>	<b>18.00</b>

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

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

<sup>3</sup> Transferred to North Division Admin

<sup>4</sup> Job title change - previously Planning Analyst

<sup>5</sup> Job title change - previously Planning Specialist

### 2018-19 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.



## Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted <sup>1</sup>	✓	✓	n/a	✓ <sup>1</sup>	n/a
<i>Percentage of Residents Identifying     TVF&amp;R as Their Fire Department</i>	73%	73%	n/a	69% <sup>2</sup>	n/a
<i>Percentage of Residents Identifying     TVF&amp;R as Their EMS Provider<sup>2</sup></i>	52%	52%	n/a	48%	n/a
Ad Equivalency of News Stories Calculated <sup>3</sup>	\$279,000	\$405,641	\$525,000	\$496,491 <sup>3</sup>	\$500,000
Community Academy Graduates	5	14	18	17	18

<sup>1</sup> District-wide Public Attitude Survey conducted in FY17-18. An additional survey and focus groups were conducted in Newberg to gauge awareness and level of support for permanent partnership with TVF&R.

<sup>2</sup> In 2018 awareness of agency providing fire response, 70% White (Caucasians), 73% Asians, and 51% Latinos. Awareness of agency providing medical response, 52% White (Caucasians), 35% Asians, and 36% Latinos.

<sup>3</sup> The District contracts with an external vendor to measure news coverage, related impressions, and advertising 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.

## Status of 2017-18 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.  
Status: Select Status  
Status Report: The Fire Chief, other staff, and the AP Triton contractor participated on the Oregon Health Authority's (OHA's) EMS stakeholder work group informing the development of GEMT programs in Oregon, as directed by the enabling legislation. During this reporting period, they helped review and inform the proposed amendment to the Oregon State Medicaid Plan, submitted in September 2017 for federal authorization for basic elements of a GEMT program. Additional assistance was given to OHA in January 2018 to inform and review responses for additional information requested by the federal Medicaid program in support of this effort. Similar involvement will continue as the process to obtain federal authorization proceeds. Staff also maintained the Oregon GEMT Coalition's website and communicated with fire service colleagues on the progress of the initiative.

Status of 2017-18 Tactics, continued

- 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: During the fiscal year staff attended regional and national forums, conferences, and committees to glean best practices as well as inform stakeholders of data gaps that could be filled through a larger, coordinated approach (i.e., National Fire Protection Agency). Staff are also working closely with the Western Fire Chiefs Association on the implementation of a regional Data Comparability Center (DCC) utilizing the EGIS platform which will provide a central location to house multiple agency response data with the ability to view the performance of “like” agencies (e.g., based on department size, topography, demographics). Work will continue in the coming fiscal year.

- 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.  
Status: Select Status  
Status Report: The gap assessment was delayed due to other high priority emergent issues that required staff time during the budget year. Use of electronic communications tools, which include expansion of The Pulse and the internal e-newsletter continued. Short video vignettes on current topics that were instituted the prior fiscal year continue to be a successful communication resource. Routine “face to face” meetings with crews were scheduled by Chief Officers and the Fire Chief. Efforts in this area will continue to move forward as a priority in the organization.

## Status of 2017-18 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: Select Status  
 Status Report: Several partnerships furthered education and outreach goals by amplifying messages through multiple social media platforms, collaborating on community events, and leveraging advertising investments. Major partners include Washington County Sheriff's Office/municipal law enforcement agencies, Washington County Consolidated Communications Agency, area chambers of commerce, PulsePoint, the Oregon Office of State Fire Marshal, KGW Television, KOIN Television, Community Newspapers, and National Cinema Media. Topics in FY 2017-18 include cardiac arrest awareness, distracted driving prevention, home fire escape planning, text to 9-1-1, disaster preparedness and voter awareness.

In an effort to reach more diverse audiences, the recruitment and distracted driving commercials aired for four months on English and Spanish networks, and at a substantially discounted rate due to corporate partnerships. A total of 474 commercials generated 5,421,238 impressions. "Over the Top" commercial streaming reached viewers of 100 premium networks viewed on traditional television, desktops, mobile phones, and tablets.

## Additional 2017-18 Accomplishments

- Successful completion of election and land-use process associated with City of Newberg, and Newberg Rural Fire Protection District territory.
- Successful completion of public outreach and campaigns for three measures in Newberg and the rural area. The election outcome was 69.32 percent voter support in the city and 62.99 percent voter approval in the rural area.
- Successful completion of a TVF&R election to approve the annexation of Newberg and the rural area. Results in the three counties ranged from 85.81% to 93.89% (unofficial results at time of reporting).
- Community academy in September 2017 with nine participants, many of whom were Yamhill County influencers.
- Completion of public attitude Survey in January 2018 which included new service area in central Washington County.

## 2018-19 Tactics

- Research effective communication methods used by large organizations in the region to streamline personnel communication and feedback; recommend and pilot-test feasible method(s) for TVF&R implementation.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 3  
Timeframe: 12 months  
Partner(s): Media Services, large regional external organizations  
Budget Impact: None  
Measured By: New communication method(s) selected and tested with personnel. Personnel feedback on effectiveness of methods collected and reviewed. Effective methods implemented District-wide.

- Restructure the flow and content of official District communications to increase clarity on current affairs, strategic priorities, policy and practice, and organizational structure; ensure pathways for personnel feedback.

Goal/Strategy: Goal 1 – Strategy 1A  
Timeframe: 12 months  
Partner(s): District-wide  
Budget Impact: None  
Measured By: Necessary communications improvements identified and enacted. Methods to gather personnel feedback on the noted elements identified and enacted; resulting input reviewed.

- Outline a timeline and focus for future bond and levy measures; consider operational and capital plans, personnel cost projections, incident data analysis, staff reports, and local and regional development and growth forecasts.

Goal/Strategy: Goal 1 – Strategy 1F; Goal 2;  
Timeframe: 24 months  
Partner(s): All managers, Board of Directors  
Budget Impact: None  
Measured By: Timeline and focus for future bond and levy measures established.

- Manage grant projects and related reporting in compliance with timelines and requirements.

Goal/Strategy: Goal 1; Goal 3  
Timeframe: 12 months  
Partner(s): Finance, managers of work groups involved in specific grant-funded projects  
Budget Impact: None  
Measured By: Grant project completion and closeout reporting submitted within deadlines. Closeout documentation received from granting agency indicating compliance.

## 2018-19 Tactics, continued

- Use District communications tools to educate personnel on available behavioral health resources and services.

Goal/Strategy: Goal 1 – Strategy 1B, 1D; Goal 2  
 Timeframe: 24 months  
 Partner(s): Media Services, OHW, Wellness Committee, HR, IAFF/Local 1660, Peer Support Team, EAP  
 Budget Impact: Select impact  
 Measured By: Visual and written communications disseminated to the workforce on the topic. Internal web-based information updated; updates announced to the workforce.

- Implement public records request management software.

Goal/Strategy: Goal 2 – Strategy 2C  
 Timeframe: 12 months  
 Partner(s): Information Technology, Media Services  
 Budget Impact: Increase required  
 Measured By: Full implementation of the software (including a tvfr.com interface) with demonstrated ability to automate tracking of requests, provide timely feedback and production to requestors per State requirements, and achieve positive user feedback from the public regarding their personal interactions within the system and their sense of being adequately informed of the status of their requests from start to finish.

- Relocate records from the Aloha campus storage building to the new Logistics facility.

Goal/Strategy: Goal 3 – Strategy 3B  
 Timeframe: 12 months  
 Partner(s): Facilities, all departments /divisions with records stored at the Aloha campus.  
 Budget Impact: Increase required  
 Measured By: Construction of the records room at the new Logistics facility based on the functional requirements identified by the Records Manager. Relocation of all records still within the timelines outlined in the District's records retention schedule, and appropriate destruction of records that no longer need to be retained per the schedule.

2018-19 Tactics, continued

- Draft an organizational data policy, inclusive of industry best practices and standards, that outlines procedures for the implementation of internal and external data solutions (hardware and software).

Goal/Strategy: Goal 2 – Strategy 2A, 2C, 2E; Goal 3 – Strategy 3A  
Timeframe: 12 months  
Partner(s): All Departments  
Budget Impact: None  
Measured By: Standard Operating Guideline drafted.

- Provide support to leverage local, state, and federal programs or initiatives that enhance community health and safety, service delivery, and/or organizational efficiencies.

Goal/Strategy: Goal 3 – Strategy 3A  
Timeframe: 24 months  
Partner(s): Local, state and regional public safety agencies/organizations  
Budget Impact: Increase required  
Measured By: Staff activity.



		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10150</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$1,726,866	\$1,840,441	\$1,994,752	\$2,010,174	\$2,010,174	\$2,010,174
5004	Vacation Taken Nonunion	87,113	127,538	139,369	156,347	156,347	156,347
5006	Sick Taken Nonunion	28,743	31,775	37,032	44,671	44,671	44,671
5008	Personal Leave Taken Nonunion	17,586	14,201	19,613	22,335	22,335	22,335
5010	Comp Taken Nonunion	8,131	6,290				
5015	Vacation Sold	66,425	45,321	139,346	144,691	144,691	144,691
5016	Vacation Sold at Retirement	29,241					
5017	PEHP Vac Sold at Retirement	35,755					
5019	Comp Time Sold Nonunion	382					
5021	Deferred Comp Match Nonunion	131,327	160,881	177,168	181,939	181,939	181,939
5121	Overtime Nonunion	4,637	3,273	89,200	2,000	2,000	2,000
5201	PERS Taxes	350,460	390,683	557,752	553,194	553,194	553,194
5203	FICA/MEDI	116,942	136,654	181,146	184,865	184,865	184,865
5206	Worker's Comp	27,032	26,422	32,449	33,125	33,125	33,125
5207	TriMet/Wilsonville Tax	14,238	15,195	19,193	19,593	19,593	19,593
5208	OR Worker's Benefit Fund Tax	472	532	570	540	540	540
5211	Medical Ins Nonunion	182,307	249,311	283,849	248,920	248,920	248,920
5221	Post Retire Ins Nonunion	15,225	16,500	17,100	16,200	16,200	16,200
5230	Dental Ins Nonunion	19,414	23,144	27,664	21,892	21,892	21,892
5240	Life/Disability Insurance	13,617	16,535	25,994	22,179	22,179	22,179
5270	Uniform Allowance	1,054	934	3,000	3,000	3,000	3,000
5290	Employee Tuition Reimburse	12,216	3,437	4,050	8,100	8,100	8,100
5295	Vehicle/Cell Allowance	19,260	33,300	36,120	36,120	36,120	36,120
	<b>Total Personnel Services</b>	<b>2,908,443</b>	<b>3,142,366</b>	<b>3,785,367</b>	<b>3,709,885</b>	<b>3,709,885</b>	<b>3,709,885</b>
5300	Office Supplies	4,498	6,260	7,600	7,600	7,600	7,600
5301	Special Department Supplies	9,317	9,524	13,350	12,500	12,500	12,500
5302	Training Supplies	443	321	6,000	1,400	1,400	1,400
5320	EMS Supplies	255		500	250	250	250
5321	Fire Fighting Supplies		(32)	250	250	250	250
5325	Protective Clothing	44	603	100	500	500	500
5330	Noncapital Furniture & Equip	12,638	3,613	5,000	3,000	3,000	3,000
5350	Apparatus Fuel/Lubricants	4,345	4,610	11,000	11,000	11,000	11,000
5361	M&R Bldg/Bldg Equip & Improv	61,407	96,609	128,138	95,266	95,266	95,266
5367	M&R Office Equip	34,909	37,208	40,200	42,000	42,000	42,000
5400	Insurance Premium	2,493	3,012	6,565	6,559	6,559	6,559
5410	General Legal	210,208	389,694	750,000	500,000	500,000	500,000
5413	Consultant Fees	48,500	26,500	30,000	30,000	30,000	30,000

## Fire Chief's Office, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	393,306	104,523	459,100	365,700	365,700	365,700
5415	Printing	20,379	39,894	24,005	24,625	24,625	24,625
5416	Custodial & Bldg Services	51,397	49,940	62,110	66,967	66,967	66,967
5417	Temporary Services	3,304	27,498	33,280	33,280	33,280	33,280
5432	Natural Gas	880	508	1,200	900	900	900
5433	Electricity	79,383	92,980	81,600	96,000	96,000	96,000
5434	Water/Sewer	13,705	17,224	15,600	19,200	19,200	19,200
5436	Garbage	3,334	3,367	3,420	3,540	3,540	3,540
5445	Rent/Lease of Building	2,370	2,370	2,400			
5450	Rental of Equip		355				
5461	External Training	38,078	13,129	44,875	30,680	30,680	30,680
5462	Travel and Per Diem	32,975	47,328	61,800	57,000	57,000	57,000
5471	Citizen Awards	1,217	3,203	1,500	1,500	1,500	1,500
5472	Employee Recog & Awards	22	236	3,000	2,000	2,000	2,000
5480	Community/Open House/Outreach	2,975	5,605	8,000	9,500	9,500	9,500
5484	Postage UPS & Shipping	35,493	44,835	58,720	52,750	52,750	52,750
5500	Dues & Subscriptions	26,369	24,980	31,443	30,912	30,912	30,912
5502	Certifications & Licensing		225	625	313	313	313
5570	Misc Business Exp	3,019	4,550	4,825	3,775	3,775	3,775
5571	Planning Retreat Expense	2,297	2,573	9,250	8,500	8,500	8,500
5572	Advertis/Public Notice	48,298	46,662	60,000	60,000	60,000	60,000
<b>Total Materials and Services</b>		<b>1,147,861</b>	<b>1,109,906</b>	<b>1,965,456</b>	<b>1,577,467</b>	<b>1,577,467</b>	<b>1,577,467</b>
<b>Total General Fund</b>		<b>\$4,056,304</b>	<b>\$4,252,271</b>	<b>\$ 5,750,823</b>	<b>\$5,287,352</b>	<b>\$5,287,352</b>	<b>\$5,287,352</b>

## Program Description

This cost center funds the District's Emergency Manager, who is tasked with maintaining organizational preparedness for disruptive and catastrophic events through a combination of planning, training, exercises, building specific supplies for extended response, and incorporating seismic mitigation into District practices. The Emergency Manager is responsible for maintaining the District's Emergency Operations Plan (EOP) and Hazard Vulnerability Analysis (which is used in the EOP and District's Standard of Cover). The Emergency Manager 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 183,701	\$ 178,015	\$ 197,720	\$ 195,354
Materials and Services	17,983	33,018	28,496	28,281
<b>Total Expenditures</b>	<b>\$ 201,684</b>	<b>\$ 211,033</b>	<b>\$ 226,216</b>	<b>\$ 223,635</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Emergency Manager	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## 2018-19 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. Materials and Services costs are largely consistent. 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 2017-18 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 training and activities ranging from work-unit to organization in scale. Direct impact: Additional Emergency Management resources (e.g., possible minor OT/comp). Indirect impact: Training and other activities will displace other assignments for involved staff; ultimately this should be considered part of “normal work”.

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

Status: → Ongoing

Status Report: Some progress and more work needed to fully adopt a culture of preparedness among all staff. Policies and programs meant to sustain basic capabilities remain to be widely adopted. Some projects have been completed, and engineered solutions (e.g., structural seismic mitigation and backup communications and others,) continue to improve, but additional priority needs to be placed on increasing activity to generate proficiency, and that requires increased prioritization.

## 2018-19 Tactic

- Deliver Fire Operations Center (FOC)/Division Headquarters (DHQ) operations training for proficiency.

Goal/Strategy: Goal 1; Goal 2

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 training and activities ranging from work-unit to organization in scale. Direct impact: Additional Emergency Management resources (e.g., possible minor OT/comp). Indirect impact: Training and other activities will displace other assignments for involved staff; ultimately this should be considered part of “normal work”.

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

- Evaluate District Security policy, procedures, and infrastructure; implement subsequent recommended actions.

Goal/Strategy: Goal 1; Goal 3

Timeframe: 12 months

Partner(s): All TVF&R organizational units.

Budget Impact: Increase required  
This project will be accomplished through a short term ad hoc committee to understand, evaluate and develop recommendations for appropriate District security from potential threats. This will include a review of policy, procedure and infrastructure.

Measured By: Implementation and completion of appropriate recommended actions (e.g., policy changes and procedural updates adopted, infrastructure changes completed.) Sustainability of ongoing efforts addressed to keep up to date with ever changing threats.

## Emergency Management, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-18 Adopted Budget
<b>10755</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 99,620	\$ 100,208	\$ 98,809	\$ 99,770	\$ 99,770	\$ 99,770
5004	Vacation Taken Nonunion	4,768	6,244	6,950	7,760	7,760	7,760
5006	Sick Taken Nonunion			1,846	2,217	2,217	2,217
5008	Personal Leave Taken Nonunion			978	1,109	1,109	1,109
5015	Vacation Sold	8,531	8,700	4,177	6,396	6,396	6,396
5021	Deferred Comp Match Nonunion	5,220	5,323	5,430	5,543	5,543	5,543
5120	Overtime Union	9,592	1,987	12,229	5,150	5,150	5,150
5121	Overtime Nonunion			250	250	250	250
5201	PERS Taxes	26,906	26,042	34,141	33,928	33,928	33,928
5203	FICA/MEDI	9,057	8,661	9,582	9,384	9,384	9,384
5206	Worker's Comp	1,691	1,434	1,666	1,634	1,634	1,634
5207	TriMet/Wilsonville Tax	865	831	986	967	967	967
5208	OR Worker's Benefit Fund Tax	35	32	30	30	30	30
5211	Medical Ins Nonunion	14,207	15,306	16,944	17,815	17,815	17,815
5221	Post Retire Ins Nonunion	900	900	900	900	900	900
5230	Dental Ins Nonunion	1,293	1,334	1,554	1,350	1,350	1,350
5240	Life/Disability Insurance	991	1,012	1,218	1,109	1,109	1,109
5270	Uniform Allowance	24		30	42	42	42
	<b>Total Personnel Services</b>	<b>183,701</b>	<b>178,015</b>	<b>197,720</b>	<b>195,354</b>	<b>195,354</b>	<b>195,354</b>
5300	Office Supplies	88	23	200	200	200	200
5301	Special Department Supplies	306	28,630	2,200	1,600	1,600	1,600
5302	Training Supplies			150	150	150	150
5320	EMS Supplies		100	25	25	25	25
5330	Noncapital Furniture & Equip			350	275	275	275
5350	Apparatus Fuel/Lubricants	185	95	120	144	144	144
5414	Other Professional Services	11,047		18,816	18,816	18,816	18,816
5415	Printing	19		1,125	325	325	325
5461	External Training	365	699	1,425	1,425	1,425	1,425
5462	Travel and Per Diem	1,351	2,822	2,650	3,856	3,856	3,856
5481	Community Education Materials			100	100	100	100
5500	Dues & Subscriptions	245	349	335	365	365	365
5502	Certifications & Licensing	250					
5570	Misc Business Exp	4,127	300	1,000	1,000	1,000	1,000
	<b>Total Materials and Services</b>	<b>17,983</b>	<b>33,018</b>	<b>28,496</b>	<b>28,281</b>	<b>28,281</b>	<b>28,281</b>
	<b>Total General Fund</b>	<b>\$ 201,684</b>	<b>\$ 211,033</b>	<b>\$ 226,216</b>	<b>\$ 223,635</b>	<b>\$ 223,635</b>	<b>\$ 223,635</b>

## Program Description

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 997,247	\$ 1,121,511	\$ 1,387,635	\$ 1,357,801
Materials and Services	86,705	103,573	229,950	231,869
<b>Total Expenditures</b>	<b>\$ 1,083,952</b>	<b>\$ 1,225,084</b>	<b>\$ 1,617,585</b>	<b>\$ 1,589,670</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	2.00	2.00
Senior Benefits Administrator	1.00	1.00	1.00	0.00
Senior HRIS Analyst	1.00	1.00	1.00	1.00
Employment Recruiter	1.00	1.00	1.00	1.00
Human Resources Generalist	1.00	2.00	1.00	1.00
Human Resources Specialist <sup>(1)</sup>	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<sup>(1)</sup> Previously Human Resources Assistant

## 2018-19 Significant Changes

Within Personnel Services, the prior year retirement of the Senior Benefits Administrator allowed for the opportunity to reorganize the department and the replacement position. Union overtime in 5120 provides for relief shift funding for union personnel to participate in Inclusion, Unconscious Bias, and Cultural Competency training 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 Lieutenants on inclusion, unconscious bias and cultural competency for approximately \$12,876 and participation in the Portland Fire Camp for Girls.

## 2018-19 Significant Changes, continued

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. Other Professional Services, account 5414, for \$54,705, includes \$21,960 for broker fees for medical insurance, \$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 \$24,910, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event. Miscellaneous Business Expenses, account 5570, for \$14,167 reflects Diversity program sponsorship and outreach program fees, and event support costs.

## Status of 2017-18 Tactics

- 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

Status: → Ongoing

Status Report: Competency assessment was placed on hold due to organizational readiness concerns. Multi-rater assessment for performance evaluation was piloted with Human Resources Division staff. Opted not to roll that out to other Divisions for performance evaluation due to concerns regarding added administrative burden. (Multi-rater may still prove useful for talent assessments.)

## Status of 2017-18 Tactics, continued

- 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: Increase required

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

Status: → Ongoing

Status Report: HR staff partnered with multiple departments within the organization to hire qualified candidates. The collaboration included targeted recruitment and outreach, as well as selection of the most effective and efficient approaches to developing fair and competitive processes to identify the most qualified candidates. Feedback from hiring managers confirms HR is meeting the needs of the District for hiring and promotions.

- 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.

Status: ✓ Complete

Status Report: It is anticipated by the end of the current FY that HR will have updated job content, reviewed salary grade, published revised job descriptions and had incumbents acknowledge revisions for approximately 75 non-represented job descriptions.

Status of 2017-18 Tactics, continued

- 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.

Status: V Complete

Status Report: District Day was held on November 3, 2017. The purpose of District Day is for day personnel to learn more about the District, allow employees to ask questions and provide employees with a development opportunity. The event was well attended and feedback from participants about the content was positive.



## Status of 2017-18 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.

Status: → Ongoing

Status Report: HR developed and launched a Strategic Outreach Plan, rooted in best practices of workforce diversity recruitment strategies. The fuel of the Strategic Outreach Plan are two internal teams, Outreach and Mentor, which are comprised of uniformed personnel who participate in the various events, programs and partnerships that are a part of the Plan.

HR staff coordinated the Career Discovery Program, and coordinated resources for TVF&R participating in Metro Fire Camp for Girl and Women in Trades. HR also coordinated participation in Student-Athlete Employer Networking event at Oregon State University.

Career Day was successfully piloted with seventeen (17) attendees. HR will monitor the progress of attendees toward an EMS education program, volunteering or recruitment process with TVF&R.

In the Spring 2018, HR offered the voluntary “Inclusion, Unconscious Bias, and Diversity” training opportunity to the Battalion Chiefs and Captains to increase their knowledge and skills on these important topics.

## Additional 2017-18 Accomplishments

- Managed a full review and revision to the Civil Service Rules in collaboration with the Civil Service Commission and Local 1660.
- Prepared for and engaged in negotiations with Local 1660 for the July 1, 2018 – June 30, 2021 firefighters' collective bargaining agreement and the newly established bargaining unit for Fleet employees.
- Developed and delivered training to non-represented employees on total compensation and TVF&R compensation structures.
- Competency profile identified for Paramedics and Firefighter/Paramedics, in partnership with the Training Division.

## 2017-18 Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
HR FTE	7	7	8	8	8
Total number of employees	475	496	555	572	576
Union	371	387	444	460	462
Non-Union	104	109	111	112	114
Total number of volunteers	76	45	105	94	114
Number of employees hired	36	32	89	31	20
Volunteers on-boarded	33	0	79	13	40
Number of employee separations	10	7	13	7	8
Number of volunteer separations	14	31	19	24	20
Number of employee retirements	14	4	17	7	8
Number of Workers' Compensation Claims processed	58	57	63	90	70
Number of selection processes completed (total)	28	30	22	23	23
Civil Service	12	21	10	13	13
Non-Civil Service	16	9	12	10	10
Number of recognition events (promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized	154	140	89	139	125
Number of Employee of the Quarter nominations	21	9	7	8	12
Personnel Actions Processed	1,544	1,671	2,015	2,200	2,400
Turnover rate ( <i>not including retirements</i> )	2.1%	0.6%	2.5%	1.3%	2.0%
Turnover rate ( <i>including retirements</i> )	5.1%	2.3%	5.7%	2.5%	3.5%
Number of applications processed*	783*	486	412	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).

## 2018-19 Tactics

- Develop a records management framework for human resources-related records, including defining retention policy, clarifying access, and identifying records management practices for the HR Division.

Goal/Strategy: Goal 1  
 Timeframe: 24 months  
 Partner(s): Records business unit  
 Budget Impact: None  
 Measured By: Completion of a comprehensive plan for managing, retaining, and providing access to HR-related records, and all HR records aligned with that plan.

- Develop a plan for integrating organizational strategic planning, strategic workforce planning, and talent management actions. Address alternatives to the Lominger library of competencies, competency modeling aligned with strategic workforce planning, and budget realities.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): Fire Chief's Office  
 Budget Impact: None  
 Measured By: Plan completed by Summer 2019.

- Identify organizational education topics that add value for workforce skills development; facilitate access to expertise, tools, and training content for those topics. Examples: How to evaluate programs/initiatives, change management best practices, and tools for assessing and developing operational efficiencies (e.g., LEAN).

Goal/Strategy: Goal 2 – Strategy 2H  
 Timeframe: 12 months  
 Partner(s): All divisions  
 Budget Impact: Increase required  
 Measured By: Availability of effective training, and tools for selected topic areas.

- Develop the Outreach and Mentor teams to implement the workforce diversity recruitment elements outlined in the Strategic Outreach Plan.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): Integrated Operations, Public Education, Civil Service Commission  
 Budget Impact: Increase required  
 Measured By: Participation on the Outreach and Mentor Teams by trained, committed, internal uniformed personnel and in activities aligned with the Strategic Outreach Plan.

2018-19 Tactics, continued

- Evaluate candidate selection processes and tools to ensure that identified vacancies for all positions are filled with diverse, qualified candidates and in an efficient and cost-effective manner.

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): All divisions, Civil Service Commission  
Budget Impact: None  
Measured By: Applicant tracking software enhancements implemented to optimize efficiencies in and evaluation of internal processes. Audits of all outreach, recruitment and selection processes and tools conducted, and need improvements identified.



## Human Resources, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10304</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 575,940	\$ 625,882	\$ 687,770	\$ 661,761	\$ 661,761	661,761
5004	Vacation Taken Nonunion	27,888	35,615	46,575	51,470	51,470	51,470
5006	Sick Taken Nonunion	5,241	24,424	12,374	14,706	14,706	14,706
5008	Personal Leave Taken Nonunion	857	4,620	6,552	7,353	7,353	7,353
5010	Comp Taken Nonunion	598	1,449				
5015	Vacation Sold	4,847		17,149	17,676	17,676	17,676
5016	Vacation Sold at Retirement		179	6,552			
5017	PEHP Vac Sold at Retirement			36,000			
5021	Deferred Comp Match Nonunion	36,862	39,771	45,615	44,408	44,408	44,408
5120	Overtime Union	10,803	18,123	46,948	65,114	65,114	65,114
5121	Overtime Nonunion			750	750	750	750
5201	PERS Taxes	106,184	119,453	176,497	166,310	166,310	166,310
5203	FICA/MEDI	44,840	50,875	63,742	63,223	63,223	63,223
5206	Worker's Comp	9,331	8,412	11,189	11,103	11,103	11,103
5207	TriMet/Wilsonville Tax	4,473	5,130	6,654	6,567	6,567	6,567
5208	OR Worker's Benefit Fund Tax	220	231	240	240	240	240
5211	Medical Ins Nonunion	103,876	131,493	150,180	175,177	175,177	175,177
5221	Post Retire Ins Nonunion	7,200	6,825	7,200	7,200	7,200	7,200
5230	Dental Ins Nonunion	10,445	11,592	13,409	13,586	13,586	13,586
5240	Life/Disability Insurance	5,584	6,319	8,759	7,353	7,353	7,353
5250	Unemployment Insurance	23,219	11,384	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	11,880	11,880	15,120	15,444	15,444	15,444
5290	Employee Tuition Reimburse		444	2,800	2,800	2,800	2,800
5295	Vehicle/Cell Allowance	6,960	7,410	7,560	7,560	7,560	7,560
	<b>Total Personnel Services</b>	<b>997,247</b>	<b>1,121,511</b>	<b>1,387,635</b>	<b>1,357,801</b>	<b>1,357,801</b>	<b>1,357,801</b>
5300	Office Supplies	578	247	500	500	500	500
5301	Special Department Supplies	428	358	500	1,000	1,000	1,000
5302	Training Supplies	1,722	84	375	375	375	375
5330	Noncapital Furniture & Equip	5,014	3,998	1,250			
5400	Insurance Premium	349	323				
5410	General Legal	9,701	15,943	10,000	10,000	10,000	10,000
5411	Collective Bargaining	1,229	2,054	85,000	85,000	85,000	85,000
5413	Consultant Fees			17,000	17,000	17,000	17,000
5414	Other Professional Services	23,154	39,722	43,945	54,705	54,705	54,705
5415	Printing	38	908	800	300	300	300
5461	External Training	3,286	6,020	15,067	7,120	7,120	7,120
5462	Travel and Per Diem	3,404	3,658	7,622	5,150	5,150	5,150
5472	Employee Recog & Awards	9,535	16,738	25,330	24,910	24,910	24,910

## Human Resources, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5484	Postage UPS & Shipping	59	94	100	100	100	100
5500	Dues & Subscriptions	3,920	5,017	5,570	6,892	6,892	6,892
5570	Misc Business Exp	6,766	4,036	11,991	14,167	14,167	14,167
5571	Planning Retreat Expense			400	400	400	400
5572	Advertis/Public Notice	17,524	4,374	4,500	4,250	4,250	4,250
	<b>Total Materials and Services</b>	<b>86,705</b>	<b>103,573</b>	<b>229,950</b>	<b>231,869</b>	<b>231,869</b>	<b>231,869</b>
	<b>Total General Fund</b>	<b>\$1,083,952</b>	<b>\$1,225,084</b>	<b>\$1,617,585</b>	<b>\$1,589,670</b>	<b>\$1,589,670</b>	<b>\$1,589,670</b>

## Program Description

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 257,922	\$ 356,601	\$ 396,335	\$ 414,313
Materials and Services	37,329	27,656	87,875	53,778
<b>Total Expenditures</b>	<b>\$ 295,252</b>	<b>\$ 384,256</b>	<b>\$ 484,210</b>	<b>\$ 468,091</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Logistics Division Chief	1.00	1.00	1.00	1.00
Logistics Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## 2018-19 Significant Changes

Personnel Services reflect projected salary and benefit costs for the assigned personnel, including projected actual PERS rate. 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 emergency 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 2017-18 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.  
Status: → Ongoing  
Status Report: Concept and early design phases have been completed. New location identified, with existing structure on site. Awaiting location and site-specific design modifications for tenant improvements. Sale of the Aloha campus to Washington County is pending. Partial occupation of the Aloha office building by Washington County personnel initiated.

- 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.  
Status: → Ongoing  
Status Report: KPI were established and integrated into each department's performance documents. Continuous process in place for improvement

- 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.  
Status: √ Complete  
Status Report: Completed for all departments.

## Status of 2017-18 Tactics, continued

- 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.
  - Status: ✓ Complete
  - Status Report: Completed in March 2018.
  
- Educate Logistics Managers and staff on Just Culture (JC) 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.
  - Status: → Ongoing
  - Status Report: Formal training delayed; however, ongoing coaching and modeling of Just Culture concepts occurred with all Logistics managers.
  
- 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
  - Status: → Ongoing
  - Status Report: Station 64, 69, and 72 remodels completed, including set up and decommission of temporary sites.

## Additional 2017-18 Accomplishments

- Successful completion of Station 64, 69 and 72 remodels.
- Decommission of temporary stations, and sale of oldest temporary station.
- Successful transition of the eastern portion of the Aloha campus to accommodate occupation by Washington County departments.

## 2018-19 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 3B  
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. Decommission and transfer of Aloha buildings completed.

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

Goal/Strategy: Goal 2 – Strategy 2A, 2C, 2D, and 2E  
Timeframe: 24 months  
Partner(s): Fleet, Facilities, Supply, Information Technology, Communications, other divisions, executive management team  
Budget Impact: None  
Measured By: Development of and reporting to key performance indicators for each department.

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

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2  
Timeframe: 18 months  
Partner(s): Information Technology, Communications, Fleet, Facilities, Supply  
Budget Impact: Increase required  
Measured By: Education conducted, and JC principles integrated into system design and departments.

- Develop and implement enterprise communication tools for personnel (e.g., Microsoft Office 365 and other software solutions).

Goal/Strategy: Goal 1- Strategy 1A; Goal 2 – Strategy 2C and 2D  
Timeframe: 24 months  
Partner(s): Information Technology, District-wide  
Budget Impact: Increase required  
Measured By: Successful District-wide implementation and adoption of Microsoft Office 365 and other enterprise software solutions.

## Logistics Administration, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10170</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 16,958					
5002	Salaries & Wages Nonunion	114,921	\$ 196,987	\$ 212,312	\$ 213,421	\$ 213,421	\$ 213,421
5003	Vacation Taken Union	538					
5004	Vacation Taken Nonunion	18,975	13,098	13,117	16,599	16,599	16,599
5006	Sick Taken Nonunion	2,496	1,151	3,485	4,743	4,743	4,743
5008	Personal Leave Taken Nonunion	1,506	4,336	1,845	2,371	2,371	2,371
5010	Comp Taken Nonunion	333	499				
5015	Vacation Sold		4,118	6,200	17,391	17,391	17,391
5020	Deferred Comp Match Union	1,662					
5021	Deferred Comp Match Nonunion	8,188	17,414	18,529	19,501	19,501	19,501
5090	Temporary Services-Backfill	11,494	1,089				
5121	Overtime Nonunion	606	126	1,600	1,500	1,500	1,500
5201	PERS Taxes	27,294	44,727	59,163	64,030	64,030	64,030
5203	FICA/MEDI	11,019	14,112	18,374	19,635	19,635	19,635
5206	Worker's Comp	3,100	2,628	3,286	3,521	3,521	3,521
5207	TriMet/Wilsonville Tax	1,090	1,571	1,944	2,083	2,083	2,083
5208	OR Worker's Benefit Fund Tax	46	59	60	60	60	60
5210	Medical Ins Union	2,321					
5211	Medical Ins Nonunion	29,410	42,078	46,517	41,073	41,073	41,073
5220	Post Retire Ins Union	100					
5221	Post Retire Ins Nonunion	1,295	1,800	1,800	1,800	1,800	1,800
5230	Dental Ins Nonunion	2,980	3,729	4,120	3,164	3,164	3,164
5240	Life/Disability Insurance	1,044	1,772	2,933	2,371	2,371	2,371
5270	Uniform Allowance	206	125	450	450	450	450
5290	Employee Tuition Reimburse		4,581				
5295	Vehicle/Cell Allowance	340	600	600	600	600	600
	<b>Total Personnel Services</b>	<b>257,922</b>	<b>356,601</b>	<b>396,335</b>	<b>414,313</b>	<b>414,313</b>	<b>414,313</b>
5300	Office Supplies	38	78	225	325	325	325
5301	Special Department Supplies		60	200	400	400	400
5320	EMS Supplies		306	100	100	100	100
5321	Fire Fighting Supplies		15	100	100	100	100
5330	Noncapital Furniture & Equip	3,009	2,184				
5350	Apparatus Fuel/Lubricants	2,165	2,765	10,000	10,000	10,000	10,000
5361	M&R Bldg/Bldg Equip & Improv			7,500	7,500	7,500	7,500
5400	Insurance Premium		478	500	500	500	500
5414	Other Professional Services	29,123	16,034	60,000	25,000	25,000	25,000
5415	Printing	44	19	500	500	500	500
5461	External Training	2,235	2,244	4,420	4,820	4,820	4,820
5462	Travel and Per Diem		2,305	2,650	2,503	2,503	2,503

## Logistics Administration, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5500	Dues & Subscriptions	204	611	980	1,030	1,030	1,030
5570	Misc Business Exp	168	368	300	600	600	600
5571	Planning Retreat Expense	270		400	400	400	400
5572	Advertis/Public Notice	74	189				
	<b>Total Materials and Services</b>	<b>37,329</b>	<b>27,656</b>	<b>87,875</b>	<b>53,778</b>	<b>53,778</b>	<b>53,778</b>
	<b>Total General Fund</b>	<b>\$ 295,252</b>	<b>\$ 384,256</b>	<b>\$ 484,210</b>	<b>\$ 468,091</b>	<b>\$ 468,091</b>	<b>\$ 468,091</b>

## Program Description

The Fleet Maintenance section of the Logistics Department provides a full range of services for emergency apparatus, light trucks, automobiles, communications equipment, and self-contained breathing apparatus (SCBA). This department is responsible for delivering preventive and corrective maintenance services, mobile field repair, apparatus specifications, standardized vehicle setup, and computerized maintenance management to Tualatin Valley Fire and Rescue's vehicles. 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,418,690	\$ 1,467,461	\$ 1,673,051	\$ 1,646,541
Materials and Services	812,507	975,254	1,250,438	1,186,873
<b>Total Expenditures</b>	<b>\$ 2,231,197</b>	<b>\$ 2,442,715</b>	<b>\$ 2,923,489</b>	<b>\$ 2,833,414</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fleet Maint. & Comms Manager <sup>(1)</sup>	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	1.00	1.00	1.00
Fleet Technician	8.00	8.00	8.00	8.00
Fleet Parts & Small Engine Tech	1.00	1.00	1.00	1.00
Fleet Utility Worker	1.00	1.00	1.00	1.00
Fleet Maintenance Assistant <sup>(2)</sup>	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

<sup>(1)</sup> Previously Fleet Services Manager

<sup>(2)</sup> Previously Fleet Operations Assistant

## 2018-19 Significant Changes

Personnel costs reflect the actual personnel in the department including estimated salaries and benefits. The technicians are represented by Local 1660 but are currently budgeted at non-union wages and benefits as the contract had not been negotiated at time of budget development. Overtime was reduced based on actual experience and provides for emergency call-outs. The decrease in Materials and Services relates primarily to the non-repeated prior year purchase of \$85,000 in SCBA cylinders and masks in account 5365.

### Status of 2017-18 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.  
Status: → Ongoing  
Status Report: 

- Fleet Technicians participated in the annual Maintain Don’t Gain program.
- HR and OHW combined efforts with Fleet during the job description physical requirements evaluation to heighten awareness of the Fleet Technicians work environment and develop ergonomic methods, better personal protective equipment options, and lifting aides for staff safety and wellness.
- OSHA safety training for staff members is scheduled to start in February 2018.

- 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.  
Status: → Ongoing  
Status Report: 

- 42% at 0-30 days - completed at benchmark.
- 26% at 31-60 days over benchmark.
- 13% at 61-90 days over benchmark.
- 17% over 91 days over benchmark.

## Status of 2017-18 Tactics, continued

- 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 \$3.65/hour
- Aerial Pumpers \$8.01/hour
- Trucks \$4.00/hour
- Medics \$0.91/hour
- Code 3 Staff \$0.26/hour
- Staff \$0.21/hour

- 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: 85% of resource hours recorded as chargeable time to Fleet functions; 15% of resource hours recorded as non-chargeable overhead.

### Status of 2017-18 Tactics, continued

- 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: Engaged with CCFD and PFD Fleet Services to bring vendor and manufacturer training in-house to relieve escalating costs and provide opportunities to structure the training toward specific needs. Collaborated on specifications development to help streamline vehicle acquisition and build timelines.

- 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.  
Status: → Ongoing  
Status Report: Fleet is actively disposing of miscellaneous surplus and obsolete equipment, parts and supplies, to prepare for the move. Work is in progress by the Fleet and Facilities administrative staff, and FCO staff, on records retention and proper disposal of records no longer required to retain.

### Additional 2017-18 Accomplishments

- Acquired and put into service TDA #3.
- Purchased and prepared five DFM pickups for service.
- Purchase and prepared two Duty Chief pickups for service.
- Prepared two existing NFD vehicles to District standard Duty Chief's pickups.

## Activities Summary

Service Measures	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
<b>TVF&amp;R Fleet</b>					
Response Vehicles Maintained	124	126	149	155 <sup>2</sup>	159
Non-Response Vehicles Maintained	60	50	51	72	81
<b>Total Vehicles Maintained</b>	<b>184</b>	<b>176</b>	<b>200</b>	<b>227</b>	<b>240</b>
<b>Maintenance Costs</b>	<b>\$1,656,388</b>	<b>\$1,795,439</b>	<b>\$1,903,144</b>	<b>\$2,425,690</b>	<b>\$2,668,259</b>
<b>Outside Agency Fleets</b>					
Response Vehicles Maintained	118	81 <sup>1</sup>	81 <sup>3</sup>	0	0
Maintenance Costs	\$869,941	\$318,804 <sup>1</sup>	\$644,233 <sup>3</sup>	\$0	\$0

<sup>1</sup>Reflects the addition of Newberg and District 2.

<sup>2</sup>Reflects annexation of Washington County District 2 Fire.

<sup>3</sup> Reflects completion of Lake Oswego Fire and Hillsboro Fire Fleet Services.



## 2018-19 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 1C and 1D  
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 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 2A  
Timeframe: 12 months  
Partner(s): None  
Budget Impact: None  
Measured By: Internal metrics measured by existing processes and systems.

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

Goal/Strategy: Goal 2 – Strategy 2A  
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.

## 2018-19 Tactics, continued

- Increase regular communication with neighboring agencies' Fleet Operations departments to discuss emerging best practices, networking, and relationship building.

Goal/Strategy: Goal 3 - Strategy 3A  
 Timeframe: 12 months  
 Partner(s): Clackamas Fire District #1, Portland Fire and Rescue  
 Budget Impact: None  
 Measured By: Engagement by Managers and Supervisors between fleet departments to share information regarding best practices, lessons learned, and parts cost control/discounts through broader procurement practices.

- Move Fleet Maintenance personnel and operations to the new Logistics facility.

Goal/Strategy: Goal 3 – Strategy 3B  
 Timeframe: 18 months  
 Partner(s): Supply, Fleet, Capital Projects, Integrated Operations, Information Technology  
 Budget Impact: Increase required  
 Measured By: Personnel, apparatus, equipment, and supplies moved to new Logistics facility; all Fleet Maintenance functions operational.

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

Goal/Strategy: Goal 2 – Strategy 2A  
 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.



## Fleet Maintenance, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10571</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 777,617	\$ 789,005	\$ 885,675	\$ 885,732	\$ 885,732	\$ 885,732
5004	Vacation Taken Nonunion	63,970	54,783	62,093	68,890	68,890	68,890
5006	Sick Taken Nonunion	34,879	26,261	16,497	19,683	19,683	19,683
5008	Personal Leave Taken Nonunion	7,303	10,753	8,736	9,841	9,841	9,841
5010	Comp Taken Nonunion	6,192	14,899				
5015	Vacation Sold	4,097		13,992	8,033	8,033	8,033
5016	Vacation Sold at Retirement		1,294				
5019	Comp Time Sold Nonunion	119	2,206				
5021	Deferred Comp Match Nonunion	31,927	36,481	48,512	49,063	49,063	49,063
5121	Overtime Nonunion	17,705	36,028	25,000	12,500	12,500	12,500
5201	PERS Taxes	122,471	130,765	185,750	184,231	184,231	184,231
5203	FICA/MEDI	67,601	69,246	77,516	76,956	76,956	76,956
5206	Worker's Comp	15,103	10,770	13,536	13,450	13,450	13,450
5207	TriMet/Wilsonville Tax	6,444	6,691	8,010	7,957	7,957	7,957
5208	OR Worker's Benefit Fund Tax	373	375	390	390	390	390
5211	Medical Ins Nonunion	217,573	233,146	265,322	260,790	260,790	260,790
5221	Post Retire Ins Nonunion	10,800	11,550	11,700	11,700	11,700	11,700
5230	Dental Ins Nonunion	21,808	20,751	23,755	20,812	20,812	20,812
5240	Life/Disability Insurance	8,633	8,630	14,407	9,813	9,813	9,813
5270	Uniform Allowance	3,477	3,225	5,500	5,500	5,500	5,500
5290	Employee Tuition Reimburse			5,460			
5295	Vehicle/Cell Allowance	600	600	1,200	1,200	1,200	1,200
	<b>Total Personnel Services</b>	<b>1,418,690</b>	<b>1,467,461</b>	<b>1,673,051</b>	<b>1,646,541</b>	<b>1,646,541</b>	<b>1,646,541</b>
5300	Office Supplies	1,107	1,687	1,750	1,850	1,850	1,850
5301	Special Department Supplies	17,158	21,875	23,000	26,000	26,000	26,000
5302	Training Supplies			500	500	500	500
5320	EMS Supplies	199	280	1,360	255	255	255
5321	Fire Fighting Supplies	1,431	769		1,000	1,000	1,000
5330	Noncapital Furniture & Equip	6,633	2,377	3,650	4,350	4,350	4,350
5350	Apparatus Fuel/Lubricants	13,997	19,404	20,000	20,000	20,000	20,000
5361	M&R Bldg/Bldg Equip & Improv	13,023	10,213	11,280	11,700	11,700	11,700
5363	Vehicle Maintenance	630,166	818,888	957,590	969,340	969,340	969,340
5365	M&R Firefight Equip	72,095	45,461	164,983	77,119	77,119	77,119
5367	M&R Office Equip	3,211	2,833	4,500	4,500	4,500	4,500
5414	Other Professional Services		66				
5415	Printing	76	19	100	100	100	100
5416	Custodial & Bldg Services	6,718	6,696	8,880	8,880	8,880	8,880
5432	Natural Gas	6,815	8,926	7,500	9,000	9,000	9,000
5433	Electricity	16,053	16,890	18,700	19,300	19,300	19,300
5434	Water/Sewer	3,082	3,505	3,400	4,100	4,100	4,100

Fleet Maintenance, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5436	Garbage	1,800	2,552	3,500	3,500	3,500	3,500
5461	External Training	3,045	2,500	6,230	11,680	11,680	11,680
5462	Travel and Per Diem	8	1,954	2,305	2,489	2,489	2,489
5484	Postage UPS & Shipping		86				
5500	Dues & Subscriptions	300	450	510	510	510	510
5502	Certifications & Licensing	531	809	700	700	700	700
5570	Misc Business Exp	185	141	300	300	300	300
5572	Advertis/Public Notice			200	200	200	200
5573	Inventory Over/Short/Obsolete	8,406	(199)	2,500	2,500	2,500	2,500
5575	Laundry/Repair Expense	6,469	7,071	7,000	7,000	7,000	7,000
<b>Total Materials and Services</b>		<b>812,507</b>	<b>975,254</b>	<b>1,250,438</b>	<b>1,186,873</b>	<b>1,186,873</b>	<b>1,186,873</b>
<b>Total General Fund</b>		<b>\$2,231,197</b>	<b>\$2,442,715</b>	<b>\$ 2,923,489</b>	<b>\$2,833,414</b>	<b>\$2,833,414</b>	<b>\$2,833,414</b>



## Program Description

Facilities Maintenance's primary responsibility is to protect the public's investment in emergency services facilities and ensure effective and uninterrupted emergency response by maintaining the District's facilities and equipment through inspection and preventive maintenance. Facilities Maintenance manages the District's environmental compliance efforts, including improving overall energy efficiency within the facilities and equipment. Staff also supervises the design and construction of new facilities and seismic upgrades and renovation/remodel projects of existing District facilities.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 973,441	\$ 942,283	\$ 1,131,457	\$ 1,180,927
Materials and Services	134,625	109,059	168,478	177,185
<b>Total Expenditures</b>	<b>\$ 1,108,066</b>	<b>\$ 1,051,342</b>	<b>\$ 1,299,935</b>	<b>\$ 1,358,112</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Facilities Maintenance Manager <sup>(1)</sup>	1.00	1.00	1.00	1.00
Facilities Maintenance Tech. LME	3.00	3.00	4.00	3.00
Facilities Maintenance Technician	2.00	2.00	2.00	3.00
Facilities Utility Worker	1.00	1.00	1.00	1.00
Facilities Maintenance Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>

<sup>(1)</sup> Previously Facilities Operations Manager

## 2018-19 Significant Changes

Personnel Services in 2018-19 reflects the current employees' expected wage and benefits.

The increase in Materials and Services is largely due to the increase in account 5361 including \$20,000 for funding of a spare Tap-Out system, \$8,000 for UPS Battery replacement in five fire stations, \$15,000 for security projects, and a service agreement for \$7,500 to support the networked HVAC computer system, \$4,200 of moving related expenses, and the account covers facility and vacant future station level basic maintenance.

### Status of 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.  
Status: → Ongoing  
Status Report: [Worked with Energy Trust of Oregon to explore options available to 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.  
Status: ✓ Complete  
Status Report: [All upgrades were completed on time and within budgeted funds with the help of Energy Trust of Oregon.](#)

- 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.  
Status: ✓ Complete  
Status Report: [Began using Target Solutions for required health and wellness safety training as of February 2018.](#)

## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: Planning phase initiated for the move to a new location. Continuing to prepare the current site to vacate and finalize plans for the new facility.

## Additional 2017-18 Accomplishments

- Completed the Station 72 remodel and move in.
- Installed Sonitrol and rekeyed Station 17 and Station 19.
- Installed new roof at Stations 60 and 35.

## Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
Square footage maintained for facilities	362,874 <sup>1</sup>	361,736 <sup>2</sup>	408,486 <sup>3</sup>	418,700 <sup>4</sup>	428,300 <sup>5</sup>
District costs per square foot	\$4.22	\$4.17	\$5.41	\$5.84	\$5.20
Efficiency rating on completed work orders	88%	80%	83%	85%	87%
Average days to start corrective maintenance	2	4	5	6	7
Average days to complete corrective maintenance	4	6	4	5	6
Average percentage of labor charged to administrative functions	13%	14%	14%	14%	14%
Average travel hours per month by Technicians	23	28	32	34	34
Percentage of total available resource hours required to support capital bond projects	8%	8%	6%	6%	6%

<sup>1</sup> Includes the addition of new Station 68 and the sale of old Station 65.

<sup>2</sup> Includes the addition of Station 70 and removal of old Station 68.

<sup>3</sup> Includes the addition of Washington County District 2 (21,750 sqft) and Newberg Stations (25,000 sqft).

<sup>4</sup> Includes the addition of Station 55 (10,214 sqft)

<sup>5</sup> Includes the addition of Station 39 (9,600 sqft)

### 2018-19 Tactics

- Reduce energy cost and consumption for District facilities.

Goal/Strategy: Goal 2; Goal 3  
Timeframe: 24 months  
Partner(s): All Divisions, Energy Trust of Oregon  
Budget Impact: None  
Measured By: Performance indicators to measure energy cost and consumption in place and being tracked. Reduction in energy consumption throughout the District.

- Move Facilities Maintenance personnel and operations to the new Logistics location.

Goal/Strategy: Goal 3  
Timeframe: 24 months  
Partner(s): Supply, Fleet, Capital Projects, Integrated Operations, Information Technology  
Budget Impact: Increase required  
Measured By: Personnel, equipment and supplies moved to the new facility; all Facilities Maintenance functions operational.

- Coordinate and support projects associated with District expansion.

Goal/Strategy: Goal 2; Goal 3  
Timeframe: 12 months  
Partner(s): All Divisions, WCCCA  
Budget Impact: Increase required  
Measured By: Completion of: Station 54, 55 and 39 move in; Station 61 remodel, Newberg facilities updates, and station tap out installations.



## Facilities Maintenance, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10582</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 19,069					
5002	Salaries & Wages Nonunion	507,385	\$ 490,361	\$ 610,829	\$ 624,602	\$ 624,602	\$ 624,602
5003	Vacation Taken Union	3,852					
5004	Vacation Taken Nonunion	46,920	45,669	42,964	48,580	48,580	48,580
5005	Sick Leave Taken Union	1,121					
5006	Sick Taken Nonunion	15,557	27,050	11,414	13,880	13,880	13,880
5008	Personal Leave Taken Nonunion	7,984	5,168	6,045	6,940	6,940	6,940
5010	Comp Taken Nonunion	4,512	3,701				
5015	Vacation Sold	3,097		16,136	16,683	16,683	16,683
5017	PEHP Vac Sold at Retirement	7,379	17,704				
5019	Comp Time Sold Nonunion		7				
5020	Deferred Comp Match Union	1,722					
5021	Deferred Comp Match Nonunion	28,545	24,541	33,566	34,700	34,700	34,700
5121	Overtime Nonunion	2,303	16,052	3,000	10,000	10,000	10,000
5201	PERS Taxes	107,635	93,786	137,432	139,423	139,423	139,423
5203	FICA/MEDI	44,875	43,269	52,819	55,186	55,186	55,186
5206	Worker's Comp	8,064	6,751	9,230	9,637	9,637	9,637
5207	TriMet/Wilsonville Tax	4,277	4,180	5,462	5,703	5,703	5,703
5208	OR Worker's Benefit Fund Tax	244	223	270	270	270	270
5210	Medical Ins Union	8,760					
5211	Medical Ins Nonunion	122,081	137,705	165,974	180,629	180,629	180,629
5220	Post Retire Ins Union	260					
5221	Post Retire Ins Nonunion	8,025	5,775	8,100	8,100	8,100	8,100
5230	Dental Ins Nonunion	13,209	12,249	15,009	15,854	15,854	15,854
5240	Life/Disability Insurance	5,336	5,560	10,007	6,940	6,940	6,940
5270	Uniform Allowance	1,232	2,280	3,200	3,200	3,200	3,200
5295	Vehicle/Cell Allowance		250		600	600	600
	<b>Total Personnel Services</b>	<b>973,441</b>	<b>942,283</b>	<b>1,131,457</b>	<b>1,180,927</b>	<b>1,180,927</b>	<b>1,180,927</b>
5300	Office Supplies	923	727	1,600	1,500	1,500	1,500
5301	Special Department Supplies	9,742	19,700	18,000	20,000	20,000	20,000
5305	Fire Extinguisher	2,050	11,351	9,000	10,000	10,000	10,000
5320	EMS Supplies	18	100	100	100	100	100
5321	Fire Fighting Supplies	101	55	250	250	250	250
5330	Noncapital Furniture & Equip	6,530	472	15,000			
5350	Apparatus Fuel/Lubricants	11,625	17,352	19,000	20,000	20,000	20,000
5361	M&R Bldg/Bldg Equip & Improv	40,714	31,472	56,980	76,130	76,130	76,130
5367	M&R Office Equip	4,928	200	5,292	5,292	5,292	5,292

## Facilities Maintenance, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	31,000					
5415	Printing	269	38	2,000	2,000	2,000	2,000
5416	Custodial & Bldg Services			1,260	1,440	1,440	1,440
5432	Natural Gas	5,543	6,476	4,944	5,400	5,400	5,400
5433	Electricity	6,176	5,929	8,904	9,600	9,600	9,600
5434	Water/Sewer	6,726	5,732	6,180	6,240	6,240	6,240
5436	Garbage	515		1,500	1,500	1,500	1,500
5450	Rental of Equip	5,173	4,421	5,000	5,000	5,000	5,000
5461	External Training	985	1,594	4,255	3,510	3,510	3,510
5462	Travel and Per Diem	372	2,028	6,943	6,943	6,943	6,943
5484	Postage UPS & Shipping	70		100			
5500	Dues & Subscriptions	644	644	1,170	1,180	1,180	1,180
5502	Certifications & Licensing	40	275	300	400	400	400
5570	Misc Business Exp	482	495	500	500	500	500
5571	Planning Retreat Expense			200	200	200	200
<b>Total Materials and Services</b>		<b>134,625</b>	<b>109,059</b>	<b>168,478</b>	<b>177,185</b>	<b>177,185</b>	<b>177,185</b>
<b>Total General Fund</b>		<b>\$1,108,066</b>	<b>\$1,051,342</b>	<b>\$1,299,935</b>	<b>\$1,358,112</b>	<b>\$1,358,112</b>	<b>\$1,358,112</b>

## Program Description

The Information Technology (IT) Department is responsible for supporting the District's computing infrastructure, including the Local Area Network, Wide Area Network, and Wireless Local Area Network. IT manages the District's servers and file systems, network infrastructure equipment, VoIP switches and phones, Internet access, databases, and email resources. IT supports over all 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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 871,503	\$ 901,135	\$ 988,738	\$ 1,070,770
Materials and Services	1,385,627	1,165,730	1,567,656	1,451,281
<b>Total Expenditures</b>	<b>\$ 2,257,130</b>	<b>\$ 2,066,865</b>	<b>\$ 2,556,394</b>	<b>\$ 2,522,051</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
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	1.00	1.00	1.00	1.00
Systems Administrator	2.00	2.00	2.00	2.00
Service Desk Specialist	2.00	2.00	2.00	2.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## 2018-19 Significant Changes

Personnel Services reflects the expected wages and selected benefits of existing employees.

Materials and Services declined. Account 5340 was decreased to \$999,021 and includes \$67,200 for Halogen software continued phase-in for Human Resources management, and ongoing annual software maintenance fees for fire reporting (\$100,000), E-GIS (\$60,000), Office 365 annual subscription (\$147,840) and financial systems (\$154,500), among other items necessary for operating all systems of the District. The professional services account 5414 was decreased reflecting non-repeated items budgeted in the prior year 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. Account 5368 was increased reflecting \$48,000 for an iPad refresh and \$25,000 to increase PCs and laptops at stations in addition to scheduled replacement of infrastructure items.

### Status of 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.  
Status: → Ongoing  
Status Report: Windows 10 migration and initial Office 365 migration completed. Ongoing training still needs to occur to leverage tools available to Office 365 users.

- 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.  
Status: → Ongoing  
Status Report: Risk Assessment completed. Action Plan to remediate findings will be completed in fiscal year 2018-19.

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

Goal/Strategy: Goal 1 – Strategy 1.4  
Timeframe: 12 months  
Partner(s): All District personnel  
Budget Impact: None  
Measured By: Internal metrics measured by existing processes and systems.  
Status: → Ongoing  
Status Report: Critical applications were up for 99.85% of time. This is a slight decrease in performance, however are within the industry standard for IT metrics. IT continues to look for ways to increase the stability and performance of the system.

## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: Stations completed in February 2018. Switches for operating centers will be replaced in fiscal year 2018-19.
- 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.  
 Status: ✓ Complete  
 Status Report: Deployment occurred in March 2018.
- 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.  
 Status: → Ongoing  
 Status Report: Scheduled for spring 2018 deployment through Target Solutions.
- 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.  
 Status: → Ongoing  
 Status Report: Completed physical job requirements for each position in IT. Training to be completed on Spring 2018.

### Additional 2017-18 Accomplishments

- Updated network for stations 64, 69, and 72; reworked NOC campus; and designed OHW site.
- Reworked the wireless network to improve connectivity and throughput.
- Reworked the fax system within the organization.
- Upgraded all servers in the systems (except one) to Windows Server 2016, and instituted weekly patch routines to increase security of system.

### Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
<u>Service Desk work orders</u>	554	373	425	326	450
Business hours	514	324	375	266	400
Non-business hours	40	49	50	60	50
<u>First Call Resolutions</u>	3800	3800	4200	*4	*5
<u>After-hours emergency alerts</u>	80	85	95	100	85
<u>Systems uptime target <sup>1</sup></u>	99.98%	99.98%	99.98%	99.98%	99.98%
Network services	99.99%	99.99%	100%	100%	100%
File and desktop services	100%	99.95%	99.95%	99.98%	99.99%
Critical applications <sup>2</sup>	99.96%	99.95%	99.93%	99.99%	99.85%
<u>Technology Inventory (total)</u>	764	850	947	830	860
Desktops in service <sup>3</sup>	243	253	278	158	164
Virtual desktops in service	150	190	230	223	225
Laptops in service	76	80	85	107	110
Tablets in service	17	18	18	21	22
iPads in service	70	100	120	119	130
Servers in production	62	70	73	75	82
Network switches	81	83	83	81	81
Printers in service	65	56	60	46	46
<u>Total shared data size (TB)</u>	35.0	45.0	46.0	47.0	48.0
Offsite data protection (TB)	30.0	32.0	30.0	28.0	38.0
Total database size (TB)	1.6	1.7	1.9	1.9	3.0

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

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

<sup>3</sup> Includes traditional desktops and zero client deployments. Decrease in 2017-18 is a result of increased shared resources.

<sup>4</sup> To be replaced with Bomgar metric in FY18. Bomgar not implemented – No Data Available

<sup>5</sup> To be tracked with new application: ServiceDesk Plus

## 2018-19 Tactics

- Optimize productivity, workflows, and electronic communications across the District through the deployment of Microsoft Office 365.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2 – Strategy 2  
 Timeframe: 24 Months  
 Partner(s): District-wide  
 Budget Impact: Increase Required  
 Measured By: District-wide adoption of MS Office 365, SharePoint, and productivity tools.

- Implement the recommended remediation steps outlined in the HIPAA risk assessment of the District's electronic information system.

Goal/Strategy: Goal 1 – Strategy 1B  
 Timeframe: 12 months  
 Partner(s): District-wide  
 Budget Impact: None  
 Measured By: Action taken to implement the remediation steps..

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

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

- Replace network switches in the Operating Centers to more current, efficient hardware.

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

- Provide infrastructure and support for 2iS development.

Goal/Strategy: Goal 2 – Strategy 2A  
 Timeframe: 12 months  
 Partner(s): District-wide  
 Budget Impact: Increase required  
 Measured By: Successful provision of infrastructure and resources for 2iS developers.

### 2018-19 Tactics, continued

- Implement new IT ticketing system to increase tracking and responding metrics for daily work requests, problems and incidents. System includes implementation of IT Information Library (ITIL) principles.

Goal/Strategy: Goal 2 – Strategy 2A  
Timeframe: 24 months  
Partner(s): Logistics, Business Operations, Operations  
Budget Impact: Increase required  
Measured By: Successful deployment of Service Desk Plus, beginning ITIL Library development, and accurate KPI metrics reported for the year.

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

Goal/Strategy: Goal 1 – 1B  
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.



Information Technology, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10215</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 527,347	\$ 533,847	\$ 576,729	\$ 619,481	\$ 619,481	\$ 619,481
5004	Vacation Taken Nonunion	36,294	49,945	39,257	48,182	48,182	48,182
5006	Sick Taken Nonunion	16,895	16,913	10,500	13,766	13,766	13,766
5008	Personal Leave Taken Nonunion	6,786	6,657	5,563	6,883	6,883	6,883
5010	Comp Taken Nonunion	748	973				
5015	Vacation Sold	5,016		15,134	16,465	16,465	16,465
5021	Deferred Comp Match Nonunion	26,979	30,235	32,081	34,247	34,247	34,247
5120	Overtime Union	26					
5121	Overtime Nonunion	4,876	1,709	2,500			
5201	PERS Taxes	84,580	89,473	120,220	129,864	129,864	129,864
5203	FICA/MEDI	44,362	45,272	50,047	54,148	54,148	54,148
5206	Worker's Comp	8,328	6,948	8,733	9,460	9,460	9,460
5207	TriMet/Wilsonville Tax	4,228	4,374	5,167	5,598	5,598	5,598
5208	OR Worker's Benefit Fund Tax	207	202	210	210	210	210
5211	Medical Ins Nonunion	80,892	91,356	96,199	107,879	107,879	107,879
5221	Post Retire Ins Nonunion	7,350	6,300	6,300	6,300	6,300	6,300
5230	Dental Ins Nonunion	8,016	8,146	8,829	8,338	8,338	8,338
5240	Life/Disability Insurance	5,574	5,786	8,169	6,849	6,849	6,849
5270	Uniform Allowance			100	100	100	100
5295	Vehicle/Cell Allowance	3,000	3,000	3,000	3,000	3,000	3,000
	<b>Total Personnel Services</b>	<b>871,503</b>	<b>901,135</b>	<b>988,738</b>	<b>1,070,770</b>	<b>1,070,770</b>	<b>1,070,770</b>
5300	Office Supplies		13	100	100	100	100
5301	Special Department Supplies	8,000	4,334	3,500	3,500	3,500	3,500
5302	Training Supplies			500	1,500	1,500	1,500
5330	Noncapital Furniture & Equip	153,201	117,162	19,824	7,700	7,700	7,700
5340	Software Licenses/Upgrade/Host	794,650	786,665	1,065,272	999,021	999,021	999,021
5367	M&R Office Equip		185				
5368	M&R Computer & Network Hdwe	241,822	99,109	179,589	265,130	265,130	265,130
5414	Other Professional Services	16,648	(210)	129,000			
5415	Printing	19					
5437	Cable Access	165,254	156,207	163,216	170,430	170,430	170,430
5461	External Training	4,790		3,800	1,000	1,000	1,000
5462	Travel and Per Diem	1,059	2,173	2,055	2,100	2,100	2,100
5570	Misc Business Exp		93	200	200	200	200
5571	Planning Retreat Expense	182		600	600	600	600
	<b>Total Materials and Services</b>	<b>1,385,627</b>	<b>1,165,730</b>	<b>1,567,656</b>	<b>1,451,281</b>	<b>1,451,281</b>	<b>1,451,281</b>
	<b>Total General Fund</b>	<b>\$2,257,130</b>	<b>\$2,066,865</b>	<b>\$2,556,394</b>	<b>\$2,522,051</b>	<b>\$2,522,051</b>	<b>\$2,522,051</b>



## Program Description

The Communications Department ensures District-wide integration and coordination of all communication and technology applications. The department is responsible for support of the multitude of District-wide communications systems, including District-wide and site-specific landline phone systems; all emergency response portable, mobile, and base station radios; cell phones and PDAs; pagers; and all mobile data computers (MDCs) in response apparatus and their requisite software and wireless communications systems. The Department budget also includes leased cellular tower contract revenue.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 444,021	\$ 446,133	\$ 512,437	\$ 534,637
Materials and Services	2,277,247	2,442,715	2,706,687	2,742,949
<b>Total Expenditures</b>	<b>\$ 2,721,268</b>	<b>\$ 2,888,848</b>	<b>\$ 3,219,124</b>	<b>\$ 3,277,586</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## 2018-19 Significant Changes

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

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 fireground communications equipment, including purchases for new vehicles and is decreased based upon expectations for portable battery replacements and fireground earpieces and microphones. Dispatch fees reflect the charges from WCCCA (\$2,257,118 for the District) 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 2017-18 Tactics

- 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.

Status: → Ongoing  
Status Report: DVRS system installed in one Duty Chief vehicle for future testing. Awaiting FCC license for the 700 MHZ frequencies. Anticipated testing with law enforcement in February 2018.

- 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:

- Participated in countywide communications exercise (Channel Surfing).
- Planning of 2018 communications exercise with Washington County initiated.
- Communications Technician has completed the COML training.
- Communications continue to support and provide training during FOC orientation.

## Status of 2017-18 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% uptime.  
 Status: → Ongoing  
 Status Report: Quarterly reports showing + 99% connectivity.

- 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.  
 Status: → Ongoing  
 Status Report: CAD Mobile Client, testing and work with WCCCA in process to ensure successful CAD implementation, anticipated in March 2018. Continued partnership with WCCCA on regional radio upgrade.

- 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.  
 Status: → Ongoing  
 Status Report: Communications staff is continuing to monitor FirstNet implementation by AT&T. All new/future OMGs purchased are/will be FirstNet capable.

### Status of 2017-18 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: 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.  
Status: → Ongoing  
Status Report: 

- HR and OHW combined efforts with Communications during the job description physical requirements evaluation to heighten awareness of Technician's work environment and develop ergonomic methods, better personal protective equipment options, and lifting aides for staff safety and wellness.
- OSHA safety training for staff members scheduled to start in February 2018.

### Additional 2017-18 Accomplishments

- Install communications package and code 3 lighting into four BC units (two new and two existing NFD assets).
- Communications install in Sta. 64, 69, and 72.
- Install communications package into TDA #3.
- Install communications package and code 3 lighting into five new Fire Prevention vehicles.
- Installed MDC systems into D2 engines E17 and E19.



## Activities Summary

Technical Services Provided	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
Mobile, portable, base station, patch kits	685	730	838	820	820
Mobile data computers, VRM, OMGs, and cellular connectivity devices	195	158 <sup>3</sup>	160	162	172
Cell phones	85	12	12	12	12
Smartphones	79/33 <sup>1</sup>	98/35 <sup>1</sup>	127 <sup>2</sup> /35 <sup>1</sup>	131 <sup>2</sup> /35 <sup>1</sup>	135/35 <sup>1</sup>
Pagers	150	150	110 <sup>2</sup>	100	100
Satellite phones	10	10	10	10	10
Work orders completed	325	321	376	400	400
Preventative maintenance inspections	650	730	100	800	100 <sup>4</sup>
Standalone GPS units	22	32	32	32	32
Installations – apparatus and vehicles	14	15	16	10	12

<sup>1</sup> Represents stipend phones connected

<sup>2</sup> Represents addition of NFD and D2

<sup>3</sup> Represents the removal of VRM's (outdated technology)

<sup>4</sup> Represents new radios from grant deployed reducing PM's required

## 2018-19 Tactics

- 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 and the planned radio system replacement. Manage policies and procedures to ensure proper operation and use of the District's communications resources.

Goal/Strategy: Goal 2 – Strategy 2C; Goal 3 – Strategy 3A

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. New radio equipment for District use scoped, procured, and installed in conjunction with the radio system replacement.

- Position TVF&R to take advantage of the emerging FirstNet national public safety wireless broadband network initiative.

Goal/Strategy: Goal 2 – Strategy 2A; Goal 3 – Strategy 3A

Timeframe: 24 months

Partner(s): Fire Chiefs Office

Budget Impact: None

Measured By: Staff attendance at meetings and seminars to monitor progress and implementation of the network. Staff reports delivered to inform internal partners of project benchmarks and roadmap.

### 2018-19 Tactics, continued

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

Goal/Strategy: Goal 2 – Strategy 2A and 2C  
Timeframe: 12 months  
Partner(s): District-wide; PSAPs  
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 2A and 2C  
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.

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

Goal/Strategy: Goal 2 – Strategy 2B; Goal 3 – Strategy 3A  
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, and related policies and procedures, with stakeholders.

## 2018-19 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 1C and 1D  
 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.

- Move Communications personnel and operations to the new Logistics site.

Goal/Strategy: Goal 3 – Strategy 3B  
 Timeframe: 18 months  
 Partner(s): Logistics Departments, Capital Projects  
 Budget Impact: Increase required  
 Measured By: Personnel, equipment, and supplies moved to new Logistics facility; all Communications functions operational.

# Communications, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10175</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 259,614	\$ 248,734	\$ 291,418	\$ 293,780	\$ 293,780	\$ 293,780
5004	Vacation Taken Nonunion	16,889	26,072	20,498	22,850	22,850	22,850
5006	Sick Taken Nonunion	11,367	14,472	5,447	6,528	6,528	6,528
5008	Personal Leave Taken Nonunion	4,175	4,570	2,884	3,264	3,264	3,264
5010	Comp Taken Nonunion	212	1,655				
5015	Vacation Sold	1,662	2,467	7,699	7,847	7,847	7,847
5019	Comp Time Sold Nonunion		1,234				
5021	Deferred Comp Match Nonunion	10,398	10,353	16,013	16,321	16,321	16,321
5121	Overtime Nonunion		332	2,000	2,000	2,000	2,000
5201	PERS Taxes	38,490	39,275	55,226	56,368	56,368	56,368
5203	FICA/MEDI	21,848	22,282	25,381	25,819	25,819	25,819
5206	Worker's Comp	4,246	3,815	4,435	4,511	4,511	4,511
5207	TriMet/Wilsonville Tax	2,082	2,152	2,624	2,669	2,669	2,669
5208	OR Worker's Benefit Fund Tax	117	108	120	120	120	120
5211	Medical Ins Nonunion	58,994	56,062	62,311	77,694	77,694	77,694
5221	Post Retire Ins Nonunion	3,600	3,450	3,600	3,600	3,600	3,600
5230	Dental Ins Nonunion	5,955	5,079	5,720	6,102	6,102	6,102
5240	Life/Disability Insurance	2,780	2,818	4,561	3,264	3,264	3,264
5270	Uniform Allowance	392	54	700	700	700	700
5295	Vehicle/Cell Allowance	1,200	1,150	1,800	1,200	1,200	1,200
	<b>Total Personnel Services</b>	<b>444,021</b>	<b>446,133</b>	<b>512,437</b>	<b>534,637</b>	<b>534,637</b>	<b>534,637</b>
5300	Office Supplies				300	300	300
5301	Special Department Supplies	17,796	19,246	36,330	37,430	37,430	37,430
5321	Fire Fighting Supplies		763				
5330	Noncapital Furniture & Equip	153,954	49,892	96,180	64,480	64,480	64,480
5350	Apparatus Fuel/Lubricants	1,861	1,260	2,250	1,500	1,500	1,500
5364	M&R Fire Comm Equip	19,298	17,013	33,268	29,375	29,375	29,375
5414	Other Professional Services	3,200					
5415	Printing	372	223	1,000	800	800	800
5420	Dispatch	1,788,232	2,044,340	2,209,226	2,264,118	2,264,118	2,264,118
5430	Telephone	291,312	305,867	320,708	336,596	336,596	336,596
5450	Rental of Equip		1,689	1,500	1,920	1,920	1,920
5461	External Training	499	719	3,195	3,000	3,000	3,000
5462	Travel and Per Diem	724	1,702	2,640	3,040	3,040	3,040
5500	Dues & Subscriptions			240	240	240	240
5570	Misc Business Exp			150	150	150	150
	<b>Total Materials and Services</b>	<b>2,277,247</b>	<b>2,442,715</b>	<b>2,706,687</b>	<b>2,742,949</b>	<b>2,742,949</b>	<b>2,742,949</b>
	<b>Total General Fund</b>	<b>\$2,721,268</b>	<b>\$2,888,848</b>	<b>\$3,219,124</b>	<b>\$3,277,586</b>	<b>\$3,277,586</b>	<b>\$3,277,586</b>

## Program Description

The Supply Department provides centralized purchasing of daily operating supplies and equipment and negotiates pricing, District-wide interdepartmental mail and delivery services, central inventory and fire equipment management, and management of surplus property.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 569,218	\$ 631,646	\$ 716,477	\$ 721,852
Materials and Services	124,062	426,494	276,286	231,161
<b>Total Expenditures</b>	<b>\$ 693,280</b>	<b>\$ 1,058,140</b>	<b>\$ 992,763</b>	<b>\$ 953,013</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Supply Manager	1.00	1.00	1.00	1.00
Inventory Control Specialist	1.00	1.00	1.00	1.00
Supply Procurement Specialist <sup>(1)</sup>	1.00	1.00	1.00	1.00
Supply Assistant	2.00	2.00	2.00	2.00
Medical Equipment Technician <sup>(2)</sup>	1.00	1.00	1.00	1.00
Supply Customer Service Clerk	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

<sup>(1)</sup> Previously Supply Purchasing Specialist

<sup>(2)</sup> Previously Equipment Repair Technician

## 2018-19 Significant Changes

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

Within Materials and Services, less hose replacement is budgeted in Firefighting Supply account 5321. Maintenance and Repair, account 5361, reflects routine building maintenance for \$5,000, access control and intrusion monitoring for \$3,000, and other items. Account 5575, for \$129,025, 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 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.  
Status: → Ongoing  
Status Report: The Supply team worked with HR and OHW to review and document physical requirements of the Supply Assistant roles, the Medical Equipment Technician and the Customer Service Clerk. The Supply team completed, and will continue with, annual Target Solutions safety compliance training. Employee safety and awareness remains a regular topic at monthly staff meetings. Will continue to seek opportunities to improve safety through increased personal awareness of potential problems and taking actions to address and prevent.

- 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.  
Status: → Ongoing  
Status Report: Supply worked with the Purchasing/Contracts Manager to review quotes for medical and janitorial supplies resulting in lower prices and savings in labor with the ability to re-implement Just in Time vendor direct deliveries to stations. Refocused attention on internal procedures and tools for inventory control. Station EMS min/max levels remain an area to evaluate, as these are key in reducing the cost associated to expired drugs and supplies.

## Status of 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.  
 Status: → Ongoing  
 Status Report: The annual maintenance process for the cardiac monitors was revamped to allow more flexibility in completing. Removal of rad meters on a majority of apparatus reduced the volume requiring annual calibration. Battery management is still an area of focus across all equipment, e.g. replacing TI batteries with refurbished or new. Maintenance actions are now associated with the equipment asset in Munis. Support of patient care equipment, e.g. ventilators and IV pumps, firefighting, uniforms and personal protective equipment continues to expand. Troubleshooting and repair guides have been documented for the cardiac monitors, suction units, and thermal imagers.

- 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: Actively participated and promoted the group through networking opportunities. Alfalfa Fire Department, a new Oregon department, found value in the information shared and connections provided through the Regional Logistics Group. Puget Sound Fire Authority continues to join in through conference calls.

## Supply, continued

### Status of 2017-18 Tactics, continued

- 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.  
Status: → Ongoing  
Status Report: The Supply team is continuing to evaluate the managing inventory approach and items physically stocked vs. Just In Time. Participated in the analysis of business operations and plans for a more efficient layout. Staff is actively disposing of miscellaneous surplus and obsolete equipment, furniture and supplies working with Logistics departments to prepare for the move.

### Additional 2017-18 Accomplishments

- Support of 18-01, 18-02 and 2018 Volunteer academies and the Internship program.
- Support of the Community Academy and Career Day.
- Support of Operations AMP projects: RAMs, EMS kits, Utility and Wildland gloves, numerous EMS supply changes.
- Support of annual hose testing, annual turnout inspections, and the replacement of attack hose.
- Surplus of non-standard and out of service firefighting equipment, hose, exercise equipment.
- Outfit new station 55 with FFE items and add to the south delivery route.



## 2018-19 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 1D; Goal 2  
 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. Increased awareness of opportunities to improve employee safety.

- Review and analyze key inventory transaction performance indicators and electronic tracking system options to improve efficiency.

Goal/Strategy: Goal 1; Goal 2; Goal 3  
 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, min/max inventory levels and operating procedures conducted. Improved utilization of warehouse space. Continued focus on capturing and minimizing EMS medication and supply spoilage.

Research of alternative software options for electronic inventory tracking and management conducted.

- Expand materials management functionality.

Goal/Strategy: Goal 1; Goal 2  
 Timeframe: 24 months  
 Partner(s): EMS, Information Technology, Integrated Operations  
 Budget Impact: None  
 Measured By: Tracking of battery replacement schedule. Continued focus on equipment maintenance and repair documentation. Life cycle planning for personal protective equipment. Identification and execution of additional equipment maintenance and repair needs.

2018-19 Tactics, continued

- Participate in the Regional Logistics Group and the Partners for a Sustainable Washington County Community to seek efficiencies and support the District' sustainability efforts.

Goal/Strategy: Goal 1; Goal 3  
Timeframe: 24 months  
Partner(s): Finance  
Budget Impact: None  
Measured By: Meetings conducted. Number of individuals attending meetings maintained or increased. Efficiencies realized as a result of shared and gathered cooperative contract pricing, product information, and joint research and development efforts.

- Move Supply personnel and operations to the new Logistics site.

Goal/Strategy: Goal 1; Goal 2; Goal 3 – Strategy 3B  
Timeframe: 24 months  
Partner(s): Facilities, Fleet, Capital Projects, Integrated Operations, Information Technology, Logistics Administration  
Budget Impact: Increase required  
Measured By: Personnel, equipment, and inventory moved; all Supply functions operational.



Supply Department received the Volunteer Supporter of the Year Award, April 2018.

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10220</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 332,991	\$ 357,382	\$ 392,842	\$ 393,203	\$ 393,203	\$ 393,203
5004	Vacation Taken Nonunion	21,701	28,460	27,342	30,582	30,582	30,582
5006	Sick Taken Nonunion	1,745	4,780	7,267	8,738	8,738	8,738
5008	Personal Leave Taken Nonunion	1,141	1,425	3,848	4,369	4,369	4,369
5010	Comp Taken Nonunion	1,589	8,920				
5015	Vacation Sold	8,150	7,262	9,344	10,421	10,421	10,421
5016	Vacation Sold at Retirement	11,886	1,618				
5019	Comp Time Sold Nonunion	1,176	3,883				
5021	Deferred Comp Match Nonunion	12,296	18,066	21,361	21,676	21,676	21,676
5121	Overtime Nonunion	5,051	4,241	14,000	4,000	4,000	4,000
5201	PERS Taxes	61,095	74,339	104,347	98,912	98,912	98,912
5203	FICA/MEDI	28,774	31,250	33,305	33,426	33,426	33,426
5206	Worker's Comp	5,579	4,864	5,823	5,847	5,847	5,847
5207	TriMet/Wilsonville Tax	2,742	3,020	3,446	3,459	3,459	3,459
5208	OR Worker's Benefit Fund Tax	194	210	210	210	210	210
5211	Medical Ins Nonunion	57,685	64,144	71,791	88,088	88,088	88,088
5221	Post Retire Ins Nonunion	5,100	7,275	6,300	6,300	6,300	6,300
5230	Dental Ins Nonunion	6,403	6,516	7,569	7,646	7,646	7,646
5240	Life/Disability Insurance	3,466	3,849	7,042	4,335	4,335	4,335
5270	Uniform Allowance	454	140	640	640	640	640
	<b>Total Personnel Services</b>	<b>569,218</b>	<b>631,646</b>	<b>716,477</b>	<b>721,852</b>	<b>721,852</b>	<b>721,852</b>
5300	Office Supplies	332	721	800	800	800	800
5301	Special Department Supplies	2,071	1,966	3,700	3,900	3,900	3,900
5305	Fire Extinguisher			100	100	100	100
5320	EMS Supplies	348	339	100	150	150	150
5321	Fire Fighting Supplies	2,602	298,965	81,950	32,770	32,770	32,770
5325	Protective Clothing	75	1	70	70	70	70
5330	Noncapital Furniture & Equip	4,063					
5350	Apparatus Fuel/Lubricants	4,255	5,164	6,000	6,000	6,000	6,000
5361	M&R Bldg/Bldg Equip & Improv	7,015	4,991	10,065	9,985	9,985	9,985
5365	M&R Firefight Equip			750	1,000	1,000	1,000
5366	M&R EMS Equip		819	150	150	150	150
5367	M&R Office Equip	2,642	2,605	2,650	2,650	2,650	2,650
5414	Other Professional Services			20			
5415	Printing				20	20	20
5416	Custodial & Bldg Services	5,078	5,030	6,700	7,500	7,500	7,500
5432	Natural Gas	3,434	5,083	4,000	4,000	4,000	4,000
5433	Electricity	5,732	6,041	6,240	6,552	6,552	6,552
5434	Water/Sewer	5,975	6,613	6,975	7,500	7,500	7,500

## Supply, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5436	Garbage	2,589	4,592	5,652	6,500	6,500	6,500
5461	External Training			2,830	2,830	2,830	2,830
5462	Travel and Per Diem	98	70	4,170	4,170	4,170	4,170
5484	Postage UPS & Shipping	1,898	1,790	2,099	2,299	2,299	2,299
5500	Dues & Subscriptions	165	264	410	390	390	390
5570	Misc Business Exp	361	181	300	300	300	300
5573	Inventory Over/Short/Obsolete	(3,809)	(3,187)	2,200	2,500	2,500	2,500
5575	Laundry/Repair Expense	79,138	84,446	128,355	129,025	129,025	129,025
<b>Total Materials and Services</b>		<b>124,062</b>	<b>426,494</b>	<b>276,286</b>	<b>231,161</b>	<b>231,161</b>	<b>231,161</b>
<b>Total General Fund</b>		<b>\$ 693,280</b>	<b>\$1,058,140</b>	<b>\$ 992,763</b>	<b>\$ 953,013</b>	<b>\$ 953,013</b>	<b>\$ 953,013</b>

## Program Description

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

## Programming highlights include:

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 283,632	\$ 297,920	\$ 319,376	\$ 329,111
Materials and Services	18,663	13,004	21,998	34,153
<b>Total Expenditures</b>	<b>\$ 302,295</b>	<b>\$ 310,925</b>	<b>\$ 341,374</b>	<b>\$ 363,264</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## 2018-19 Significant Changes

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

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, drone batteries, a remote and a thermal camera for the drone. Account 5367 has been increased to \$19,400 for the maintenance and repair of AV equipment and smart classroom projectors and monitors throughout the District as they fail. Account 5414, Other Professional Services, provides funding for consulting and other outside graphic work for various media projects, such as the cardiac campaign. Account 5461, External Training, includes employee training in the District's primary content editing software, and related travel in account 5462 as well as other conference travel.

## Status of 2017-18 Tactics

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

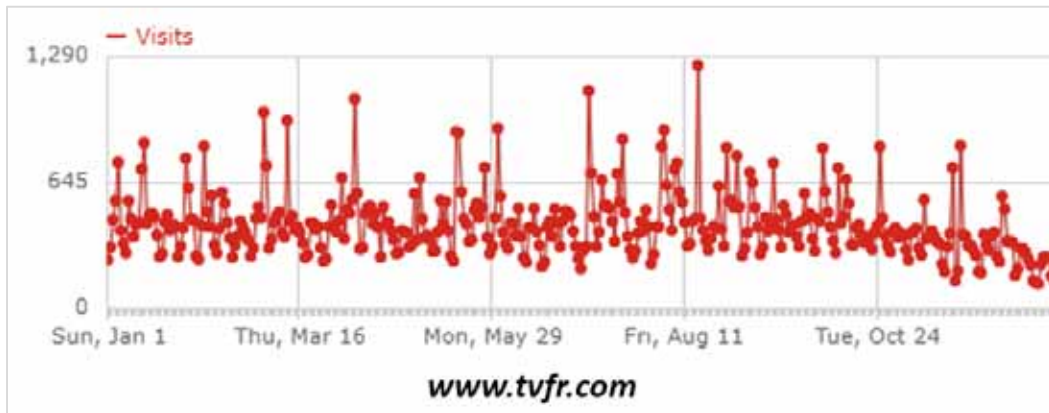
Goal/Strategy: Goal 1, Strategy 1.4, Tactic 1.4.1  
Timeframe: 12 months  
Partner(s): All personnel  
Budget Impact: None  
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.  
Status: → Ongoing  
Status Report: Approximately 200 projects of varying size were completed during this time ranging from simple audio-visual support to comprehensively produced media productions. Recent focus has been on shorter video pieces that are more digestible and adaptable for those on shiftwork. The studio's Vimeo account now houses more than 560 videos since its inception in June of 2014 with approximately 200 added last year. The primary areas of support include staff training, internal and external communications.

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

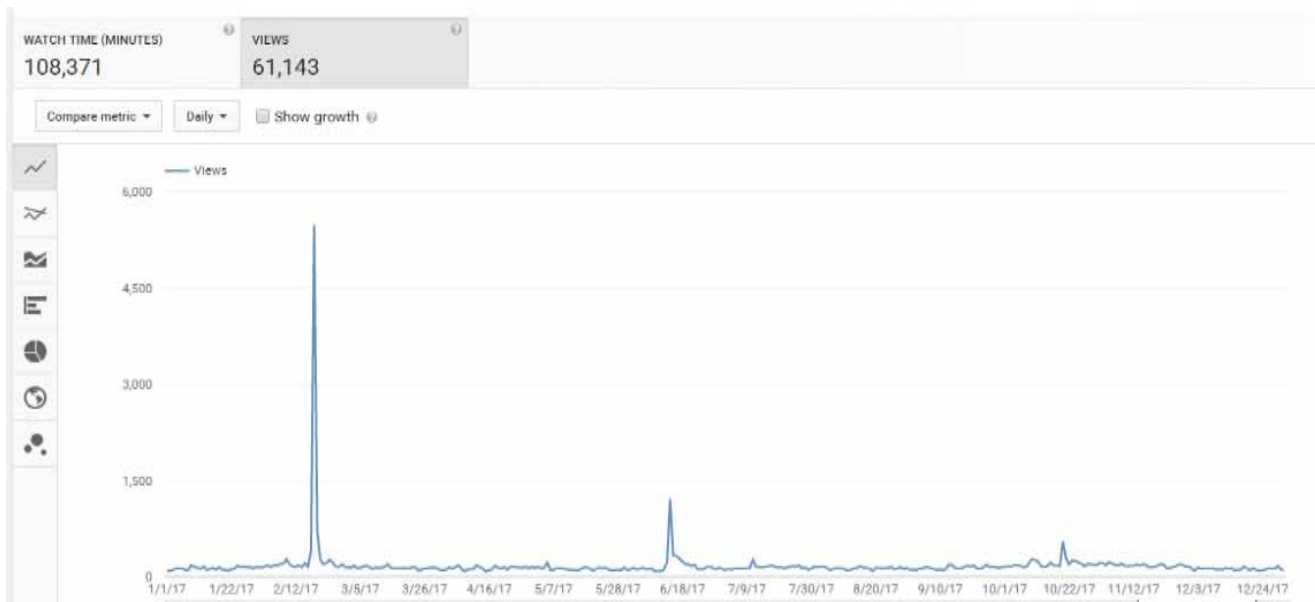
Goal/Strategy: Goal 1, Strategy 1.4, Tactic 1.4.1  
Timeframe: 12 months  
Partner(s): Public Affairs  
Budget Impact: None  
Measured By: Website analytics and service calls.  
Status: → Ongoing  
Status Report: TVF&R's [external website](#) had approximately 155,963 visits, 356,372 page-views and 59,705 downloads. 80,790 visits were from computer desktops, while 75,047 were from smartphones or tablets. During this time, Media Services completed approximately 95 edits of the site. In addition, our [YouTube Channel](#) had 61,143 views, a 25% increase over the previous year.

## Activities Summary

	2014-15	2015-16	2016-17	2017-18	2018-19
Media Projects	Actual	Actual	Actual	Projected	Estimated
Training	50	52	56	150	150
Internal Communication	20	43	25	35	35
External Communication	12	10	14	10	10
<b>Total</b>	<b>82</b>	<b>85</b>	<b>90</b>	<b>195</b>	<b>195</b>



***www.youtube.com/user/TualatinValleyFire***



### Additional 2017-18 Accomplishments

- Completed Federal Aviation Administration [Certificate of Authorization](#), which allows TVF&R to fly UAS (drones) within its airspace.
- Created framework for UAS use within the district, while investigating OPS integration scenarios.

### 2018-19 Tactics

- Provide media support (media consulting, guidance on effective communication, video scripting, shooting, editing, still photography, AV integration and repair, etc.) for internal and external customers.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2  
Timeframe: 12 months  
Partner(s): All personnel  
Budget Impact: None  
Measured By: Coordination with District staff regarding goals and desired outcomes for projects that require media. 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; Goal 2  
Timeframe: 12 months  
Partner(s): Public Affairs  
Budget Impact: None  
Measured By: Website analytics and service calls.

- Transition to a new platform (CivicPlus Aurora) for TVF&R's [external website](#).

Goal/Strategy: Goal 1; Goal 2  
Timeframe: 12 months  
Partner(s): Public Affairs  
Budget Impact: None  
Measured By: Successful publishing of website using new platform.

## Media Services, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10451</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 157,992	\$ 162,472	\$ 171,444	\$ 173,121	\$ 173,121	\$ 173,121
5004	Vacation Taken Nonunion	18,165	16,637	12,059	13,465	13,465	13,465
5006	Sick Taken Nonunion	1,541	3,192	3,204	3,847	3,847	3,847
5008	Personal Leave Taken Nonunion	718	1,227	1,697	1,924	1,924	1,924
5015	Vacation Sold		3,808	3,624	7,399	7,399	7,399
5021	Deferred Comp Match Nonunion	8,897	9,176	9,421	9,618	9,618	9,618
5201	PERS Taxes	32,100	34,148	43,629	45,574	45,574	45,574
5203	FICA/MEDI	13,160	13,812	14,738	15,329	15,329	15,329
5206	Worker's Comp	2,506	2,095	2,576	2,677	2,677	2,677
5207	TriMet/Wilsonville Tax	1,254	1,334	1,525	1,584	1,584	1,584
5208	OR Worker's Benefit Fund Tax	58	58	60	60	60	60
5211	Medical Ins Nonunion	39,107	42,078	46,517	46,516	46,516	46,516
5221	Post Retire Ins Nonunion	1,800	1,800	1,800	1,800	1,800	1,800
5230	Dental Ins Nonunion	4,035	3,729	4,120	3,629	3,629	3,629
5240	Life/Disability Insurance	1,697	1,753	2,362	1,924	1,924	1,924
5270	Uniform Allowance				44	44	44
5295	Vehicle/Cell Allowance	600	600	600	600	600	600
	<b>Total Personnel Services</b>	<b>283,632</b>	<b>297,920</b>	<b>319,376</b>	<b>329,111</b>	<b>329,111</b>	<b>329,111</b>
5300	Office Supplies	63	35	375	375	375	375
5301	Special Department Supplies	120	136	525	550	550	550
5302	Training Supplies			175	200	200	200
5306	Photography Supplies & Process	844	270		120	120	120
5330	Noncapital Furniture & Equip	11,820	4,738	4,898	3,009	3,009	3,009
5367	M&R Office Equip	1,971	6,284	9,500	19,400	19,400	19,400
5414	Other Professional Services		650	5,000	5,000	5,000	5,000
5461	External Training	615			1,400	1,400	1,400
5462	Travel and Per Diem	2,175	51	200	2,544	2,544	2,544
5484	Postage UPS & Shipping	84	56	200	225	225	225
5500	Dues & Subscriptions	774	784	975	1,180	1,180	1,180
5570	Misc Business Exp	198	1	150	150	150	150
	<b>Total Materials and Services</b>	<b>18,663</b>	<b>13,004</b>	<b>21,998</b>	<b>34,153</b>	<b>34,153</b>	<b>34,153</b>
	<b>Total General Fund</b>	<b>\$ 302,295</b>	<b>\$ 310,925</b>	<b>\$ 341,374</b>	<b>\$ 363,264</b>	<b>\$ 363,264</b>	<b>\$ 363,264</b>



## 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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 498,657	\$ 551,875	\$ 632,542	\$ 645,681
Materials and Services	219,047	254,897	333,644	434,796
<b>Total Expenditures</b>	<b>\$ 717,704</b>	<b>\$ 806,772</b>	<b>\$ 966,186</b>	<b>\$ 1,080,477</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
OHW Manager	1.00	1.00	1.00	1.00
Wellness Coordinator	1.00	1.00	1.00	1.00
OHW Assistant	1.00	1.00	1.00	1.00
Occupational Health Nurse	1.00	1.00	1.00	1.00
OHW Certified Medical Assistant	1.00	1.00	1.00	1.00
Athletic Trainer	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## 2018-19 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.

The increase in Materials and Services relates primarily to the lease and move-in equipment costs of a newly leased office building to occur during the summer of 2018 upon completion of tenant improvements. This is reflected largely in account 5545, rent for \$108,516. Materials and Services expenses include Physical Fitness supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$25,975. EMS Supplies account 5320 provides for the vaccines and immunizations provided by OHS personnel. Account 5414 includes \$138,600 for physician services for employee physicals, return to work services and occupational health services, \$55,375 for estimated lab services, and \$4,740 for chest x-rays in addition to services for calibrating the medical equipment.

## Status of 2017-18 Tactics

- Status 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 OSHA, NFPA, CDC  
testing/training. Percentage of personnel engagement in  
best practice annual comprehensive medical, health, and  
fitness testing/evaluations.  
Status: → Ongoing  
Status Report: Uniformed Career Personnel: 100% compliance for  
completion of mandatory OSHA, NFPA, CDC  
testing/training.  
Volunteer Personnel: NFPA 1582 medical evaluation of  
candidates and members extended to include volunteer  
firefighters population with 100% compliance for  
completion.  
Non- Line Hearing Conservation: 100% compliance in  
required Hearing Conservation testing and surveillance  
for relevant non-line personnel.

## Status of 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.

Status: → Ongoing

- Status Report:
- Successful implementation of District's data management system for reporting, tracking and analysis of occupational injuries and illness.
  - Successful transition of collaborative workflows for case management of occupational injury and illness within District's data management system.
  - Configuration complete for case management and medical surveillance within District's personnel health records.
  - Completed historical immunization data transfer to the medical records system for improved accuracy in compliance related tracking and reporting.
  - Data driven strategic risk reduction programming developed based on reporting parameters (including but not limited to injury prevention exercise videos and publications, PFT targeted education, in house training for crews, and other injury prevention initiatives).
  - Physical requirements job analyses conducted resulting in role specific pre-employment physical capacities testing and target work group education and exercise strategies.
  - Laboratory interface still in progress.

Status of 2017-18 Tactics, continued

- 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.

Status: → Ongoing

Status Report:

- Positive change occurred as a result of targeted programming focused on reducing the number of uniformed personnel falling below NFPA standard for cardiovascular performance. In fiscal year 2015-16, twenty-three (23) % of uniformed personnel performed below 12 METS, as compared to eighteen (18) % in fiscal year 2017-18.
- Aggregate data analysis pending laboratory interface.

## Status of 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.

 Status: → Ongoing  
 Status Report:
 

- Facility identified, and lease contract executed. Tenant improvements in progress.
- Fixture, furniture and equipment planning complete.
- Annual operating costs included in fiscal year 2018-19 budget.
- Scope of service analysis and provider contracts in progress.

## Additional 2017-18 Accomplishments

- 2017 Oregon's Healthiest Employer Award.
- Successful automation of hard copy personnel medical records and interdepartmental workflows into the OHM electronic records management system.
- Measurable outcomes in occupational fitness improvement and "probational fit for duty" programs resulted in at-risk personnel safely remaining on the line and/or returning to work.
- Maximized OHW resources and utilized expertise in order to improve flow of information and engagement in collaborative processes and initiatives that support personal wellness and resilience (ex: patient handling, organizational ergonomics, PFT program engagement, particulate hoods, decon wipes).
- Accomplishment of fiscal year 2017-18 OHW strategic goals, absent sufficiently designed or designated space to support clinical operations.



## Activities Summary

Occupational Health & Wellness Program Status	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, blood borne pathogen standards, and applicable portions of the Respiratory Protection Standard.	98%	100%	100%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	96%	100%	100%	100%	100%

## 2018-19 Tactics

- Support 100% compliance to mandated and best practice medical, health, and fitness testing and training for applicable District personnel and volunteers.

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

- Apply data analysis to assess and inform program performance, risk reduction measures, and compliance to standards and mandates.

Goal/Strategy: Goal 1  
 Timeframe: 6 months  
 Partner(s): District-wide  
 Budget Impact: None  
 Measured By:
 

- Training and/or education gaps identified; interventions implemented resulting in reduced occurrence of injury, illness and related lost workdays.
- Workflow and information sharing between HR, OHW, and medical providers increased and/or improved.
- Worker productivity (absenteeism) improved and number of reported injuries reduced because of early treatment.

## 2018-19 Tactics, continued

- Implement strategic programming to improve modifiable health risk conditions.

Goal/Strategy: Goal 1 – Strategy 1C  
 Timeframe: 12 months  
 Partner(s): Local 1660/NW Firefighters Relief Association, Contracted Occupational Medical Providers, District Physician, Wellness Committee, Safety Committee  
 Budget Impact: None  
 Measured By:
 

- Laboratory interface implementation.
- Positive change in reported aggregate biometric health and fitness data.
- Improvement in high-risk markers (i.e., cholesterol, body fat percentage, cardiovascular performance, utilization of benefits).
- Percentage change in health care costs resulting from chronic condition management.
- Percentage change in personnel engagement in health promotion activities and morale surveys.
- Programming in place to assess perceived value to diverse workgroups in varied work environment.

- Move OHW personnel and operations to the new OHW facility and establish an onsite occupational and health services clinic to provide appropriate care for all personnel.

Goal/Strategy: Goal 1 – Strategy 1C; Goal 2; Goal 3  
 Timeframe: 24 months  
 Partner(s): Business Operations, 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:
 

- Onsite clinic objectives, determined eligibility, provider contracts, start-up and operating costs, scope of services, location, and legal and regulatory issues identified.
- Personnel, equipment, and supplies moved and all functions operational.
- Method to track and report correlation between onsite services and health care costs, worker productivity (absenteeism), and level of care identified.

2018-19 Tactics, continued

- Expand and integrate workflow and collaborative efforts between OHW, providers, Local 1660, personnel, and other work groups focused on health, wellbeing, and related business processes in order to foster a “culture of wellness” for all personnel.

Goal/Strategy: Goal 1 – Strategy 1C

Timeframe: 24 months

Partner(s): FCO, Local 1660/NW Firefighters Relief Association, HR, Safety Program, Wellness Committee, Behavioral Health Specialist, peer counselors, peer fitness trainers, contracted medical provider, Training, EAP providers, broker and health insurance providers, workers compensation.

Budget Impact: None

- Measured By:
- Increased engagement and collaboration between OHW and the Safety program, HR, Behavioral Health Specialist, contracted medical provider, Training, Local 1660/NW Firefighters Relief Association, EAP providers, broker and health insurance providers, workers compensation, Wellness Committee, peer counselors, and peer fitness trainers.
  - Increased engagement with personnel to broaden awareness of/access to organizational resources.
  - Increased engagement with personnel throughout all levels and workgroups to develop grassroots health, wellness, and wellbeing initiatives; initiatives developed, implemented, and evaluated.
  - Biannual outcomes reports published and communicated broadly.



## Occupational Health/Wellness, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10470</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 309,392	\$ 325,107	\$ 357,746	\$ 370,498	\$ 370,498	\$ 379,991
5004	Vacation Taken Nonunion	11,259	14,418	24,739	28,817	28,817	29,555
5006	Sick Taken Nonunion	14,424	10,829	6,575	8,233	8,233	8,444
5008	Personal Leave Taken Nonunion	2,575	1,760	3,482	4,117	4,117	4,222
5010	Comp Taken Nonunion	4,683	15,551				
5015	Vacation Sold			7,432	7,917	7,917	7,917
5019	Comp Time Sold Nonunion		91				
5021	Deferred Comp Match Nonunion	9,803	18,318	19,329	20,583	20,583	20,583
5120	Overtime Union	2,899	4,734	16,822	16,680	16,680	16,680
5121	Overtime Nonunion	21	532	500	500	500	500
5201	PERS Taxes	38,528	49,995	70,283	73,992	73,992	75,729
5203	FICA/MEDI	25,814	27,952	31,973	33,461	33,461	34,268
5206	Worker's Comp	5,781	4,367	5,574	5,839	5,839	5,974
5207	TriMet/Wilsonville Tax	2,462	2,700	3,299	3,454	3,454	3,535
5208	OR Worker's Benefit Fund Tax	178	182	180	180	180	180
5211	Medical Ins Nonunion	52,157	56,414	62,311	39,097	39,097	39,097
5221	Post Retire Ins Nonunion	6,750	6,300	5,400	5,400	5,400	5,400
5230	Dental Ins Nonunion	7,856	8,080	9,335	8,111	8,111	8,111
5240	Life/Disability Insurance	3,357	3,489	6,184	4,117	4,117	4,117
5270	Uniform Allowance	217	455	778	778	778	778
5295	Vehicle/Cell Allowance	500	600	600	600	600	600
	<b>Total Personnel Services</b>	<b>498,657</b>	<b>551,875</b>	<b>632,542</b>	<b>632,374</b>	<b>632,374</b>	<b>645,681</b>
5300	Office Supplies	648	968	1,700	1,245	1,245	1,245
5301	Special Department Supplies	3,764	4,798	7,446	9,000	9,000	9,000
5302	Training Supplies	1,486	1,833	900	150	150	150
5303	Physical Fitness	14,348	21,051	37,175	25,975	25,975	25,975
5305	Fire Extinguisher				40	40	40
5320	EMS Supplies	14,021	11,897	38,936	17,430	17,430	17,430
5321	Fire Fighting Supplies	266	478				
5330	Noncapital Furniture & Equip	230	3,561	2,940	17,964	17,964	17,964
5350	Apparatus Fuel/Lubricants	625	1,702	1,125	1,187	1,187	1,187
5361	M&R Bldg/Bldg Equip & Improv				2,940	2,940	2,940
5366	M&R EMS Equip	811	491	880	1,180	1,180	1,180
5367	M&R Office Equip				1,650	1,650	1,650
5413	Consultant Fees	3,996	3,997		4,000	4,000	4,000
5414	Other Professional Services	165,762	194,690	205,220	200,715	200,715	200,715
5415	Printing			300	300	300	300
5416	Custodial & Bldg Services				21,720	21,720	21,720
5436	Garbage				540	540	540

## Occupational Health/Wellness, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5445	Rent/Lease of Building			16,000	108,516	108,516	108,516
5461	External Training	5,156	4,576	3,530	3,496	3,496	3,496
5462	Travel and Per Diem	8,069	3,071	13,948	3,400	3,400	3,400
5472	Employee Recog & Awards		497	750	900	900	900
5484	Postage UPS & Shipping	115		115	115	115	115
5500	Dues & Subscriptions		108	150	1,650	1,650	1,650
5502	Certifications & Licensing	159		1,629	4,553	4,553	4,553
5570	Misc Business Exp	383	502	500	5,630	5,630	5,630
5571	Planning Retreat Expense	78	236	400	400	400	400
5573	Inventory Over/Short/Obsolete	(867)	440				
5575	Laundry/Repair Expense				100	100	100
<b>Total Materials and Services</b>		<b>219,047</b>	<b>254,897</b>	<b>333,644</b>	<b>434,796</b>	<b>434,796</b>	<b>434,796</b>
<b>Total General Fund</b>		<b>\$ 717,704</b>	<b>\$ 806,772</b>	<b>\$ 966,186</b>	<b>\$1,067,170</b>	<b>\$1,067,170</b>	<b>\$1,080,477</b>

## Program Description

The Finance Department provides financial accounting, budgeting, and reporting services; treasury and investment management; risk management; and strategic forecasting services. It manages debt issuance and legal services, and provides full financial accounting services and tax return preparation for the Tualatin Valley Fire and Rescue Volunteer Association. It also administers the Pension and Volunteer LOSAP Trust Plan payments, Deferred Compensation Plans (457 and 401(a)), Post Employment Health Plans, and the Jeffrey D. Johnson Community Assistance Trust Fund, a non-profit entity.

Special Recognition: Tualatin Valley Fire and Rescue has received prestigious awards from the Government Finance Officers Association of the United States and Canada annually since 1987, for both its annual budget document and Comprehensive Annual Financial Report (CAFR). The District was the first fire district in the nation to have ever received these distinguished awards and recognition. The District has also received awards for its new submissions to the GFOA of the Popular Annual Financial Report for the years ended June 30, 2013, 2014, 2015, and 2016.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,315,511	\$ 1,335,982	\$ 1,591,180	\$ 1,648,137
Materials and Services	467,352	552,519	606,055	633,032
<b>Total Expenditures</b>	<b>\$ 1,782,862</b>	<b>\$ 1,888,501</b>	<b>\$ 2,197,235</b>	<b>\$ 2,281,169</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Procurement & Contracts Administrator <sup>(1)</sup>	1.00	1.00	1.00	1.00
Senior Financial Analyst	0.00	0.00	1.00	1.00
Financial Systems Analyst	1.00	1.00	0.00	0.00
Management Analyst	1.00	1.00	1.00	0.00
Payroll Manager	1.00	1.00	1.00	1.00
Senior Payroll Specialist	1.00	1.00	1.00	1.00
Senior Accountant	0.00	0.00	0.00	1.00
Accounting Specialist	2.00	2.00	2.00	1.00
Medical Billing Supervisor <sup>(2)</sup>	1.00	1.00	1.00	1.00
Medical Billing Specialist	0.00	1.00	1.00	2.00
Accounting Clerk	0.00	0.00	0.00	1.00
Administrative Assistant <sup>(3)</sup>	0.50	1.00	1.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>10.50</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

<sup>(1)</sup> Previously Purchasing Manager/ Contract Administrator

<sup>(2)</sup> Previously Medical Billing Coordinator

<sup>(3)</sup> Position reclassified to Medical Billing Specialist

## 2018-19 Significant Changes

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

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 are included in account 5412. Other Professional Services, account 5414, funds the costs of required actuarial studies performed, Zoll/Rescue Net consultation fees for medical billing of \$3,750, Munis consultation fees of \$5,000, and \$5,000 for arbitrage rebate and compliance work for outstanding bonds. Trustee Administration fees reflect bond administration fees, 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 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

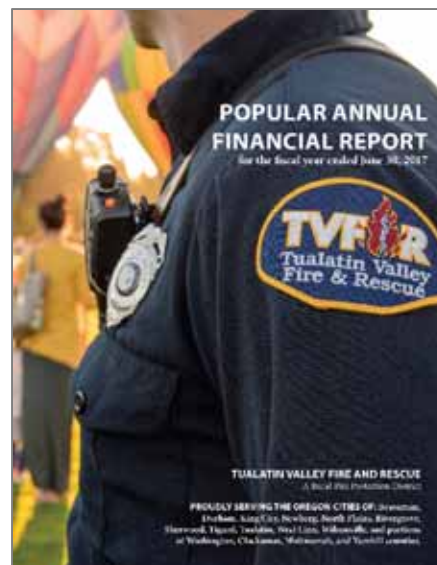
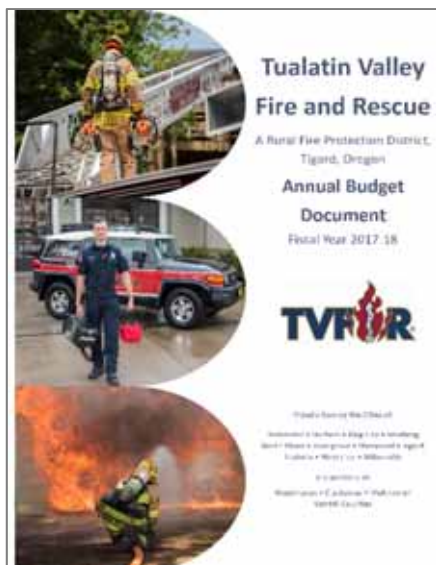
Partner(s): All departments

Budget Impact: None

Measured By: Receipt of GFOA awards.

Status: → Ongoing

Status Report: All documents were produced according to best practices of the GFOA and current governmental accounting standards, and all have received the most current award available. Improvements were made to the CAFR statistical section by adding graphical support to the numeric presentation.



## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: The collections processes for the Newberg ASA and other transport service areas have been continually improved over the past year to provide a collection rate nearing 90%. The MIH program ended at June 30, 2017 and the GEMT program has not yet been implemented.

- 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.  
 Status: → Ongoing  
 Status Report: The standards have been evaluated and determinations have been made for each of the combinations. Consolidations for Newberg and Newberg Rural are pending finalization of the annexation process.

- 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.

 Status: ≠ No Longer Relevant  
 Status Report: Implementation of the Cadillac Tax, a tax on high-cost employer health benefit plans, has been delayed from 2018 to 2020 by Congress. As the tax continues to evolve, research needs to be ongoing through the next fiscal year, and likely beyond.

## Status of 2017-18 Tactics, continued

- 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.  
 Status: ✓ Complete  
 Status Report: The audit for the period ended June 30, 2017 included an unqualified opinion and was free of material deficiencies.

## Additional 2017-18 Accomplishments

- Combination of the District 2 financial statements into TVF&R.
- Managed over \$3.3 million in conflagration claims requiring 600 hours of staff time. Additional efforts were required for pre-deployment estimates and claims for EMAC related costs for California wildland fires.
- Bond refunding of \$14 million of general obligation bonds saving taxpayers approximately \$1 million in interest costs.

## Activities Summary

	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
Accounts receivable invoices	792	522	460	110	110
Accounts payable checks	5,794	5,169	5,482	6,000	6,000
Accounts payable Electronic Funds (EFT)	2,496	2,542	2,466	2,700	2,700
Accounts payable transactions	16,120	15,205	16,388	15,602	16,000
Approvals through workflow	6,459	7,111	7,173	7,850	8,000
Average length of time to approve	14:87 hrs	14:05 hrs	14:20 hrs	14:20 hrs	14:20 hrs
Cash receipts processed	1,939	1,513	1,610	1,350	1,400
Payroll pays issued	11,538	12,018	13,471	14,570	14,600
P-Card requisitions processed	3,991	3,767	3,620	3,850	3,850
Purchase orders processed	7,286	8,054	8,077	8,864	8,900
Requisitions processed	10,824	11,188	11,301	13,450	14,000
Ambulance transport trips	-	-	4,577	4,740	4,900
Ambulance transport invoices/claims	-	-	8,161	10,180	12,000
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Outstanding Achievement in	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

## 2018-19 Tactics

- Prepare Annual Budget Document, Comprehensive Annual Financial Report, and Popular Annual Financial Report consistent with GFOA Best Practices.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): All departments  
 Budget Impact: None  
 Measured By: Documents published. Relevant GFOA awards received.  
 NOTE: The GFOA awards signify strong professional standard for governments that promote professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies for the public benefit.

- Enhance medical billing and collections processes to achieve optimal reimbursement results for all ambulance transport activities. Work toward a collection rate of 90%.

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): EMS, Information Technology, Operations  
 Budget Impact: None  
 Measured By: Collections realized at a 90% rate.

- 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  
 Timeframe: 12 months  
 Partner(s): All Departments  
 Budget Impact: None  
 Measured By: Accurate financial consolidation and reporting within the TVF&R financial statements.

- Implement the MUNIS Executime timekeeping system for all non-line personnel.

Goal/Strategy: Goal 2 –Strategy 2C  
 Timeframe: 12 months  
 Partner(s): All non-line departments  
 Budget Impact: None  
 Measured By: Implementation of the software module resulting in ease of use for timekeeping and integration with the MUNIS payroll functions. Ability to input and approve remotely in place and process streamlined, resulting in a higher percentage of on-time time sheets. FMLA, light-duty, and on-the-job injury tracking functions automated.

2018-19 Tactics, continued

- Implement Governmental Accounting Standards Board Statement 75 for Other Post-Employment Benefits to record liabilities on the balance sheet.

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): None  
Budget Impact: None  
Measured By: OPEB liabilities reported on balance sheet. A clean audit of the OPEB calculations and a clear understanding of all the liabilities involved. NOTE: This will be a significant piece of work during the year-end process, and will receive heightened audit attention.

- Research the requirements of the pending State of Oregon Ground Emergency Medical Transport (GEMT) Medicaid supplemental reimbursement program, and develop a strategy to implement the necessary billing process once the GEMT program is executed.

Goal/Strategy: Goal 3 – Strategy 3A  
Timeframe: 24 months  
Partner(s): EMS, Fire Chief's Office, State of Oregon/OHA, contracted consultants/subject matter experts  
Budget Impact: Unknown  
Measured By: Timely and accurate reimbursement of federal Medicaid funds.



		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10210</b>	<b>General Fund</b>						
5002	Salaries & Wages Nonunion	\$ 747,005	\$ 811,570	\$ 910,206	\$ 925,159	\$ 925,159	\$ 925,159
5004	Vacation Taken Nonunion	34,111	42,052	62,784	71,957	71,957	71,957
5006	Sick Taken Nonunion	35,523	12,441	16,682	20,559	20,559	20,559
5008	Personal Leave Taken Nonunion	4,503	4,945	8,659	10,280	10,280	10,280
5010	Comp Taken Nonunion	430	1,742				
5015	Vacation Sold	16,598	6,994	21,823	24,456	24,456	24,456
5016	Vacation Sold at Retirement	20,587	14,480				
5021	Deferred Comp Match Nonunion	46,733	48,912	56,362	58,511	58,511	58,511
5090	Temporary Services-Backfill	2,589	7,807				
5121	Overtime Nonunion		203	1,000	1,000	1,000	1,000
5123	Comp Time Sold Nonunion	38					
5201	PERS Taxes	143,473	135,776	214,586	226,286	226,286	226,286
5203	FICA/MEDI	61,788	64,930	78,795	81,080	81,080	81,080
5206	Worker's Comp	11,993	11,095	13,859	14,258	14,258	14,258
5207	TriMet/Wilsonville Tax	6,137	6,495	8,201	8,436	8,436	8,436
5208	OR Worker's Benefit Fund Tax	280	322	360	360	360	360
5211	Medical Ins Nonunion	130,408	123,404	147,881	161,324	161,324	161,324
5220	Post Retire Ins Union	5,665	3,600	2,230	900	900	900
5221	Post Retire Ins Nonunion	10,200	8,925	10,800	10,800	10,800	10,800
5230	Dental Ins Nonunion	15,449	14,653	17,869	16,238	16,238	16,238
5240	Life/Disability Insurance	7,424	7,934	12,723	10,173	10,173	10,173
5290	Employee Tuition Reimburse	8,214	1,343				
5295	Vehicle/Cell Allowance	6,360	6,360	6,360	6,360	6,360	6,360
	<b>Total Personnel Services</b>	<b>1,315,511</b>	<b>1,335,982</b>	<b>1,591,180</b>	<b>1,648,137</b>	<b>1,648,137</b>	<b>1,648,137</b>
5300	Office Supplies	1,519	3,172	3,250	3,800	3,800	3,800
5301	Special Department Supplies	322	860	750	750	750	750
5330	Noncapital Furniture & Equip	3,697	4,547	1,950	2,950	2,950	2,950
5367	M&R Office Equip			300			
5400	Insurance Premium	334,464	405,737	420,500	435,500	435,500	435,500
5412	Audit & Related Filing Fees	47,080	43,105	56,775	46,850	46,850	46,850
5414	Other Professional Services	19,153	25,484	23,500	43,000	43,000	43,000
5415	Printing	1,373	1,128	3,150	2,700	2,700	2,700
5417	Temporary Services		501				
5418	Trustee/Administrative Fees	36,728	41,558	56,445	50,175	50,175	50,175
5461	External Training	5,375	7,726	10,125	14,115	14,115	14,115
5462	Travel and Per Diem	9,045	11,228	15,345	19,652	19,652	19,652
5484	Postage UPS & Shipping	34	179	200	200	200	200
5500	Dues & Subscriptions	2,581	2,937	3,565	3,650	3,650	3,650

## Finance, continued

	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5502 Certifications & Licensing				540	540	540
5570 Misc Business Exp	3,338	2,052	5,050	5,550	5,550	5,550
5571 Planning Retreat Expense			500	500	500	500
5572 Advertis/Public Notice	2,645	2,306	4,650	3,100	3,100	3,100
<b>Total Materials and Services</b>	<b>467,352</b>	<b>552,519</b>	<b>606,055</b>	<b>633,032</b>	<b>633,032</b>	<b>633,032</b>
<b>Total General Fund</b>	<b>\$1,782,862</b>	<b>\$1,888,501</b>	<b>\$2,197,235</b>	<b>\$2,281,169</b>	<b>\$2,281,169</b>	<b>\$2,281,169</b>

## Program Description

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services	\$ 946,439	\$ 1,113,530	\$ 2,307,044	\$ 1,403,694
Materials and Services	257,722	668,347	443,623	438,638
<b>Total Expenditures</b>	<b>\$ 1,204,161</b>	<b>\$ 1,781,877</b>	<b>\$ 2,750,667</b>	<b>\$ 1,842,332</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00	1.00	1.00	1.00
Fire Marshal	0.00	1.00	1.00	1.00
Deployment & Staffing Coordinator	0.00	1.00	0.00	1.00
Administrative Assistant	0.00	0.00	1.00	0.00
Light Duty Positions	2.00	2.00	2.00	2.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>3.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



### 2018-19 Significant Changes

Within Personnel Services of Integrated Operations Administration, the prior year 2017-18 budget included \$810,885 of union overtime in account 5120, and an associated \$195,000 in increased PERS cost in account 5201, related to the extraordinary wildfire season in fiscal year 2017-18. The decrease in personnel services in 2018-19 is a result of this as it reflects projected wages and benefits for current employees. 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 \$45,000 as well as overtime for on-call Union PIO personnel \$21,112, \$124,576 for training support for Washington County Sheriff's Tactical Negotiation Team (TNT), QI processes, peer support training, 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 supplies for intern and honor guard support. Account 5321, Firefighting Supplies, includes supply support for fire stations, interns, new medic unit supplies, extrication hoses, and fire investigation.

Account 5325 provides funding for replacement of damaged or additional turnouts and includes additional turnout and helmet funding of \$6,000 for former City of Newberg 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 (\$40,000) 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 \$8,500 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

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
<b>Integrated Operations Admin</b>	3.00	5.00	5.00	5.00
Relief Pool Personnel	58.00	61.00	62.00	62.00
<b>North Division Command</b>	15.00	19.00	18.00	20.00
Station 17 (North Plains)	0.00	9.00	9.00	12.00
Station 50 (Walnut)	12.00	12.00	12.00	12.00
Station 51 (Tigard)	25.00	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)	13.00	13.00	13.00	13.00
Station 65 (West Slope)	12.00	13.00	13.00	13.00
Station 66 (Brockman Road)	13.00	13.00	13.00	13.00
Station 67 (Farmington Road)	25.00	26.00	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)	2.00	2.00	2.00	2.00
Former North Division Command	12.00	0.00	0.00	0.00
<b>South Division Command</b>	10.00	17.00	19.00	18.00
Station 19 (Midway)	0.00	9.00	9.00	12.00
Station 20 (Springbrook)	0.00	15.00	15.00	18.00
Station 21 (Downtown Newberg)	0.00	15.00	15.00	18.00
Station 33 (Sherwood)	11.00	12.00	14.00	14.00
Station 34 (Tualatin)	12.00	13.00	13.00	13.00
Station 35 (King City)	17.00	18.00	18.00	18.00
Station 52 (Wilsonville)	16.00	18.00	18.00	18.00
Station 55 (Stafford)	0.00	0.00	12.00	12.00
Station 56 (Elligsen Road)	13.00	12.00	12.00	12.00
Station 57 (Mountain Road)	11.00	12.00	12.00	12.00
Station 58 (Bolton)	16.00	12.00	12.00	12.00
Station 59 (Willamette)	14.00	18.00	18.00	18.00
<b>Total Integrated Operations Directorate</b>	<b>387.00</b>	<b>446.00</b>	<b>462.00</b>	<b>475.00</b>

## Integrated Operations Administration, continued

### Station FTE and Unit Deployment 2018-19 by Station Number

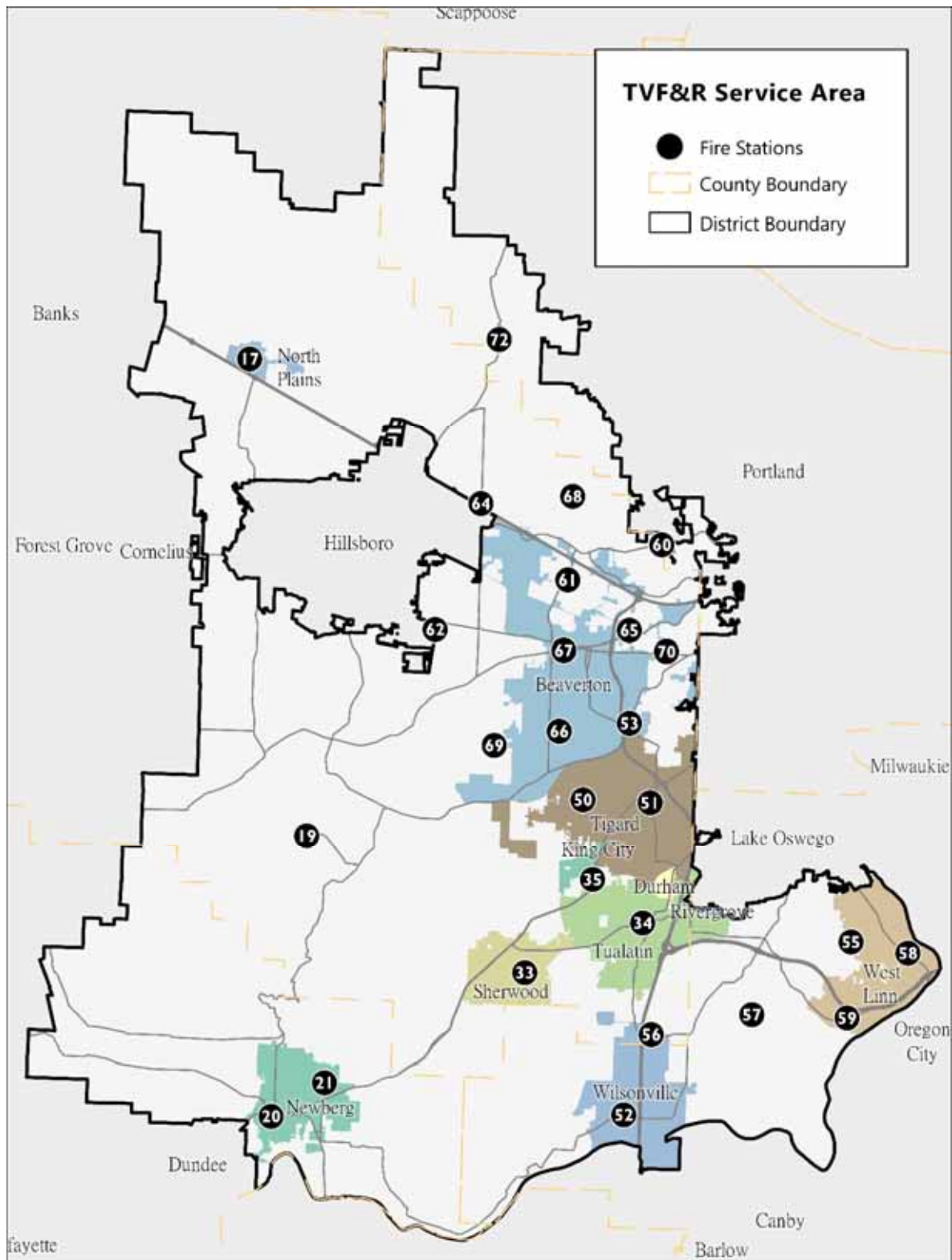
	Station	FTE	Unit(s)	Unit Type
North Division	Station 17 (North Plains)	12.00*		Engine
	Station 50 (Walnut)	12.00		Engine
	Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car
	Station 53 (Progress)	14.00		Engine, Medic
	Station 60 (Cornell Road)	12.00		Engine
	Station 61 (Butner Road)	13.00		Engine, Car
	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
	Station 70 (Raleigh Hills)	2.00		Brush Rig
South Division	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.

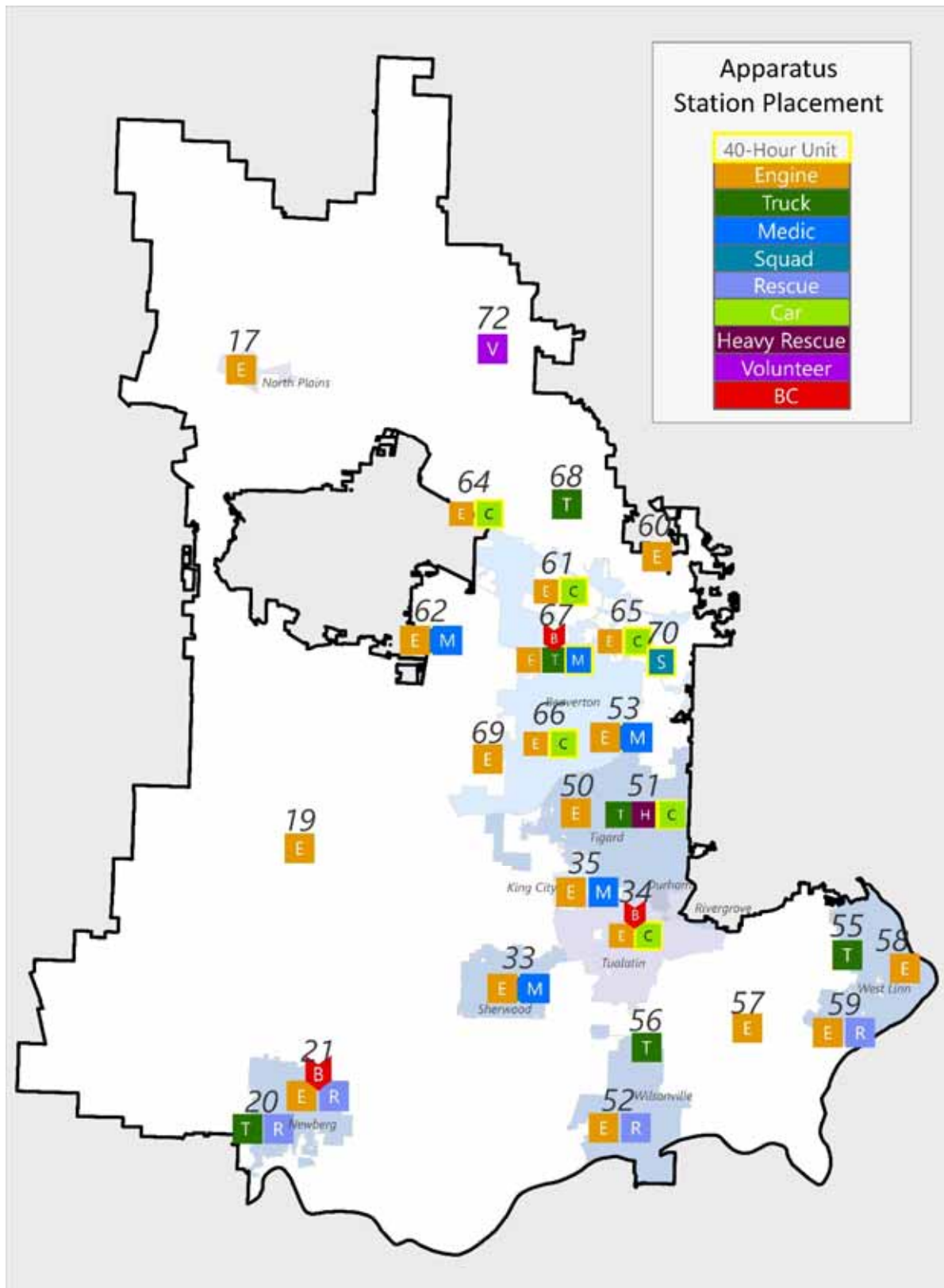
○ FTE per Unit

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

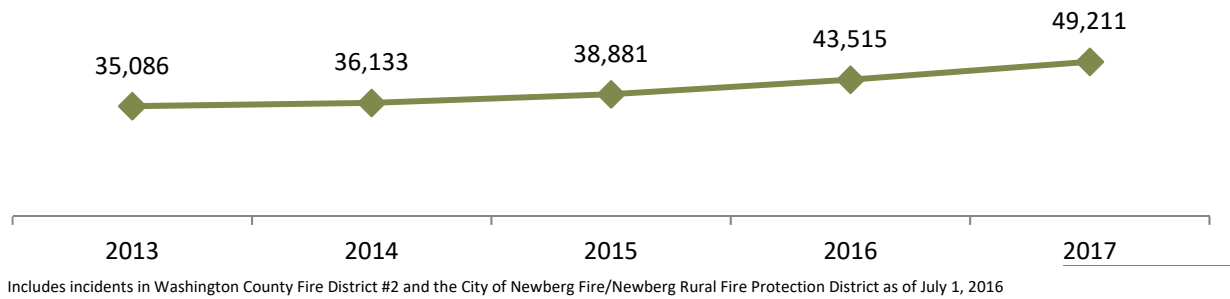


## Integrated Operations Budget by Cost Center

Cost Center	Work Site/Specialty Team	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	2018-19 FTE
<b>Integrated Operations Directorate</b>						
10200	Integrated Operations Admin	\$ 1,204,161	\$ 1,781,877	\$ 2,750,667	\$ 1,842,332	5.00
10625	Hazardous Materials Team	43,035	39,065	89,534	95,173	0.00
10622	Technical Rescue Team	92,978	56,449	75,560	48,449	0.00
10626	Water Rescue Team	40,815	49,535	84,153	76,184	0.00
10280	Relief Pool Personnel	8,034,912	,262,936	10,800,155	11,746,300	62.00
<b>Total Integrated Operations Admin</b>		<b>9,415,900</b>	<b>10,189,861</b>	<b>13,800,069</b>	<b>13,808,438</b>	<b>67.00</b>
10165	North Integrated Operations	2,543,810	3,230,334	3,521,360	3,938,640	20.00
10017	Station 17 - North Plains	1,551	1,623,041	1,683,802	2,010,568	12.00
10050	Station 50 - Walnut	2,033,455	2,063,418	2,188,143	2,316,827	12.00
10051	Station 51 - Tigard	4,193,038	4,548,067	4,795,168	4,964,721	25.00
10053	Station 53 - Progress	2,610,491	2,581,980	2,547,589	2,766,234	14.00
10060	Station 60 - Cornell Road	2,065,918	2,047,324	2,195,980	2,288,686	12.00
10061	Station 61 - Butner Road	2,013,211	1,912,008	2,334,119	2,493,849	13.00
10062	Station 62 - Aloha	2,200,348	2,194,447	2,505,961	2,655,648	14.00
10064	Station 64 - Somerset	1,860,058	2,156,996	2,407,946	2,450,161	13.00
10065	Station 65 - West Slope	1,948,561	2,045,442	2,343,192	2,490,266	13.00
10066	Station 66 - Brockman Road	1,967,628	2,079,366	2,341,306	2,548,949	13.00
10067	Station 67 - Farmington Road	4,192,072	4,434,830	4,634,332	4,951,541	26.00
10068	Station 68 - Oak Hills	1,936,575	2,039,880	2,156,677	2,333,912	12.00
10069	Station 69 - Cooper Mountain	2,019,965	2,158,625	2,159,565	2,288,139	12.00
10070	Station 70 - Raleigh Hills	407,558	497,004	438,974	441,303	2.00
10072	Station 72 - Skyline				36,843	0.00
10155	Former North Division Command	2,281,671	113,123	98,602	33,560	0.00
<b>Total North Integrated Operations</b>		<b>34,275,909</b>	<b>35,725,885</b>	<b>38,352,716</b>	<b>41,009,847</b>	<b>213.00</b>
10180	South Integrated Operations	1,971,468	3,448,296	3,822,370	3,719,084	18.00
10019	Station 19 - Midway	1,676	1,573,336	1,671,007	1,996,229	12.00
10020	Station 20 - Downtown Newberg	35,752	2,561,669	2,859,978	3,237,303	18.00
10021	Station 21 - Springbrook	30,591	2,624,897	2,749,721	3,312,221	18.00
10033	Station 33 - Sherwood	1,947,408	2,199,359	2,463,215	2,606,351	14.00
10034	Station 34 - Tualatin	2,256,141	2,384,382	2,511,379	2,588,477	13.00
10035	Station 35 - King City	2,228,298	2,836,116	3,244,104	3,351,314	18.00
10039	Station 39 - Rivergrove				74,515	0.00
10052	Station 52 - Wilsonville	2,631,468	2,814,513	3,135,558	3,427,087	18.00
10055	Station 55 - Rosemont			678,338	2,396,409	12.00
10056	Station 56 - Elligsen Road	2,149,288	2,304,902	2,240,439	2,391,289	12.00
10057	Station 57 - Mountain Road	1,873,825	2,060,879	2,106,239	2,282,299	12.00
10058	Station 58 - Bolton	3,107,471	2,292,143	2,169,391	2,305,269	12.00
10059	Station 59 - Willamette	2,357,607	3,522,719	3,373,331	3,633,137	18.00
<b>Total South Integrated Operations</b>		<b>20,590,994</b>	<b>30,623,212</b>	<b>33,025,070</b>	<b>37,320,984</b>	<b>195.00</b>
<b>Total Integrated Operations Directorate</b>		<b>\$64,282,804</b>	<b>\$76,538,958</b>	<b>\$85,177,855</b>	<b>\$92,139,269</b>	<b>475.00</b>

## Integrated Operations Administration, continued

### District Incident Count (Calendar Year)<sup>1</sup>

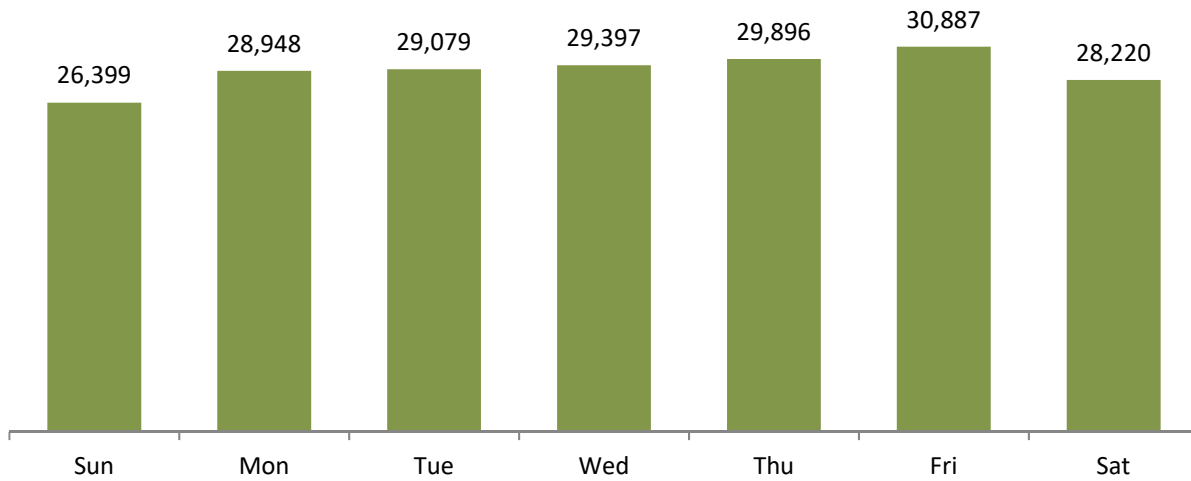


### District Incident Summary (Calendar Year)

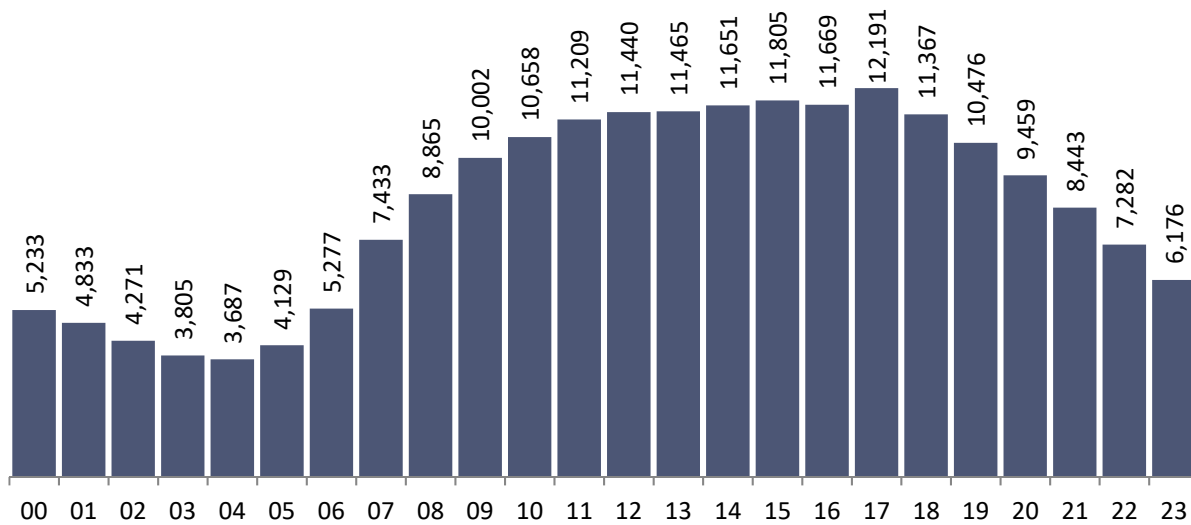
NFIRS Series	2013		2014		2015		2016		2017	
	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	3,597	1,028	3,460	999	3,776	1,294	3,977	1,199	4,423	1,362
Overpressure	0	86	0	59	0	28	0	40	0	21
EMS/Rescue Call	28,737	22,244	29,829	23,460	32,067	26,236	36,036	29,693	40,688	33,390
Hazardous Condition	662	915	783	1,113	767	1,065	933	1,274	1,227	1,500
Service Call	1,209	2,567	1,260	2,496	1,334	2,502	1,547	3,054	2,048	3,625
Good Intent Call	342	6,156	304	6,013	386	5,681	418	5,866	272	6,676
False Call	0	2,050	0	1,942	0	2,058	0	2,366	0	2,611
Natural Condition	0	7	0	23	0	10	0	7	0	21
Other Situation	539	33	497	28	551	7	597	9	553	5
<b>Total</b>	<b>35,086</b>		<b>36,133</b>		<b>38,881</b>		<b>43,515</b>		<b>49,211</b>	

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

<sup>1</sup> 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, 2013–2017<sup>1</sup>

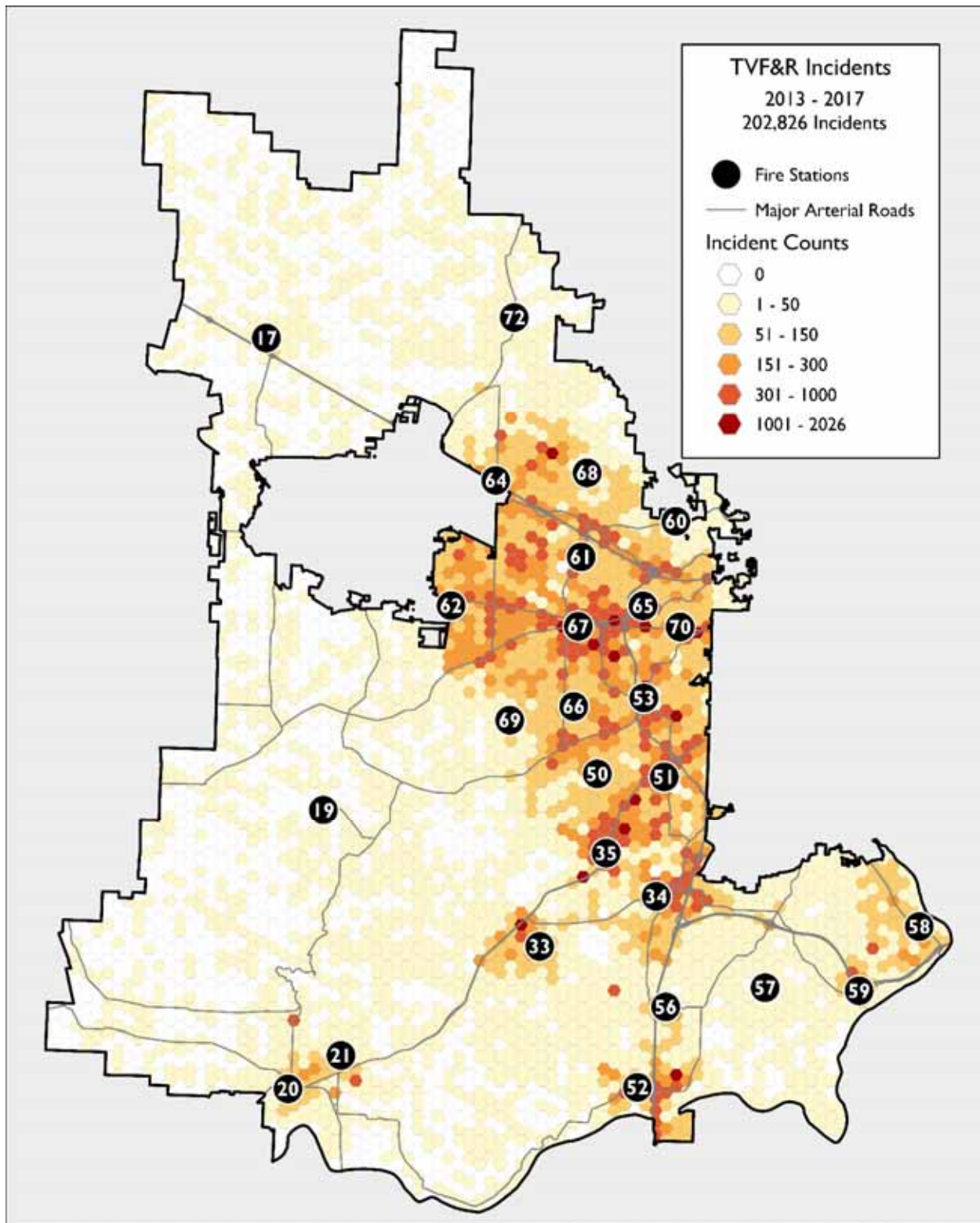
Includes incidents in Washington County Fire District #2 and the City of Newberg Fire/Newberg Rural Fire Protection District as of July 1, 2016

District Incident Count by Hour of Day, 2013–2017<sup>1</sup>

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

<sup>1</sup> 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 2013-2017



## Status of 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.  
 Status: ≠ No Longer Relevant  
 Status Report: Stations and Battalion Chiefs monitored turnout time performance through dynamic reporting available in the Enterprise Geographic Information System (EGIS), as well as calculated monthly and quarterly performance posted. Additionally, this was a performance evaluation goal for the station Captains. There was not a significant reduction during the performance period. Staff is going to reevaluate the calculation methodology of this performance segment to make it more relevant and informative for our crews, and those we serve. "No longer relevant" has been selected as the status only from a documentation standpoint. Turnout time performance is still a critical component of the District's overall performance, but how it is evaluated will be assessed and reflected differently in Fiscal Year 2018-19.

- 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: √ Complete  
 Status Report: During the performance period, Station 55 will be complete (or close to completion) and the District's third tractor drawn aerial (Truck 55) will be deployed.

### Status of 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.  
Status: ≠ No Longer Relevant  
Status Report: Specific to fireground performance, the Operations Quality Improvement Committee (Ops-QI) has worked on developing KPIs for some time; however, inability to capture objective data has hindered this tactic (i.e., lack of data collection points in the computer aided dispatch [CAD] system, and a means for crews to report these data points). In the interim, a Post Fire Review template has been implemented that provides discussion points for Battalion Chiefs to use with crews, in-person, after a fire. While subjective, this approach will provide opportunities for crews to discuss tactics immediately after a fire and for Battalion Chiefs to begin to identify trends that can be further discussed at quarterly Operations Meetings. These questions will also serve as the basis for metrics that could be recorded in the District's incident records management system (RMS). "No longer relevant" has been selected as the status only from a documentation standpoint. Future efforts will focus on data points to be collected in the new CAD system, incident RMS, as well as future versions of the Incident Intelligence System (2iS).

## Status of 2017-18 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; 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.

Status: → Ongoing

Status Report: Former Washington County Fire District #2 (D2) personnel were equipped with the standard uniform and personal protective equipment (PPE) issued by the District. Engines 17 and 19 also received a light complement of extrication equipment allowing them to begin initial extrication operations while additional units (i.e., trucks or the heavy rescue) respond to these outlying areas.

Equipment for the personnel and apparatus assigned to Stations 20 and 21 in Newberg will move forward into the next fiscal year.

Personnel from D2 and Newberg, and personnel from the District have been transferring in and out of Stations 17, 19, 20, and 21 this aided in collaboration efforts. Additionally, personnel from D2 and Newberg successfully participated in the Civil Service exam processes for promotion in anticipation of annexation.

### Status of 2017-18 Tactics, continued

- 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.

Status: ✓ Complete

Status Report: New 1.75" hose and smooth bore nozzles were deployed to all companies during the performance period. Numerous related training documents and videos were disseminated via Target Solutions. Hose testing for all companies provided an opportunity to reconfigure hose bed dividers to accommodate the new deployment. In October 2017, the multi-company drill focused on the deployment of 1.75" hose and fireground tactics. Subsequently, this training was followed by additional targeted training at Saturday Drill in November. Saturation of hands-on training continued into January 2018, where fireground performance was again a focus for multi-company drills. While the status of this tactic is noted as "Complete", efforts will continue through consistent and routine training. As noted above, while there are no objective data points to currently capture reduced fire loss/enhanced safety through these deployment efforts, Company and Chief Officers have all noted subjective success through their personal experiences at fires that have occurred over the past few months.

## Additional 2017-18 Accomplishments

- Deployed new Station and Truck 55 in West Linn.
- Deployed apparatus and personnel to four Oregon wildfire conflagrations and three California wildfire conflagrations.

## Activities Summary

Calendar Year	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Projected
<u>Code Enforcement</u>					
Inspections	4,657	4,169	4,891	4,394	5,513
Re-inspections	2,882	2,612	2,696	3,252	4,079
Night Inspections	174	337	198	246	328
Violations Found	4,918	4,290	4,209	2,679	3,362
<u>Investigations</u>					
Total Number of Incidents Investigated	161	212	243	206	200
Arson Investigations	17	28	42	23	25
<u>Public Education</u>					
Hands-Only CPR in Schools –Students Trained	6,903	7,186	7,979	5,720	5,800
Apartment Program – Number of Trainees	160	203	130	163	160
Adult Foster Care Program – Number of Trainees	63	72	70	35	35
Fire Safety House Events	36	28	24	20	20
Total Attendance – Safety House	7,539	8,100	10,620	8,380	8,500
Total Public Education Events	705	755	717	834	835
Total Attendance – Public Education Events	66,285	65,210	70,685	70,231	71,000



### 2018-19 Tactics

- Assess response performance time segments and related incident types to ensure analysis methods accurately represent crew performance. Revise analysis tools with the goal of making them easier to understand by crews.

Goal/Strategy: Goal 2 – Strategy 2A; Goal 3 - Strategy 3A  
Timeframe: 12 months  
Partner(s): Fire Chief's Office, Integrated Operations  
Budget Impact: None  
Measured By: Identification of new or refined performance objectives and related incident types. Regular interaction with crews regarding their performance; discussions should focus more on ways to improve performance rather than needing to educate them on the analysis tools.

- Identify fireground data points that need to be collected to provide objective information to evaluate on scene performance. Determine how these data points will be captured, stored, and reported.

Goal/Strategy: Goal 2 – Strategy 2A and 2C  
Timeframe: 24 months  
Partner(s): Fire Chief's Office, Integrated Operations, Training, Information Technology, Communications, Fleet  
Budget Impact: None  
Measured By: Work with the Operations Quality Improvement Committee, Battalion Chiefs, Training, and key line personnel to gain consensus on data points that will evaluate on scene performance on the fireground.

- Utilize advances in technology to enhance the ability to meet or exceed the demands and performance objectives of emergency operations (e.g., Enterprise Geographic Information System [EGIS], Incident Intelligence System [2iS]).

Goal/Strategy: Goal 2 – Strategy 2A, 2C, 2D, 2E; Goal 3 - Strategy 3A  
Timeframe: 12 months  
Partner(s): Fire Chief's Office, Integrated Operations, Training, Emergency Medical Services, Information Technology, Communications, Fleet  
Budget Impact: Increase required  
Measured By: Implementation of the new EGIS SitStat Monitor with drive-time visualization to assist Battalion Chiefs with the daily management of resources. Deployment of the new 2iS application that will provide on-scene protocol queues to improve patient treatment, and more accurately and efficiently capture information collected in the field.

## 2018-19 Tactics, continued

- Monitor the implementation of the new automatic vehicle location (AVL) based computer aided dispatch (CAD) system and propose changes based on impacts to the system (e.g., efficient use of CAD software on mobile data computers [MDCs] and iPads, deployment of resources to Code 1 and Code 3 incidents, deployment of specific unit types, impacts to automatic aid, dispatch performance in Clackamas and Yamhill counties).

Goal/Strategy: Goal 2 – Strategy 2C; Goal 3 – Strategy 3A

Timeframe: 24 months

Partner(s): Fire Chief's Office, Integrated Operations, Training, Emergency Medical Services, Information Technology, Communications, Neighboring Fire Jurisdictions, Regional, Dispatch Agencies

Budget Impact: None

Measured By: Continual communication with crews to understand the challenges of the new system. Coordination with the Washington County Consolidated Communications Agency (WCCCA) to implement solutions for identified issues (e.g., routing, inefficiencies in the function of the MDC, reduced ability to dispatch units from neighboring agencies not on the new CAD, revising Code 1 and Code 3 response areas).

- Implement a sustainable, virtual communication strategy to station personnel to provide consistent communication and direction on a reoccurring basis.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2 – Strategy 2C, 2D, 2E

Timeframe: 12 months

Partner(s): Fire Chief's Office, Integrated Operations, Training, Emergency Medical Services, Information Technology, Communications

Budget Impact: Increase required

Measured By: Implementation of the tactic and the ability to sustain a continual communication connection to crews (Example: weekly, live, virtual Ops Update to all stations).

- Evaluate the current risks and demands of emergency operations and identify means to evolve and leverage existing resources to meet those demands.

Goal/Strategy: Goal 1 – Strategy 1F; Goal 2 - Strategy 2B and 2F

Timeframe: 12 months

Partner(s): Fire Chief's Office, Integrated Operations, Training, Emergency Medical Services

Budget Impact: None

Measured By: Redeployment of resources with an emphasis on educating personnel on the process conducted to evaluate risk and demand (e.g. explain the "why").

# Integrated Operations Administration, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10200</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 136,078	\$ 157,312	\$ 159,436	\$ 152,050	\$ 152,050	\$ 152,050
5002	Salaries & Wages Nonunion	108,288	291,288	363,600	385,808	385,808	385,808
5003	Vacation Taken Union	9,443	32,118	11,214	21,466	21,466	21,466
5004	Vacation Taken Nonunion		28,835	24,051	30,007	30,007	30,007
5005	Sick Leave Taken Union	1,716	7,512	2,980	3,578	3,578	3,578
5006	Sick Taken Nonunion		3,295	6,390	8,574	8,574	8,574
5007	Personal Leave Taken Union		1,770	1,578	1,789	1,789	1,789
5008	Personal Leave Taken Nonunion			3,382	4,287	4,287	4,287
5009	Comp Taken Union	182					
5015	Vacation Sold	6,729	12,355	7,719	9,774	9,774	9,774
5017	PEHP Vac Sold at Retirement			4,212	4,301	4,301	4,301
5018	Comp Time Sold Union		93				
5020	Deferred Comp Match Union	7,362	6,824	8,762	8,946	8,946	8,946
5021	Deferred Comp Match Nonunion	8,748	29,793	32,112	40,658	40,658	40,658
5101	Vacation Relief	1,048					
5120	Overtime Union	334,804	164,534	1,007,074	241,052	241,052	241,052
5121	Overtime Nonunion	12,419					
5201	PERS Taxes	118,634	151,218	387,025	217,781	217,781	217,781
5203	FICA/MEDI	39,458	44,769	60,264	66,533	66,533	66,533
5206	Worker's Comp	12,717	9,959	13,372	14,586	14,586	14,586
5207	TriMet/Wilsonville Tax	4,084	4,818	6,250	6,932	6,932	6,932
5208	OR Worker's Benefit Fund Tax	184	164	150	150	150	150
5210	Medical Ins Union	25,971	44,200	43,506	46,122	46,122	46,122
5211	Medical Ins Nonunion	15,119	42,207	61,671	64,331	64,331	64,331
5220	Post Retire Ins Union	859	1,400	1,200	1,200	1,200	1,200
5221	Post Retire Ins Nonunion	675	1,800	2,700	2,700	2,700	2,700
5230	Dental Ins Nonunion	1,461	3,744	5,144	4,979	4,979	4,979
5240	Life/Disability Insurance	922	2,478	4,737	4,287	4,287	4,287
5270	Uniform Allowance	58,664	11,195	9,430	12,330	12,330	12,330
5290	Employee Tuition Reimburse	40,674	53,189	72,125	42,513	42,513	42,513
5295	Vehicle/Cell Allowance	200	6,660	6,960	6,960	6,960	6,960
	<b>Total Personnel Services</b>	<b>946,439</b>	<b>1,113,530</b>	<b>2,307,044</b>	<b>1,403,694</b>	<b>1,403,694</b>	<b>1,403,694</b>
5300	Office Supplies		12	340	390	390	390
5301	Special Department Supplies	5,655	1,537	15,905	7,590	7,590	7,590
5302	Training Supplies	37					
5304	Hydrant Maintenance	4,452	5,187	5,500	5,500	5,500	5,500
5305	Fire Extinguisher			1,500	500	500	500
5307	Smoke Detector Program	50	12				

Integrated Operations Administration, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5320	EMS Supplies	9,811	59,171	15,400			
5321	Fire Fighting Supplies	36,439	268,059	98,050	41,800	41,800	41,800
5325	Protective Clothing	10,049	91,406	64,800	137,790	137,790	137,790
5330	Noncapital Furniture & Equip	3,049	4,471	6,850	3,600	3,600	3,600
5350	Apparatus Fuel/Lubricants	3,536	2,679	4,075	3,575	3,575	3,575
5361	M&R Bldg/Bldg Equip & Improv			50,000	50,000	50,000	50,000
5365	M&R Firefight Equip	7,216	17,314	9,250	8,950	8,950	8,950
5366	M&R EMS Equip		73,712				
5400	Insurance Premium			1,000	1,000	1,000	1,000
5414	Other Professional Services	86,080	92,017	54,950	58,050	58,050	58,050
5415	Printing	38	38	1,000	1,250	1,250	1,250
5417	Temporary Services	21,760					
5450	Rental of Equip	542		300			
5461	External Training	19,025	15,409	32,090	35,960	35,960	35,960
5462	Travel and Per Diem	29,623	19,731	53,000	52,400	52,400	52,400
5473	Employ Safety Pro & Incent	5,800	5,800	13,000	13,000	13,000	13,000
5480	Community/Open House/Outreach	25					
5481	Community Education Materials	3,773	5,000	5,000	4,500	4,500	4,500
5484	Postage UPS & Shipping		65	1,500	1,800	1,800	1,800
5500	Dues & Subscriptions	3,815	4,618	5,023	4,983	4,983	4,983
5502	Certifications & Licensing		685				
5570	Misc Business Exp	2,976	1,308	4,240	6,000	6,000	6,000
5571	Planning Retreat Expense	3,971	117	850			
<b>Total Materials and Services</b>		<b>257,722</b>	<b>668,347</b>	<b>443,623</b>	<b>438,638</b>	<b>438,638</b>	<b>438,638</b>
<b>Total General Fund</b>		<b>\$1,204,161</b>	<b>\$1,781,877</b>	<b>\$2,750,667</b>	<b>\$1,842,332</b>	<b>\$1,842,332</b>	<b>\$1,842,332</b>



## Team Description

The District's Hazardous Materials (HazMat) Team is comprised of 30 personnel who operate out of two stations (34 and 53). The stations are staffed with 12 personnel each, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of seven members per shift. The HazMat Team responds to fires, spills, and other incidents involving chemicals or toxic materials utilizing HazMat response units, **HM34** and **HM53**. The team is one of 14 in the Oregon State Regional Hazardous Material Response system and is known as Hazmat Team 9. As a regional responder, TVF&R is responsible for hazardous materials incidents within Region 9, which stretches from Scappoose to Salem and from Lake Oswego to Astoria. Members are trained to the Technician Level, allowing the team to perform Level-A entries in Immediately Dangerous to Life or Health (IDLH) hazardous environments.

The team utilizes equipment that can predict the movement of hazardous materials released into the atmosphere, as well as detect IDLH or combustible environments. The HazMat Team also has equipment that will ground/bond vessels, contain releases, and transfer hazardous products from leaking containers.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 39,357	\$ 36,586	\$ 74,044	\$ 79,683
Materials and Services	3,678	2,479	15,490	15,490
<b>Total Expenditures</b>	<b>\$ 43,035</b>	<b>\$ 39,065</b>	<b>\$ 89,534</b>	<b>\$ 95,173</b>

## 2018-19 Significant Changes

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



## Hazardous Materials Team, continued

### Status of 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.  
Status: → Ongoing  
Status Report: During fiscal year 2017-18, the Training Division committed a Training Officer to present focused and consistent content to all 30 team members to meet compliance with the OSFM contract. Additionally, TVF&R presented two (2), 160 hour Hazardous Material Technician Courses for the other OSFM Regional Hazmat Teams.

- 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.  
Status: ✓ Complete  
Status Report: During fiscal year 2017-18, nine (9) Hazmat Technicians were trained to fill vacancies and establish a list of qualified personnel for future vacancies.

## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: During fiscal year 2017-18 documented hazardous materials responses increased 20%. The Hazardous Materials Team is continuing to develop specific CAD notifications to alert the team of toxic exposures, natural gas releases, and spills not associated with a car crash.

- 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.  
 Status: ✓ Complete  
 Status Report: Obtained reimbursement from OSFM for outstanding invoices from previous years.

## Additional 2017-18 Accomplishments

- Nine (9) new Hazardous Materials Technicians trained.
- Hazmat Outreach provided to the City of Lake Oswego Fire Department and Yamhill County fire departments.
- Awarded the Hazardous Materials Emergency Preparedness Grant for ToxMedic training.
- Four team members attended the OSFM Hazmat Team Conference.
- Two team members attended the IAFC National Hazmat Conference in Baltimore, MD.

## Hazardous Materials Team, continued

### 2018-19 Tactics

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

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): Training  
Budget Impact: Increase required  
Measured By: Development of focused and consistent training provided to all team members. Individual and team performance improvement.

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

Goal/Strategy: Goal 1, Goal 2  
Timeframe: 12 months  
Partner(s): Operations, WCCCA  
Budget Impact: None  
Measured By: Specific CAD notifications in place in the new CAD system. Increase in internal Hazmat consults and responses.

- Conduct outreach to partner agencies within the OSFM Hazmat Team 9 region to enhance external customer service.

Goal/Strategy: Goal 2, Goal 3  
Timeframe: 12 months  
Partner(s): Operations, OSFM  
Budget Impact: None  
Measured By: Conducting four Outreach events with partner agencies within OSFM Hazmat Team 9's region.



Hazardous Materials Team, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10625</b>	<b>General Fund</b>						
5120	Overtime Union	\$ 29,699	\$ 27,777	\$ 55,552	\$ 58,926	\$ 58,926	\$ 58,926
5201	PERS Taxes	5,778	5,822	12,600	14,502	14,502	14,502
5203	FICA/MEDI	2,100	1,975	4,250	4,508	4,508	4,508
5206	Worker's Comp	1,554	813	1,223	1,297	1,297	1,297
5207	TriMet/Wilsonville Tax	212	186	419	450	450	450
5208	OR Worker's Benefit Fund Tax	13	12				
	<b>Total Personnel Services</b>	<b>39,357</b>	<b>36,586</b>	<b>74,044</b>	<b>79,683</b>	<b>79,683</b>	<b>79,683</b>
5300	Office Supplies	29					
5301	Special Department Supplies	123	227	1,500	1,500	1,500	1,500
5302	Training Supplies		104	750	750	750	750
5311	Haz Mat Response Materials	339	838	3,000	3,000	3,000	3,000
5321	Fire Fighting Supplies	456		750	750	750	750
5325	Protective Clothing		456	1,500	1,500	1,500	1,500
5350	Apparatus Fuel/Lubricants	392	484	2,340	2,340	2,340	2,340
5365	M&R Firefight Equip	2,071	369	5,000	5,000	5,000	5,000
5415	Printing			300	300	300	300
5570	Misc Business Exp	269		350	350	350	350
	<b>Total Materials and Services</b>	<b>3,678</b>	<b>2,479</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>
	<b>Total General Fund</b>	<b>\$ 43,035</b>	<b>\$ 39,065</b>	<b>\$ 89,534</b>	<b>\$ 95,173</b>	<b>\$ 95,173</b>	<b>\$ 95,173</b>



## Team Description

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

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

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

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 48,066	\$ 11,219	\$ 35,700	\$ 23,756
Materials and Services	44,912	45,231	39,860	24,693
<b>Total Expenditures</b>	<b>\$ 92,978</b>	<b>\$ 56,449</b>	<b>\$ 75,560</b>	<b>\$ 48,449</b>

## 2018-19 Significant Changes

Account 5120 provides for overtime and or relief coverage for confined space; extrication and 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 an advanced techniques rope rescue course focusing on industrial rope rescue.

## Technical Rescue Team, continued

- 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.  
Status: ✓ Complete  
Status Report: [Expectations of this training have been met and future formal training needs/frequency will be evaluated.](#)

- 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.  
Status: ✓ Complete  
Status Report: [Two team members attended an 80-hour structural collapse course and, Subsequently, trained the team in updated techniques.](#)

## Additional 2017-18 Accomplishments

- Promoted three members of the team to Lieutenant.
- Trained and added a driver to the Team.
- Increased response reliability by relocating Car 51 within the station bay.
- Supported the SKID Program at Tigard High School.



## 2018-19 Tactics

- Increase Rapid Intervention Team (RIT) capabilities and efficiency across the District by adding RIT training to the Truck Company Operations program and utilizing Truck crews to assist in the event of a RIT activation (prior to HR51 arriving or assisting HR51 during an activation.)

Goal/Strategy: Goal 2  
 Timeframe: 12 months  
 Partner(s): Training, Integrated Operations, Truck Company Operations  
 Budget Impact: None  
 Measured By: RIT capability established on scene by a trained company, proficient in RIT operations, within 15-20 minutes of all structure.

- Facilitate/deliver Rope Rescue I and II training to all Water Rescue Team members who need to meet the training requirement; include new members of the expanded team. .

Goal/Strategy: Goal 2; Goal 3  
 Timeframe: 12 months  
 Partner(s): Operations, Training, Water Rescue Team  
 Budget Impact: Increase required  
 Measured By: All current members of the Water Rescue Team meet the training requirements for Rope Rescue I and II

- Coordinate the update and reallocation of extrication tools to all District Trucks as well as E17 and E19 as directed by Operations to expand their capability to stabilize and gain access to patients, as needed prior to an extrication resource arriving.

Goal/Strategy: Goal 1; Goal 2  
 Timeframe: 24 months  
 Partner(s): Operations, Truck Company Operations, Finance  
 Budget Impact: Increase required  
 Measured By: Update and relocation of tools to the identified units completed. NOTE: This is year 1 of a 3-5 year plan to update Truck Companies with more efficient and ergonomic tools. Upgrades to equipment will occur systematically, one Truck at a time, over a specified period and as approved by Operations.

## Technical Rescue Team, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10622</b>	<b>General Fund</b>						
5120	Overtime Union	\$ 37,066	\$ 8,266	\$ 26,784	\$ 17,568	\$ 17,568	\$ 17,568
5201	PERS Taxes	7,624	1,746	6,075	4,324	4,324	4,324
5203	FICA/MEDI	2,810	625	2,049	1,344	1,344	1,344
5206	Worker's Comp	280	518	590	387	387	387
5207	TriMet/Wilsonville Tax	269	60	202	133	133	133
5208	OR Worker's Benefit Fund Tax	16	4				
	<b>Total Personnel Services</b>	<b>48,066</b>	<b>11,219</b>	<b>35,700</b>	<b>23,756</b>	<b>23,756</b>	<b>23,756</b>
5301	Special Department Supplies	576	14	500	500	500	500
5302	Training Supplies	2,698	4,242	3,060	4,460	4,460	4,460
5321	Fire Fighting Supplies	19,258	18,230	17,200	6,133	6,133	6,133
5325	Protective Clothing	7,160	5,260	6,000	6,000	6,000	6,000
5350	Apparatus Fuel/Lubricants			600	600	600	600
5365	M&R Firefight Equip	1,865	1,304	2,000	2,000	2,000	2,000
5414	Other Professional Services	8,525					
5461	External Training	4,190	8,800	6,500	3,000	3,000	3,000
5462	Travel and Per Diem	626	7,382	4,000	2,000	2,000	2,000
5484	Postage UPS & Shipping	14					
	<b>Total Materials and Services</b>	<b>44,912</b>	<b>45,231</b>	<b>39,860</b>	<b>24,693</b>	<b>24,693</b>	<b>24,693</b>
	<b>Total General Fund</b>	<b>\$ 92,978</b>	<b>\$ 56,449</b>	<b>\$ 75,560</b>	<b>\$ 48,449</b>	<b>\$ 48,449</b>	<b>\$ 48,449</b>

## 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 9,059	\$ 30,863	\$ 49,583	\$ 44,544
Materials and Services	31,756	18,672	34,570	31,640
<b>Total Expenditures</b>	<b>\$ 40,815</b>	<b>\$ 49,535</b>	<b>\$ 84,153</b>	<b>\$ 76,184</b>

## 2018-19 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

### Status of 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.  
Status: → Ongoing  
Status Report: Personnel at stations 59 and 21 were blended to further our efforts in training, safety and performance.

In addition, the teams ten newest members have completed DPSST coursework and task books for awareness, deckhand and boat operator Maritime certifications.

### Additional 2017-18 Accomplishments

- Deployment of "New Boat 59", which included additional training sessions to provide crews a level of proficiency prior to placing the boat in-service. In addition, partnering with Flir and RayMarine on the new boat rollout, which TV news coverage.
- Completion of District-wide Firefighter drown-proofing segment to be aired on Target Solutions. Features training segments on Personal Floatation Device use, care, and maintenance as well as various Firefighter into the water scenarios. (Wearing turnouts and turnouts with SCBA)
- Continued outreach with various outlying agencies. Providing water rescue awareness and curriculum resource to Salem Fire, Columbia River Fire & Rescue, and Banks Fire.
- Continued water rescue awareness training provided to various Engine companies throughout TVFR's service area.
- Continued training and operations with Clackamas County Water Rescue Consortium.
- DPSST recertification of updated Swift-Water Rescue curriculum.
- Stations 59 and 21 responded to over 50 calls for service with minimum staffing intact.

## 2018-19 Tactics

- Finalize functional consolidation between Newberg and TVF&R's Water Rescue Teams. Facilitate training sessions, task-book completions, and State certifications. In addition, provide support for amended staffing models ensuring continual water rescue coverage throughout TVF&R's service area.

Goal/Strategy: Goal 1, Goal 3

Timeframe: 24 months

Partner(s): Newberg Fire Department, Clackamas County Water Rescue Consortium, external rescue boat operations instructors, Integrated Operations, TVF&R Technical Rescue Team, Salem Fire Department, Western Washington County Agencies.

Budget Impact: Increase Required

Measured By: Adequate staffing by personnel with technical certifications in water related disciplines. Team members certified in DPSST Maritime, NFPA Swift-water, and NFPA Technical Rope.



## Water Rescue Team, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10626</b>	<b>General Fund</b>						
5120	Overtime Union	\$ 6,890	\$ 23,549	\$ 37,200	\$ 32,940	\$ 32,940	\$ 32,940
5201	PERS Taxes	1,507	5,091	8,437	8,107	8,107	8,107
5203	FICA/MEDI	515	1,690	2,846	2,520	2,520	2,520
5206	Worker's Comp	94	353	819	725	725	725
5207	TriMet/Wilsonville Tax	50	172	281	252	252	252
5208	OR Worker's Benefit Fund Tax	3	9				
	<b>Total Personnel Services</b>	<b>9,059</b>	<b>30,863</b>	<b>49,583</b>	<b>44,544</b>	<b>44,544</b>	<b>44,544</b>
5301	Special Department Supplies	220					
5302	Training Supplies		177	200	200	200	200
5321	Fire Fighting Supplies	3,849	1,736	3,900	2,050	2,050	2,050
5325	Protective Clothing	26,132	8,636	7,910	2,250	2,250	2,250
5330	Noncapital Furniture & Equip		4,522		400	400	400
5350	Apparatus Fuel/Lubricants	1,277	2,595	8,320	12,000	12,000	12,000
5365	M&R Firefight Equip	277	926	500	1,000	1,000	1,000
5414	Other Professional Services			13,440	13,440	13,440	13,440
5570	Misc Business Exp		81	300	300	300	300
	<b>Total Materials and Services</b>	<b>31,756</b>	<b>18,672</b>	<b>34,570</b>	<b>31,640</b>	<b>31,640</b>	<b>31,640</b>
	<b>Total General Fund</b>	<b>\$ 40,815</b>	<b>\$ 49,535</b>	<b>\$ 84,153</b>	<b>\$ 76,184</b>	<b>\$ 76,184</b>	<b>\$ 76,184</b>

## Relief Pool Personnel

Fund 10 • Directorate 04 • Division 65 • Department 280

### Program Description

This cost center accounts for firefighter personnel who fill in for firefighters on scheduled days off work or on sick or personal leave. The Relief Pool's budget includes funding for 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 8,022,851	\$ 8,253,206	\$10,785,577	\$11,732,022
Materials and Services	12,061	9,730	14,578	14,278
<b>Total Expenditures</b>	<b>\$ 8,034,912</b>	<b>\$ 8,262,936</b>	<b>\$10,800,155</b>	<b>\$11,746,300</b>

### 2018-19 Significant Changes

Increases in Personnel Services budget was prepared as if the labor contract had been rolled over and implements full PERS rates charged in the 2017-2019 biennium.



# Relief Pool Personnel, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10280</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$3,703,268	\$3,642,482	\$ 4,789,344	\$ 5,061,157	\$5,061,157	\$ 5,061,157
5002	Salaries & Wages Nonunion	5,832					
5003	Vacation Taken Union	504,179	516,941	676,008	705,848	705,848	705,848
5005	Sick Leave Taken Union	132,878	153,116	97,288	110,103	110,103	110,103
5007	Personal Leave Taken Union	53,934	54,456	70,109	74,394	74,394	74,394
5009	Comp Taken Union	1,595					
5016	Vacation Sold at Retirement	51		6,027	33,265	33,265	33,265
5017	PEHP Vac Sold at Retirement	1,863	1,901	18,455	46,457	46,457	46,457
5020	Deferred Comp Match Union	202,283	194,263	263,968	286,771	286,771	286,771
5021	Deferred Comp Match Nonunion	583					
5101	Vacation Relief	475,862	529,652	754,027	714,060	714,060	714,060
5105	Sick Relief	57,416	76,649	106,890	121,017	121,017	121,017
5106	On the Job Injury Relief	13,029	11,781	20,701	16,633	16,633	16,633
5107	Short Term Disability Relief	10,289	1,069	5,727	351	351	351
5110	Personal Leave Relief	59,507	72,600	78,250	89,473	89,473	89,473
5115	Vacant Slot Relief	80,932	128,839				
5117	Regular Day Off Relief		60,423	89,001	248,344	248,344	248,344
5118	Standby Overtime	3,094	4,676	4,526	5,735	5,735	5,735
5120	Overtime Union	104,962	75,017	57,313	64,810	64,810	64,810
5201	PERS Taxes	1,063,972	1,119,687	1,596,138	1,865,049	1,865,049	1,865,049
5203	FICA/MEDI	385,477	391,438	538,382	579,749	579,749	579,749
5206	Worker's Comp	128,978	126,208	154,832	166,725	166,725	166,725
5207	TriMet/Wilsonville Tax	37,271	38,755	53,047	57,876	57,876	57,876
5208	OR Worker's Benefit Fund Tax	2,019	2,004	1,658	2,283	2,283	2,283
5210	Medical Ins Union	954,012	1,013,352	1,348,686	1,429,722	1,429,722	1,429,722
5211	Medical Ins Nonunion	699					
5220	Post Retire Ins Union	29,332	30,700	37,200	37,200	37,200	37,200
5230	Dental Ins Nonunion	81					
5270	Uniform Allowance	9,452	7,197	18,000	15,000	15,000	15,000
	<b>Total Personnel Services</b>	<b>8,022,851</b>	<b>8,253,206</b>	<b>10,785,577</b>	<b>11,732,022</b>	<b>11,732,022</b>	<b>11,732,022</b>
5321	Fire Fighting Supplies	1,276	774	1,600	1,500	1,500	1,500
5325	Protective Clothing	10,759	8,419	12,000	12,000	12,000	12,000
5415	Printing		19				
5462	Travel and Per Diem	25	5	300	100	100	100
5500	Dues & Subscriptions		339	678	678	678	678
5575	Laundry/Repair Expense		174				
	<b>Total Materials and Services</b>	<b>12,061</b>	<b>9,730</b>	<b>14,578</b>	<b>14,278</b>	<b>14,278</b>	<b>14,278</b>
	<b>Total General Fund</b>	<b>\$8,034,912</b>	<b>\$8,262,936</b>	<b>\$10,800,155</b>	<b>\$11,746,300</b>	<b>\$11,746,300</b>	<b>\$11,746,300</b>

## Division Description

The North Integrated Operations Division manages and responds to the northern area of the District through the North Operating Center (NOC), one battalion and stations 17, 50, 51, 53, 60, 61, 62, 64, 65, 66, 67, 68, 69, and 70.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 30,242,043	\$ 34,397,327	\$ 36,683,207	\$ 39,535,637
Materials and Services	1,490,057	1,328,558	1,669,509	1,474,210
<b>Total Expenditures</b>	<b>\$ 31,732,100</b>	<b>\$ 35,725,885</b>	<b>\$ 38,352,716</b>	<b>\$ 41,009,847</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	0.00	0.00	0.00
Assistant Fire Marshal	0.00	1.00	1.00	2.00
Deputy Fire Marshal/Inspectors	5.00	8.00	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	4.00	3.00	4.00
Station 17	0.00	9.00	9.00	12.00
Station 50	12.00	12.00	12.00	12.00
Station 51	25.00	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	13.00	13.00	13.00	13.00
Station 65	12.00	13.00	13.00	13.00
Station 66	13.00	13.00	13.00	13.00
Station 67	25.00	26.00	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	2.00	2.00	2.00	2.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>194.00</b>	<b>209.00</b>	<b>208.00</b>	<b>213.00</b>

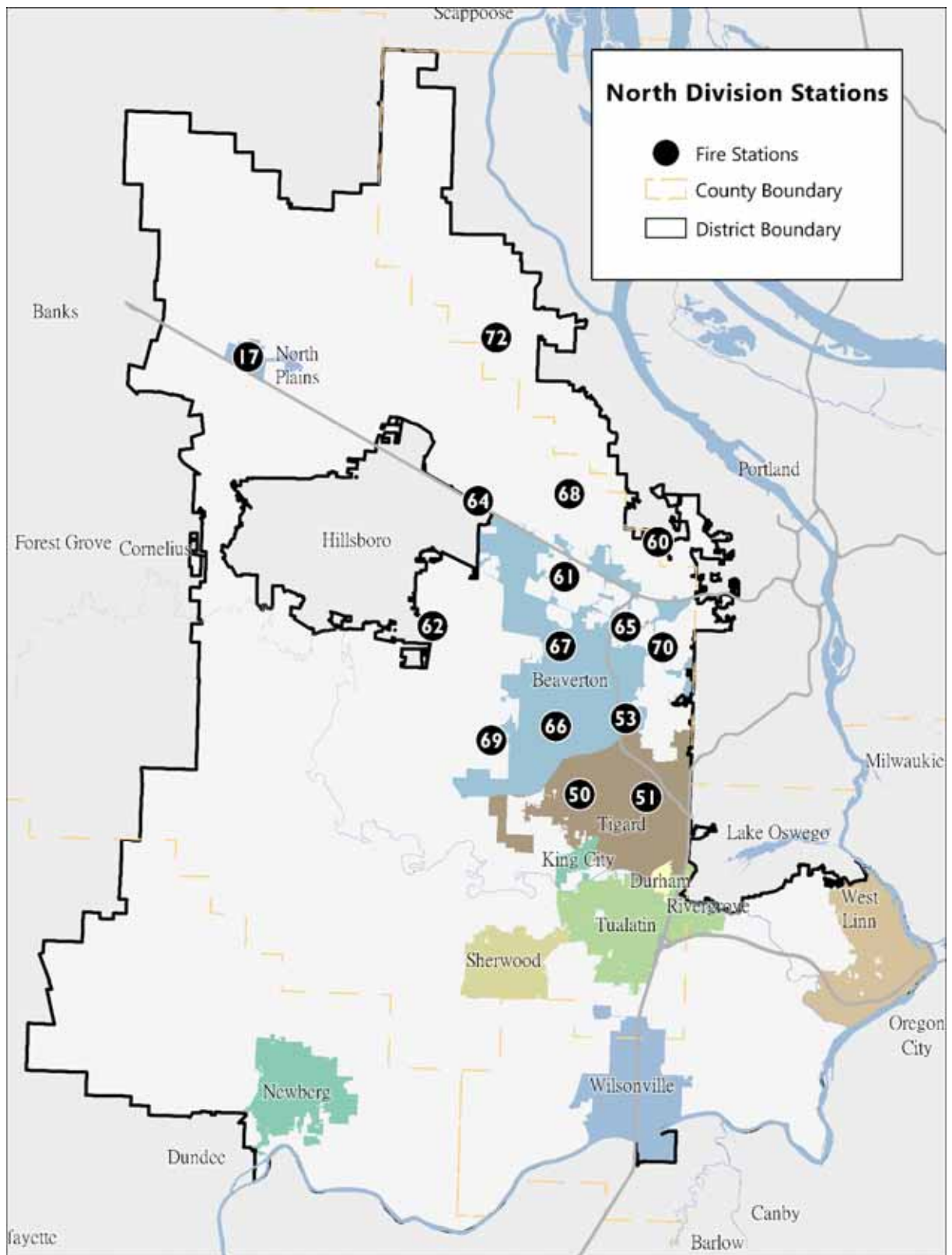
### 2018-19 Significant Changes

For the combined Division, personnel costs increased an overall \$2,631,822 reflecting the expected salaries and benefit costs of assigned employees, including firefighters for Station 17 transferred from the Grand Fund to the General Fund, full implementation of the second year of the 2017-2019 PERS rate increase and potential salaries and wages as if the labor contract had been rolled over.

Within Materials and Services, Building Maintenance and Repairs account 5361 reflects all regular maintenance and services 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	2017-18 Budget			2018-19 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 17 (North Plains)	12.00*		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		Brush Rig	2.00		Brush Rig

\*The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provided the funding for 3 additional FTE at each of these stations through January 2019. These personnel were transferred from the Grant Fund to the General Fund budget in 2018-19 at the grant end date.

○ 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 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.  
 Status: → Ongoing  
 Status Report: Activities were held throughout the year to promote collaborative, respectful, and sustaining internal relationships; examples include: Summer, Halloween and Christmas events at CBOC; District Day, Career Day, and the ISO rerate celebration.

- 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.  
 Status: ✓ Complete  
 Status Report: Three open houses were held, two of which had record attendance. Station 72's open house drew a crowd of several hundred-community members. Station 64's open house attendance reached nearly 1,000 people over the course of three hours. Multiple elected officials from various agencies attended as well. Station 69's open house reached an attendance of approximately 500 community members, which also included elected officials and multiple representatives from partner agencies (Tualatin Valley Water District, Life flight, Washington County, and the City of Beaverton).

### Status of 2017-18 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 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.  
Status: → Ongoing  
Status Report: Along with the organizational changes whereby divisional responsibilities/geography increased, staff relationships with partnering municipalities and community networks increased. Examples include: on-going meetings with City of North Plains staff and council, businesses and community groups; Washington County Sheriff's Office; Beaverton Police Department; Tigard Police Department; Washington County Land Use and Transportation and Health & Human Services; School Resource Officers from all Districts in the service area; publications for North Plains, Beaverton and Tigard; Nike and Providence St. Vincent's Hospital. Staff have ensured existing relationships with the cities and civic groups of North Plains, King City, Rivergrove, Durham, Beaverton and Tigard have been maintained. Staff members participated in many committees/meetings including Beaverton Urban Redevelopment Agency, Tigard and Beaverton Leadership, King City Urban Reserve Area 6D, Oregon Fire Code Committee and Safe Schools Committee. Additionally, staff participated in the selection process of the new Tigard Police Chief and North Plains City Manager.

## Additional 2017-18 Accomplishments

- Joint TVF&R/Washington County Sheriff's Office/Beaverton School District Neighborhood Meeting specific to the Bethany Fires.
- Worked with local water purveyors to assist with the ISO rerate process.

## Activities Summary

Calendar Year	2017 Actual	2018 Projected
<u>Code Enforcement</u>		
Inspections	2891	3280
Re-inspections	2140	2427
Night Inspections	174	232
Violations Found	1763	2000
<u>Investigations</u>		
Total Number of Incidents Investigated	136	130
<u>Public Affairs</u>		
Civic Events	82	85
<u>Public Education</u>		
Hands-Only CPR School Events	20	20
Fire Safety House Events	9	10
Total Public Education Events	459	470
Total Attendance – Public Education Events	35,178	36,000

## 2018-19 Tactics

- Arrange briefings from internal subject matter experts to increase employee knowledge of TVF&R's strategic priorities and initiatives, core services, business and financial model fundamentals, and related challenges.

Goal/Strategy: Goal 1 - Strategy 1A  
 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: Briefings conducted. Employee feedback.

### 2018-19 Tactics, continued

- Increase supervisor/employee discussion around personal preparedness goals.  
  
Goal/Strategy: Goal 1 - Strategy 1E  
Timeframe: 24 months  
Partner(s): Emergency Management  
Budget Impact: None  
Measured By: Employee goals set and progress tracked.
- Participate in joint committees, task forces, and processes in order to monitor and support land use and development planning, urban service agreements, urban renewal and economic development initiatives occurring within the North Division.

Goal/Strategy: Goal 1 - Strategy 1F  
Timeframe: 24 months  
Partner(s): FCO  
Budget Impact: None  
Measured By: Staff time spent at, and in support of, related forums/initiatives. Informational briefings delivered by assigned staff, and relayed to leadership as appropriate.

- Support improvements to occupancy database structure in preparation for EGIS data visualization.

Goal/Strategy: Goal 2 - Strategy 2A  
Timeframe: 12 months  
Partner(s): FCO, IT  
Budget Impact: Increase required  
Measured By: Staff participation in related process meetings and completion of assigned action steps.

- Create a master community risk reduction workflow to identify, develop, implement, and evaluate targeted initiatives; pilot the workflow on a selected initiative.

Goal/Strategy: Goal 2 - Strategy 2F  
Timeframe: 12 months  
Partner(s): EMS, Prevention, Operations, FCO, Public Affairs  
Budget Impact: Increase required  
Measured By: Master workflow completed and presented to leadership. Pilot initiative selected; implementation initiated.

North Integrated Operations Division, continued

General Fund	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5001 Salaries & Wages Union	\$13,401,108	\$14,631,990	\$15,832,133	\$16,338,646	\$16,338,646	\$16,338,646
5002 Salaries & Wages Nonunion	338,687	568,324	615,325	678,967	796,574	796,574
5003 Vacation Taken Union	1,926,367	2,045,641	2,159,331	2,280,457	2,280,457	2,280,457
5004 Vacation Taken Nonunion	32,776	53,112	42,517	52,808	61,956	61,956
5005 Sick Leave Taken Union	252,080	303,806	319,899	357,310	357,310	357,310
5006 Sick Taken Nonunion	5,347	9,045	10,818	15,088	17,702	17,702
5007 Personal Leave Taken Union	172,476	217,047	227,682	237,065	237,065	237,065
5008 Personal Leave Taken Nonunion	3,169	2,727	5,982	7,544	8,851	8,851
5009 Comp Taken Union	988	5,873				
5010 Comp Taken Nonunion	879	37				
5015 Vacation Sold			17,566	16,571	16,571	16,571
5016 Vacation Sold at Retirement	16,795	100,303	130,277	150,039	150,039	150,039
5017 PEHP Vac Sold at Retirement	99,870	106,135	87,795	171,599	171,599	171,599
5018 Comp Time Sold Union	15,394	11,603				
5019 Comp Time Sold Nonunion	4,398	7,783				
5020 Deferred Comp Match Union	723,062	782,877	871,546	940,139	940,139	940,139
5021 Deferred Comp Match Nonunion	27,996	45,950	55,115	59,629	72,696	72,696
5041 Severance Pay		32,376				
5101 Vacation Relief	2,145,245	2,381,873	2,387,222	2,271,202	2,271,202	2,271,202
5105 Sick Relief	351,925	392,015	333,245	376,191	376,191	376,191
5106 On the Job Injury Relief	59,003	46,328	70,990	60,017	60,017	60,017
5107 Short Term Disability Relief	21,435	8,113	19,269	14,314	14,314	14,314
5110 Personal Leave Relief	264,914	261,799	243,424	277,435	277,435	277,435
5115 Vacant Slot Relief	270,978	597,367				
5117 Regular Day Off Relief		268,566	274,137	761,730	761,730	761,730
5118 Standby Overtime	14,580	22,130	14,019	17,594	17,594	17,594
5120 Overtime Union	446,434	403,272	266,272	286,182	286,182	286,182
5121 Overtime Nonunion	665	1,291	10,260	8,780	8,780	8,780
5201 PERS Taxes	3,999,672	4,694,895	5,456,230	6,238,000	6,274,642	6,274,642
5203 FICA/MEDI	1,450,236	1,640,252	1,822,505	1,932,868	1,942,865	1,942,865
5206 Worker's Comp	436,001	452,322	524,661	556,038	557,871	557,871
5207 TriMet/Wilsonville Tax	141,832	155,680	172,604	184,192	185,276	185,276
5208 OR Worker's Benefit Fund Tax	7,815	8,493	7,709	7,622	7,652	7,652
5210 Medical Ins Union	3,391,850	3,853,884	4,372,153	4,669,669	4,669,669	4,669,669
5211 Medical Ins Nonunion	57,586	104,663	116,725	131,145	154,403	154,403
5220 Post Retire Ins Union	109,400	121,100	120,601	121,500	121,500	121,500
5221 Post Retire Ins Nonunion	4,650	6,450	6,300	7,200	8,100	8,100
5230 Dental Ins Nonunion	5,747	9,202	10,641	10,584	12,398	12,398
5240 Life/Disability Insurance	3,558	5,730	8,219	7,544	8,851	8,851
5270 Uniform Allowance	36,733	30,313	63,075	62,400	62,400	62,400

# North Integrated Operations Division, continued

General Fund	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5295 Vehicle/Cell Allowance	390	6,960	6,960	6,960	6,960	6,960
<b>Total Personnel Services</b>	<b>30,242,043</b>	<b>34,397,327</b>	<b>36,683,207</b>	<b>39,315,029</b>	<b>39,535,637</b>	<b>39,535,637</b>
5300 Office Supplies	4,959	4,154	9,220	9,220	9,220	9,220
5301 Special Department Supplies	58,409	59,290	68,935	56,935	56,935	56,935
5302 Training Supplies	950	1,092	3,200	3,700	3,700	3,700
5305 Fire Extinguisher			1,550	1,330	1,330	1,330
5307 Smoke Detector Program	3,948	4,065	5,600	6,000	6,000	6,000
5320 EMS Supplies	163,949	169,892	202,646	203,400	203,400	203,400
5321 Fire Fighting Supplies	46,405	52,649	48,975	53,828	53,828	53,828
5325 Protective Clothing	65,931	61,791	51,850	61,500	61,500	61,500
5330 Noncapital Furniture & Equip	16,930	13,008	57,236	18,654	18,654	18,654
5350 Apparatus Fuel/Lubricants	112,367	140,799	186,792	180,960	180,960	180,960
5361 M&R Bldg/Bldg Equip & Improv	523,341	287,650	478,700	385,072	385,072	385,072
5365 M&R Firefight Equip	2,083	2,561	2,625	4,100	4,100	4,100
5367 M&R Office Equip	18,711	19,469	22,555	21,950	21,950	21,950
5400 Insurance Premium	290	313	200	200	200	200
5414 Other Professional Services	14,414	5,533	20,825	5,000	5,000	5,000
5415 Printing	216	997	1,325	1,850	1,850	1,850
5416 Custodial & Bldg Services	43,433	34,512	23,318	21,732	21,732	21,732
5432 Natural Gas	55,016	76,167	67,615	60,713	60,713	60,713
5433 Electricity	169,507	184,440	190,004	175,885	175,885	175,885
5434 Water/Sewer	119,004	133,678	131,588	120,444	120,444	120,444
5436 Garbage	23,714	23,422	27,748	28,152	28,152	28,152
5445 Rent/Lease of Building	360	8,010	2,800			
5450 Rental of Equip	234	1,081	250	250	250	250
5461 External Training	1,560	90				
5462 Travel and Per Diem	1,722	768	800	800	800	800
5471 Citizen Awards	10	159	450	450	450	450
5480 Community/Open House/Outreach	2,745	4,289	13,800	8,800	8,800	8,800
5481 Community Education Materials	14,944	11,159	14,674	12,200	12,200	12,200
5484 Postage UPS & Shipping	417	11	300	150	150	150
5500 Dues & Subscriptions	3,446	4,924	6,754	6,455	6,455	6,455
5502 Certifications & Licensing	270	1,234	1,100	1,100	1,100	1,100
5570 Misc Business Exp	14,579	13,844	17,409	14,200	14,200	14,200
5571 Planning Retreat Expense	96	80	750	750	750	750
5575 Laundry/Repair Expense	6,098	7,428	7,915	8,430	8,430	8,430
<b>Total Materials and Services</b>	<b>1,490,056</b>	<b>1,328,558</b>	<b>1,669,509</b>	<b>1,474,210</b>	<b>1,474,210</b>	<b>1,474,210</b>
<b>Total General Fund</b>	<b>\$31,732,100</b>	<b>\$35,725,885</b>	<b>\$38,352,716</b>	<b>\$40,789,239</b>	<b>\$41,009,847</b>	<b>\$41,009,847</b>

## North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 165

### Division Description

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

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,502,214	\$ 3,192,076	\$ 3,461,881	\$ 3,883,885
Materials and Services	41,596	38,258	59,479	54,755
<b>Total Expenditures</b>	<b>\$ 2,543,810</b>	<b>\$ 3,230,334</b>	<b>\$ 3,521,360</b>	<b>\$ 3,938,640</b>

### Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	0.00	0.00	0.00
Assistant Fire Marshal	0.00	1.00	1.00	2.00
Deputy Fire Marshal/Inspectors	5.00	8.00	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	4.00	3.00	4.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>15.00</b>	<b>19.00</b>	<b>18.00</b>	<b>20.00</b>

### 2018-19 Significant Changes

Within Personnel Services, one administrative assistant was transferred from the Fire Chief's Office budget and one Assistant Fire Marshal was transferred from the South Operating Center.

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



## North Operating Center, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10165</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 727,291	\$ 989,728	\$1,064,477	\$1,055,336	\$1,055,336	\$1,055,336
5002	Salaries & Wages Nonunion	562,792	568,324	615,325	678,967	796,574	796,574
5003	Vacation Taken Union	92,387	144,275	74,871	148,989	148,989	148,989
5004	Vacation Taken Nonunion	59,561	53,112	42,517	52,808	61,956	61,956
5005	Sick Leave Taken Union	18,012	17,960	19,890	24,831	24,831	24,831
5006	Sick Taken Nonunion	8,913	9,045	10,818	15,088	17,702	17,702
5007	Personal Leave Taken Union	12,651	11,821	11,296	12,416	12,416	12,416
5008	Personal Leave Taken Nonunion	2,193	2,727	5,982	7,544	8,851	8,851
5009	Comp Taken Union	830	5,873				
5010	Comp Taken Nonunion	1,882	37				
5015	Vacation Sold	3,364		17,566	16,571	16,571	16,571
5016	Vacation Sold at Retirement		87,488	111,676	48,005	48,005	48,005
5017	PEHP Vac Sold at Retirement	5,649	38,335	30,931	29,103	29,103	29,103
5018	Comp Time Sold Union		11,603				
5019	Comp Time Sold Nonunion		7,783				
5020	Deferred Comp Match Union	36,549	49,072	58,492	60,538	60,538	60,538
5021	Deferred Comp Match Nonunion	49,025	45,950	55,115	59,629	72,696	72,696
5041	Severance Pay		32,376				
5101	Vacation Relief	79,289	71,397	64,800	81,000	81,000	81,000
5105	Sick Relief		1,773	4,000	5,000	5,000	5,000
5106	On the Job Injury Relief			7,200	9,000	9,000	9,000
5107	Short Term Disability Relief			1,600	2,000	2,000	2,000
5110	Personal Leave Relief	2,100	2,955	2,400	3,000	3,000	3,000
5115	Vacant Slot Relief		1,773				
5117	Regular Day Off Relief		3,546				
5118	Standby Overtime		222				
5120	Overtime Union	34,592	60,142	89,717	87,394	87,394	87,394
5121	Overtime Nonunion	1,183	1,291	10,260	8,780	8,780	8,780
5201	PERS Taxes	323,462	420,496	535,584	584,271	620,913	620,913
5203	FICA/MEDI	110,935	139,293	162,724	175,409	185,406	185,406
5206	Worker's Comp	34,129	41,285	47,298	50,626	52,459	52,459
5207	TriMet/Wilsonville Tax	11,506	15,093	16,899	18,198	19,282	19,282
5208	OR Worker's Benefit Fund Tax	487	578	540	570	600	600
5210	Medical Ins Union	149,802	216,102	239,283	253,671	253,671	253,671
5211	Medical Ins Nonunion	124,007	104,663	116,725	131,145	154,403	154,403
5220	Post Retire Ins Union	4,750	6,300	6,600	6,600	6,600	6,600
5221	Post Retire Ins Nonunion	8,325	6,450	6,300	7,200	8,100	8,100
5230	Dental Ins Nonunion	12,155	9,202	10,641	10,584	12,398	12,398

North Operating Center, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5240	Life/Disability Insurance	5,677	5,730	8,219	7,544	8,851	8,851
5270	Uniform Allowance	4,798	1,319	5,175	4,500	4,500	4,500
5295	Vehicle/Cell Allowance	13,920	6,960	6,960	6,960	6,960	6,960
<b>Total Personnel Services</b>		<b>2,502,214</b>	<b>3,192,076</b>	<b>3,461,881</b>	<b>3,663,277</b>	<b>3,883,885</b>	<b>3,883,885</b>
5300	Office Supplies	78	254	1,500	1,500	1,500	1,500
5301	Special Department Supplies	233	735	1,000	1,000	1,000	1,000
5302	Training Supplies	470	629	1,500	2,300	2,300	2,300
5307	Smoke Detector Program	500		1,800	1,800	1,800	1,800
5320	EMS Supplies	261	60	400	400	400	400
5321	Fire Fighting Supplies	47	371	750	750	750	750
5325	Protective Clothing	851	2,344	3,600	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	4,156	1,017	1,150			
5350	Apparatus Fuel/Lubricants	5,682	12,861	20,000	20,000	20,000	20,000
5400	Insurance Premium	161	313	200	200	200	200
5414	Other Professional Services	10,828	1,385	500			
5415	Printing	364	633	1,000	1,500	1,500	1,500
5450	Rental of Equip	110		250	250	250	250
5461	External Training	700	90				
5462	Travel and Per Diem	40	768	800	800	800	800
5471	Citizen Awards	387	159	450	450	450	450
5480	Community/Open House/Outreach	2,816	3,419	5,100	6,000	6,000	6,000
5481	Community Education Materials	6,223	4,827	4,750	4,000	4,000	4,000
5484	Postage UPS & Shipping			300	150	150	150
5500	Dues & Subscriptions	4,321	4,343	5,354	5,055	5,055	5,055
5502	Certifications & Licensing	210	1,234	1,100	1,100	1,100	1,100
5570	Misc Business Exp	3,145	2,735	7,000	3,000	3,000	3,000
5571	Planning Retreat Expense		80	750	750	750	750
5575	Laundry/Repair Expense	15		225	150	150	150
<b>Total Materials and Services</b>		<b>41,596</b>	<b>38,258</b>	<b>59,479</b>	<b>54,755</b>	<b>54,755</b>	<b>54,755</b>
<b>Total General Fund</b>		<b>\$2,543,810</b>	<b>\$3,230,334</b>	<b>\$3,521,360</b>	<b>\$3,718,032</b>	<b>\$3,938,640</b>	<b>\$3,938,640</b>



## Station 17 – North Plains

Fund 10 • Directorate 04 • Division 60 • Department 017

### Station Description

**Station 17**, located in downtown North Plains on NW Commercial Street, was originally constructed around 1951 and rebuilt in 1998 by the former District 2. This 12,000 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). In 2016-17 through 2017-18, nine personnel were funded by the General Fund budget. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which has provided the funding for three personnel through January 2019. Funding for these firefighters has been transferred to the General Fund at the end of the grant in the 2018-19 budget year. The crew responds to incidents primarily utilizing **Engine 17** and can also respond in **Brush Rig 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 55.1 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 504	\$ 1,568,537	\$ 1,586,077	\$ 1,917,000
Materials and Services	1,047	54,505	97,725	93,568
<b>Total Expenditures</b>	<b>\$ 1,551</b>	<b>\$ 1,623,041</b>	<b>\$ 1,683,802</b>	<b>\$ 2,010,568</b>

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



<sup>1</sup> NOTE: 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).

## Station 17 – North Plains, continued

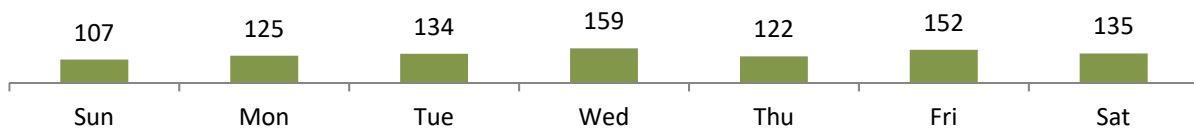
### Station 17 First-Due Area Incident Summary (Calendar Year) 7/1/16-2017<sup>1</sup>

NFIRS Series	2016		2017	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	43	11	94	34
Overpressure	0	1	0	0
EMS/Rescue Call	228	181	453	366
Hazardous Condition	12	21	30	37
Service Call	12	19	38	52
Good Intent Call	2	45	10	109
False Call	0	24	0	33
Natural Condition	0	1	0	0
Other Situation	6	0	6	0
<b>Total</b>	<b>303</b>		<b>631</b>	

\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

### Station 17 First-Due Area

#### Incident Count by Day of Week, 7/1/16-2017<sup>1</sup>

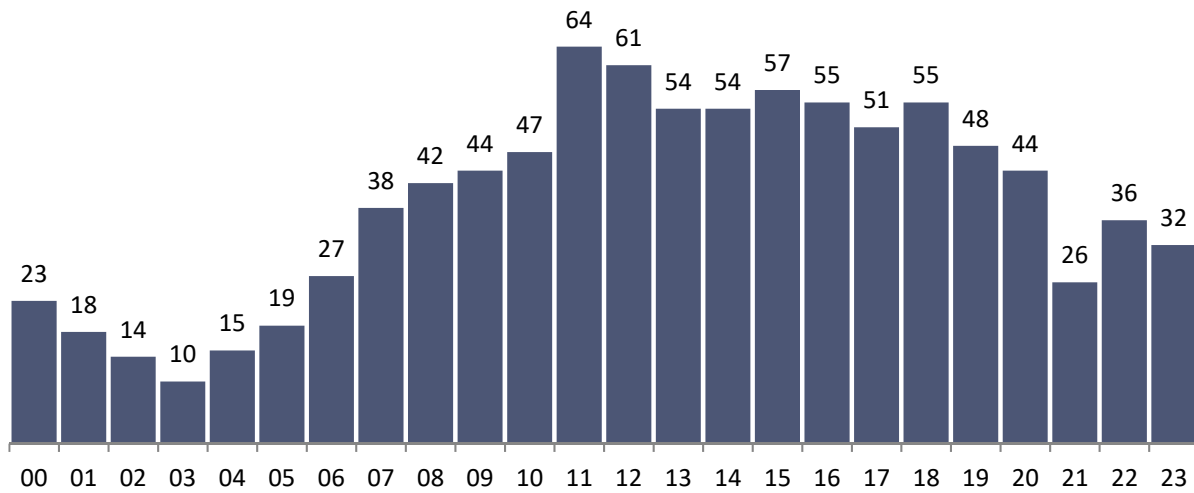


\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

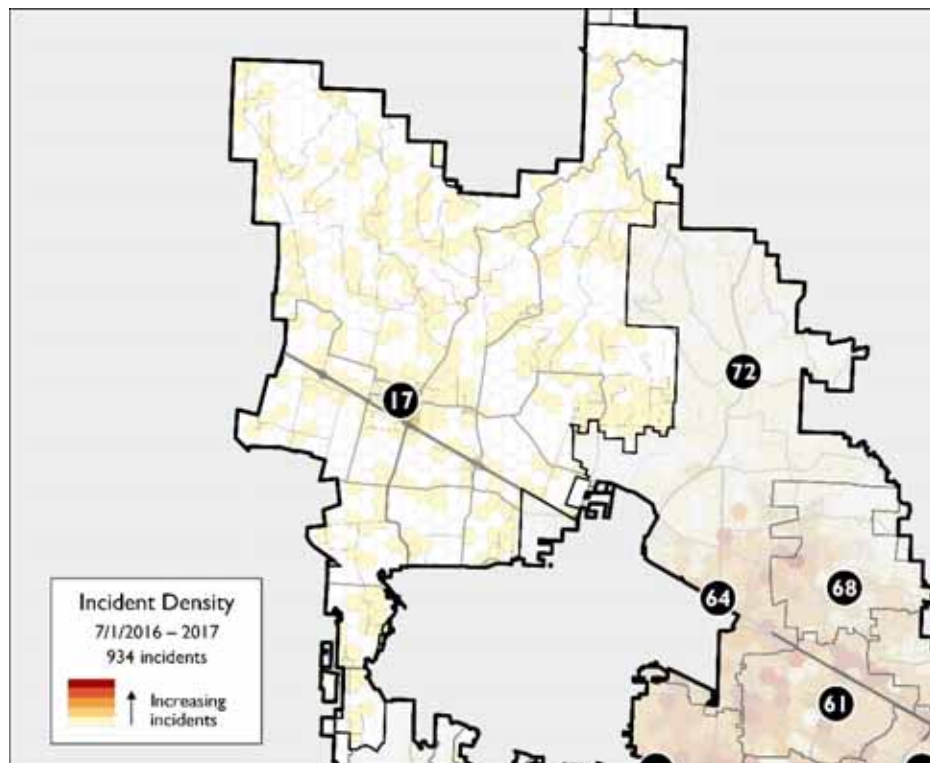
## Station 17 First-Due Area

### Incident Count by Hour of Day, Calendar Years 7/1/16-2017<sup>1</sup>



\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

### Incident Density 7/1/16-2017<sup>1</sup>



\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

## Station 17 – North Plains, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10017</b>	<b>General Fund</b>						
5001	Salaries & Wages Union		\$ 698,973	\$ 709,199	\$ 823,295	\$ 823,295	\$ 823,295
5003	Vacation Taken Union		73,921	100,104	114,820	114,820	114,820
5005	Sick Leave Taken Union		10,276	14,408	17,910	17,910	17,910
5007	Personal Leave Taken Union		13,382	10,383	12,102	12,102	12,102
5016	Vacation Sold at Retirement			895	5,505	5,505	5,505
5017	PEHP Vac Sold at Retirement			2,734	7,688	7,688	7,688
5020	Deferred Comp Match Union		30,430	39,091	47,459	47,459	47,459
5101	Vacation Relief		138,540	111,658	118,172	118,172	118,172
5105	Sick Relief		20,183	15,829	20,028	20,028	20,028
5106	On the Job Injury Relief			3,067	2,753	2,753	2,753
5107	Short Term Disability Relief		1,846	850	664	664	664
5110	Personal Leave Relief		15,600	11,588	14,807	14,807	14,807
5115	Vacant Slot Relief		20,223				
5117	Regular Day Off Relief		9,952	13,180	41,099	41,099	41,099
5118	Standby Overtime		1,462	672	949	949	949
5120	Overtime Union		13,777	8,489	10,726	10,726	10,726
5201	PERS Taxes		217,379	236,362	304,666	304,666	304,666
5203	FICA/MEDI		76,259	79,727	94,705	94,705	94,705
5206	Worker's Comp		19,256	22,931	27,235	27,235	27,235
5208	OR Worker's Benefit Fund Tax		418	333	387	387	387
5210	Medical Ins Union		194,850	195,577	242,130	242,130	242,130
5220	Post Retire Ins Union		6,950	5,400	6,300	6,300	6,300
5270	Uniform Allowance	504	4,861	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>504</b>	<b>1,568,537</b>	<b>1,586,077</b>	<b>1,917,000</b>	<b>1,917,000</b>	<b>1,917,000</b>
5300	Office Supplies		33	480	480	480	480
5301	Special Department Supplies		2,390	3,420	3,420	3,420	3,420
5302	Training Supplies		37	100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program		196	100	300	300	300
5320	EMS Supplies	112	4,960	8,500	8,500	8,500	8,500
5321	Fire Fighting Supplies	368	5,874	3,200	3,000	3,000	3,000
5325	Protective Clothing		2,092	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip				3,309	3,309	3,309
5350	Apparatus Fuel/Lubricants		6,158	9,000	8,000	8,000	8,000
5361	M&R Bldg/Bldg Equip & Improv	417	12,314	43,815	37,274	37,274	37,274
5365	M&R Firefight Equip			150	200	200	200
5367	M&R Office Equip		363	1,605	1,650	1,650	1,650
5414	Other Professional Services			150	100	100	100

# Station 17 – North Plains, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing		57	25	25	25	25
5416	Custodial & Bldg Services		746	1,630	930	930	930
5432	Natural Gas		3,836	3,600	3,960	3,960	3,960
5433	Electricity		8,581	9,600	9,600	9,600	9,600
5434	Water/Sewer		4,383	6,000	6,000	6,000	6,000
5436	Garbage		1,000	1,200	1,200	1,200	1,200
5480	Community/Open House/Outreach		815	500	200	200	200
5481	Community Education Materials		34	750	500	500	500
5500	Dues & Subscriptions		36	100	100	100	100
5570	Misc Business Exp	151	500	480	600	600	600
5575	Laundry/Repair Expense		100	200	400	400	400
<b>Total Materials and Services</b>		<b>1,047</b>	<b>54,505</b>	<b>97,725</b>	<b>93,568</b>	<b>93,568</b>	<b>93,568</b>
<b>Total General Fund</b>		<b>\$ 1,551</b>	<b>\$1,623,041</b>	<b>\$1,683,802</b>	<b>\$2,010,568</b>	<b>\$2,010,568</b>	<b>\$2,010,568</b>



## Station 50 – Walnut

Fund 10 • Directorate 04 • Division 60 • Department 050

### Station Description

Station 50, located on SW Walnut Street just east of Gaarde Street, was constructed in 2009. The 11,700 square foot station houses a total of **12 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) 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.

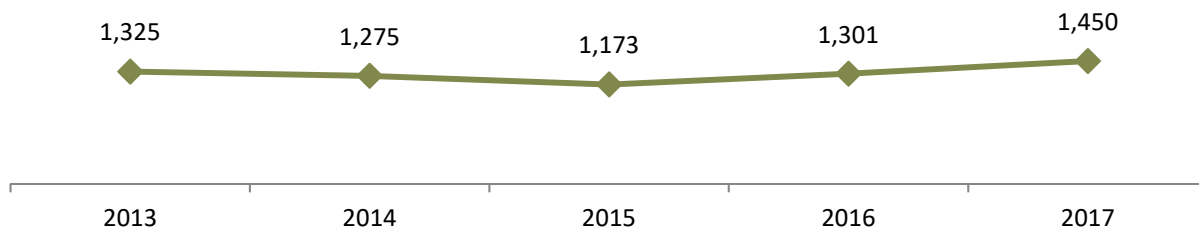
The 4.6 square miles of Station 50's first due area includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,940,218	\$ 1,987,665	\$ 2,085,683	\$ 2,221,463
Materials and Services	93,238	75,753	102,460	95,364
<b>Total Expenditures</b>	<b>\$ 2,033,455</b>	<b>\$ 2,063,418</b>	<b>\$ 2,188,143</b>	<b>\$ 2,316,827</b>

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



<sup>1</sup> NOTE: 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).

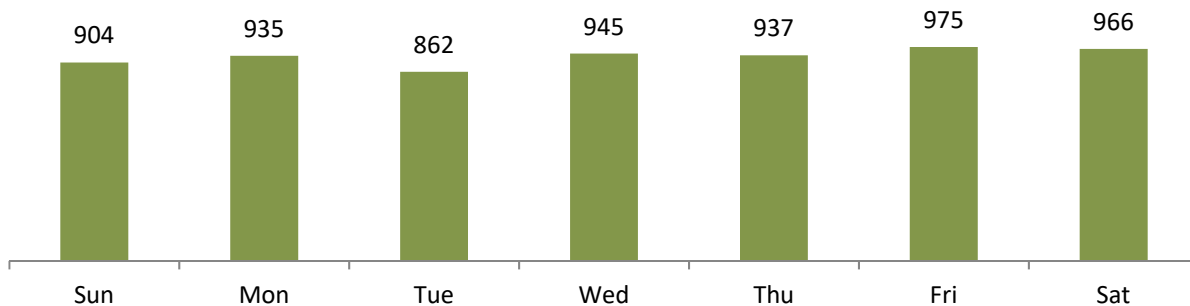
## Station 50 – Walnut, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	119	29	92	31	117	48	113	43	118	46
Overpressure	0	2	0	3	0	1	0	2	0	0
EMS/Rescue Call	1,091	853	1,085	870	930	780	1,059	854	1,183	952
Hazardous Condition	16	15	15	30	26	35	28	30	41	39
Service Call	74	122	66	97	74	82	79	111	85	121
Good Intent Call	6	218	6	175	9	138	9	175	5	196
False Call	0	86	0	67	0	88	0	86	0	95
Natural Condition	0	0	0	1	0	1	0	0	0	1
Other Situation	19	0	11	1	17	0	13	0	18	0
Total	1,325		1,275		1,173		1,301		1,450	

### Station 50 First-Due Area

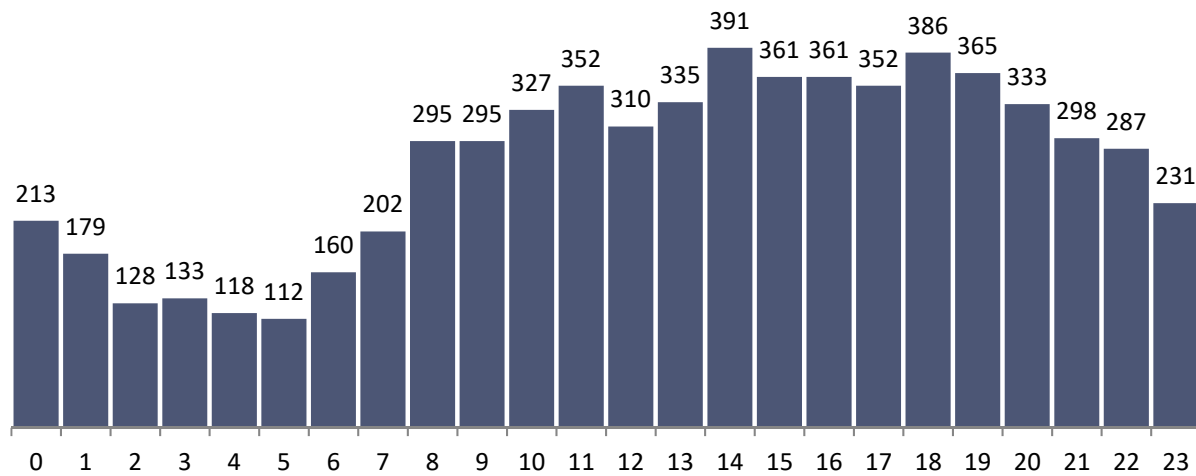
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



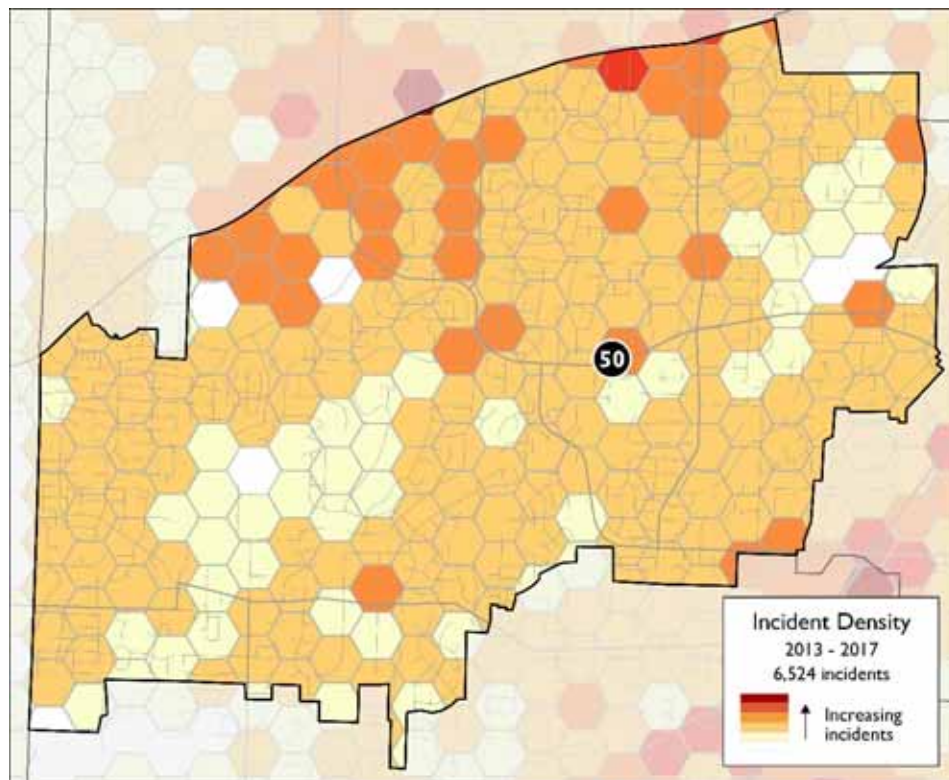
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 50 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 50 – Walnut, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10050</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 889,099	\$ 867,803	\$ 925,883	\$ 951,082	\$ 951,082	\$ 951,082
5003	Vacation Taken Union	138,234	126,132	130,688	132,641	132,641	132,641
5005	Sick Leave Taken Union	28,481	12,843	18,809	20,690	20,690	20,690
5007	Personal Leave Taken Union	4,123	5,584	13,555	13,980	13,980	13,980
5016	Vacation Sold at Retirement			1,167	6,354	6,354	6,354
5017	PEHP Vac Sold at Retirement		3,682	3,569	8,874	8,874	8,874
5020	Deferred Comp Match Union	51,847	47,892	51,033	54,777	54,777	54,777
5101	Vacation Relief	113,377	158,151	145,772	136,394	136,394	136,394
5105	Sick Relief	26,321	42,575	20,666	23,116	23,116	23,116
5106	On the Job Injury Relief	4,366	3,944	4,004	3,177	3,177	3,177
5107	Short Term Disability Relief	1,093	1,213	1,109	767	767	767
5110	Personal Leave Relief	18,883	18,245	15,128	17,090	17,090	17,090
5115	Vacant Slot Relief	20,792	26,563				
5117	Regular Day Off Relief		15,136	17,207	47,436	47,436	47,436
5118	Standby Overtime	1,090	1,175	877	1,096	1,096	1,096
5120	Overtime Union	15,536	16,006	11,082	12,379	12,379	12,379
5201	PERS Taxes	257,164	277,020	308,576	351,887	351,887	351,887
5203	FICA/MEDI	94,407	94,653	104,086	109,384	109,384	109,384
5206	Worker's Comp	28,820	25,280	29,936	31,457	31,457	31,457
5207	TriMet/Wilsonville Tax	9,124	9,484	10,257	10,920	10,920	10,920
5208	OR Worker's Benefit Fund Tax	506	509	443	442	442	442
5210	Medical Ins Union	228,261	225,128	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	7,300	6,700	7,200	7,200	7,200	7,200
5270	Uniform Allowance	1,395	1,947	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,940,218</b>	<b>1,987,665</b>	<b>2,085,683</b>	<b>2,221,463</b>	<b>2,221,463</b>	<b>2,221,463</b>
5300	Office Supplies	273	170	480	480	480	480
5301	Special Department Supplies	4,516	3,811	3,420	3,420	3,420	3,420
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	300	68	100	300	300	300
5320	EMS Supplies	10,281	7,146	11,198	11,000	11,000	11,000
5321	Fire Fighting Supplies	1,432	1,029	2,700	3,414	3,414	3,414
5325	Protective Clothing	3,804	3,171	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	330	128	980			
5350	Apparatus Fuel/Lubricants	10,171	8,135	22,100	14,000	14,000	14,000
5361	M&R Bldg/Bldg Equip & Improv	30,706	17,798	20,215	21,350	21,350	21,350
5365	M&R Firefight Equip	108	49	150	200	200	200
5367	M&R Office Equip	1,303	1,367	1,650	1,650	1,650	1,650
5414	Other Professional Services	287	239	200	300	300	300

# Station 50 – Walnut, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	1,053	738	1,053	1,205	1,205	1,205
5432 Natural Gas	2,673	3,068	3,400	3,200	3,200	3,200
5433 Electricity	13,222	13,862	14,935	14,000	14,000	14,000
5434 Water/Sewer	9,640	12,070	12,500	13,000	13,000	13,000
5436 Garbage	1,752	1,735	1,790	1,800	1,800	1,800
5480 Community/Open House/Outreach		12	200	200	200	200
5481 Community Education Materials	860	508	1,124	800	800	800
5500 Dues & Subscriptions	44	36	100	100	100	100
5570 Misc Business Exp		142	480	600	600	600
5575 Laundry/Repair Expense	484	470	440	500	500	500
<b>Total Materials and Services</b>	<b>93,238</b>	<b>75,753</b>	<b>102,460</b>	<b>95,364</b>	<b>95,364</b>	<b>95,364</b>
<b>Total General Fund</b>	<b>\$2,033,455</b>	<b>\$2,063,418</b>	<b>\$2,188,143</b>	<b>\$2,316,827</b>	<b>\$2,316,827</b>	<b>\$2,316,827</b>



## 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**.

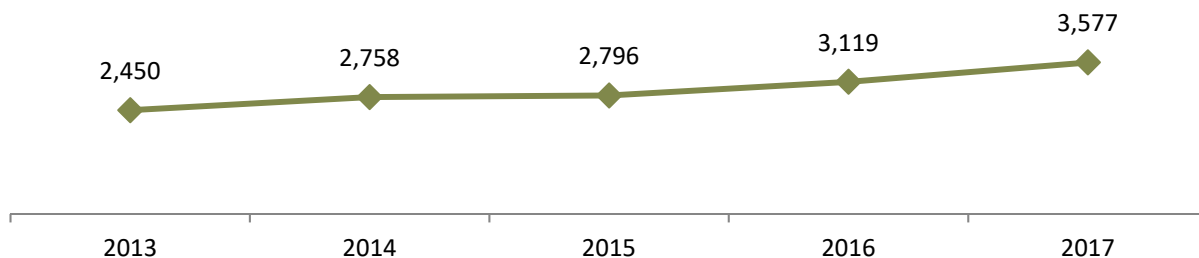
The 6.5 square miles of Station 51's first due area includes Tigard and a small northern portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's Technical Rescue Team is also housed at Station 51.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 4,059,282	\$ 4,438,478	\$ 4,681,683	\$ 4,845,152
Materials and Services	133,755	109,589	113,485	119,569
<b>Total Expenditures</b>	<b>\$ 4,193,038</b>	<b>\$ 4,548,067</b>	<b>\$ 4,795,168</b>	<b>\$ 4,964,721</b>

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



<sup>1</sup> NOTE: 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).

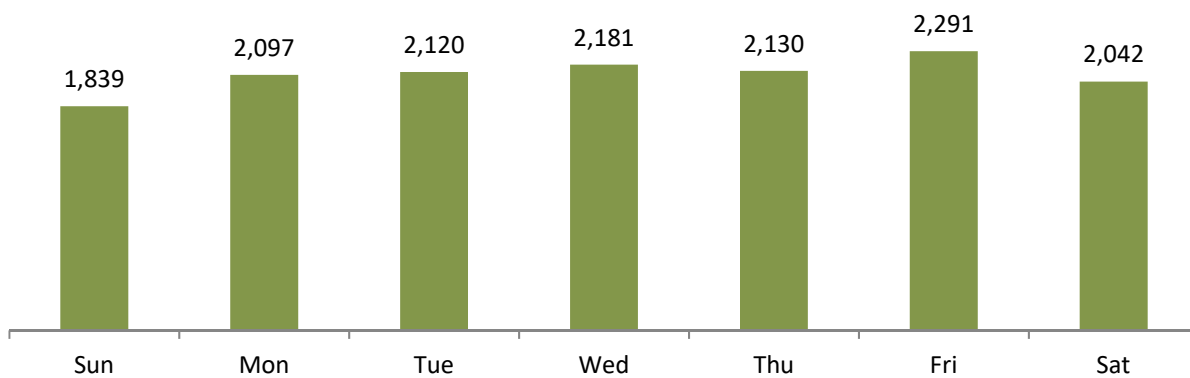
## Station 51 – Tigard, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	268	74	268	70	275	89	308	68	306	77
Overpressure	0	9	0	5	0	1	0	6	0	3
EMS/Rescue Call	2,032	1,427	2,295	1,519	2,336	1,734	2,619	2,107	3,044	2,396
Hazardous Condition	49	71	87	100	62	83	59	84	101	129
Service Call	57	128	66	133	67	161	84	151	91	159
Good Intent Call	14	599	14	778	13	592	13	519	11	647
False Call	0	141	0	148	0	135	0	181	0	164
Natural Condition	0	0	0	2	0	1	0	1	0	2
Other Situation	30	1	28	3	43	0	36	2	24	0
Total	2,450		2,758		2,796		3,119		3,577	

### Station 51 First-Due Area

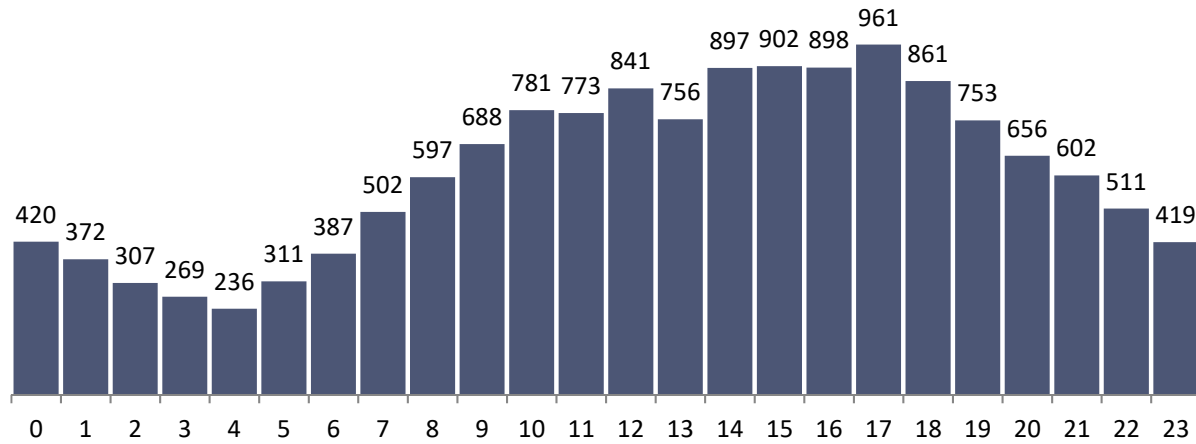
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



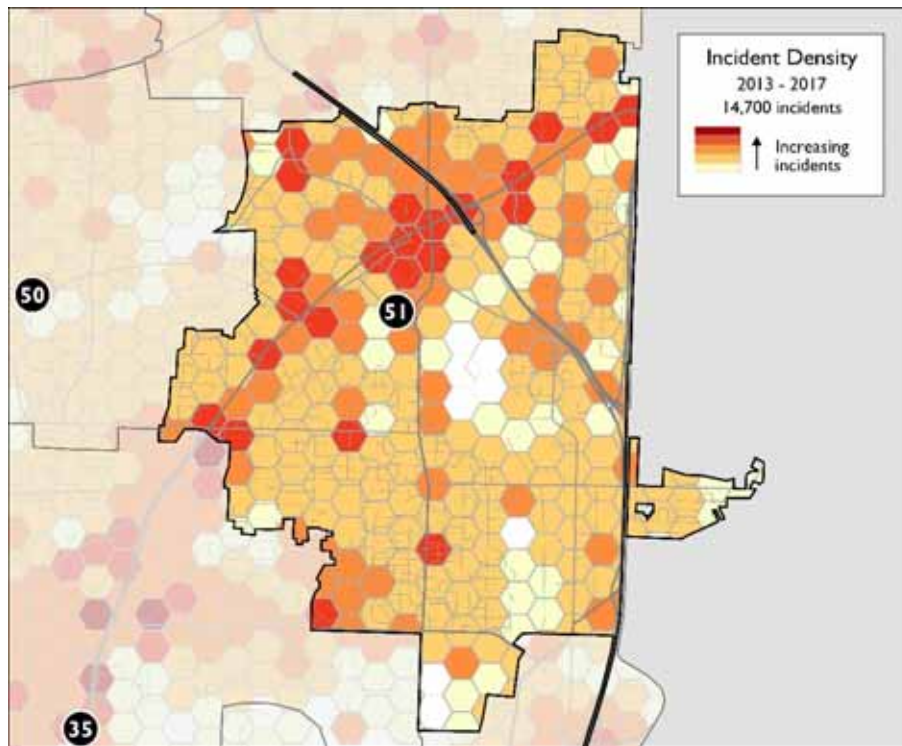
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 51 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 51 – Tigard, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10051</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,862,885	\$1,931,811	\$2,101,601	\$2,087,260	\$2,087,260	\$2,087,260
5003	Vacation Taken Union	279,890	314,833	296,638	291,097	291,097	291,097
5005	Sick Leave Taken Union	29,395	45,908	42,691	45,407	45,407	45,407
5007	Personal Leave Taken Union	20,923	30,158	30,766	30,681	30,681	30,681
5016	Vacation Sold at Retirement			2,642	13,974	13,974	13,974
5017	PEHP Vac Sold at Retirement	4,637		8,083	19,515	19,515	19,515
5020	Deferred Comp Match Union	107,415	113,592	115,603	120,466	120,466	120,466
5101	Vacation Relief	272,627	320,732	330,218	299,960	299,960	299,960
5105	Sick Relief	40,239	38,082	46,813	50,837	50,837	50,837
5106	On the Job Injury Relief	14,287	3,506	9,067	6,987	6,987	6,987
5107	Short Term Disability Relief	2,222	672	2,510	1,687	1,687	1,687
5110	Personal Leave Relief	39,238	35,191	34,270	37,585	37,585	37,585
5115	Vacant Slot Relief	25,470	62,619				
5117	Regular Day Off Relief		55,626	38,977	104,323	104,323	104,323
5118	Standby Overtime	752	1,760	1,984	2,409	2,409	2,409
5120	Overtime Union	83,535	64,009	25,101	27,225	27,225	27,225
5201	PERS Taxes	530,579	612,952	700,128	772,610	772,610	772,610
5203	FICA/MEDI	196,192	213,474	236,158	240,165	240,165	240,165
5206	Worker's Comp	56,328	57,332	67,917	69,067	69,067	69,067
5207	TriMet/Wilsonville Tax	19,179	21,162	23,269	23,976	23,976	23,976
5208	OR Worker's Benefit Fund Tax	1,024	1,050	922	920	920	920
5210	Medical Ins Union	451,120	495,734	543,825	576,501	576,501	576,501
5220	Post Retire Ins Union	14,500	14,850	15,000	15,000	15,000	15,000
5270	Uniform Allowance	6,845	3,424	7,500	7,500	7,500	7,500
	<b>Total Personnel Services</b>	<b>4,059,282</b>	<b>4,438,478</b>	<b>4,681,683</b>	<b>4,845,152</b>	<b>4,845,152</b>	<b>4,845,152</b>
5300	Office Supplies	481	325	1,000	1,000	1,000	1,000
5301	Special Department Supplies	6,377	6,941	7,125	7,125	7,125	7,125
5302	Training Supplies	148		100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	225	484	300	300	300	300
5320	EMS Supplies	15,902	15,892	15,522	16,000	16,000	16,000
5321	Fire Fighting Supplies	4,870	6,016	7,925	7,250	7,250	7,250
5325	Protective Clothing	16,790	12,154	6,250	7,500	7,500	7,500
5330	Noncapital Furniture & Equip	2,912	1,458	4,820			
5350	Apparatus Fuel/Lubricants	14,236	14,219	17,000	21,000	21,000	21,000
5361	M&R Bldg/Bldg Equip & Improv	35,199	12,517	16,065	21,540	21,540	21,540
5365	M&R Firefight Equip	221	1,084	450	750	750	750
5367	M&R Office Equip	1,199	1,467	1,650	1,650	1,650	1,650
5414	Other Professional Services	261	686	300	300	300	300

Station 51 – Tigard, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing		57	25	25	25	25
5416	Custodial & Bldg Services	804	322	805	1,086	1,086	1,086
5432	Natural Gas	4,945	6,371	5,200	4,000	4,000	4,000
5433	Electricity	12,363	12,237	12,480	13,000	13,000	13,000
5434	Water/Sewer	12,318	12,304	11,675	12,000	12,000	12,000
5436	Garbage	1,972	1,987	2,173	2,173	2,173	2,173
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	366	617	700	400	400	400
5484	Postage UPS & Shipping	15	11				
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	1,520	1,605	1,000	1,250	1,250	1,250
5575	Laundry/Repair Expense	589	800	500	700	700	700
	<b>Total Materials and Services</b>	<b>133,755</b>	<b>109,589</b>	<b>113,485</b>	<b>119,569</b>	<b>119,569</b>	<b>119,569</b>
	<b>Total General Fund</b>	<b>\$4,193,038</b>	<b>\$4,548,067</b>	<b>\$4,795,168</b>	<b>\$4,964,721</b>	<b>\$4,964,721</b>	<b>\$4,964,721</b>



## Station 53 – Progress

Fund 10 • Directorate 04 • Division 60 • Department 053

### Station Description

**Station 53**, located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall, was originally constructed in 1966 and completely rebuilt in 2010. The 12,368 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents 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**.

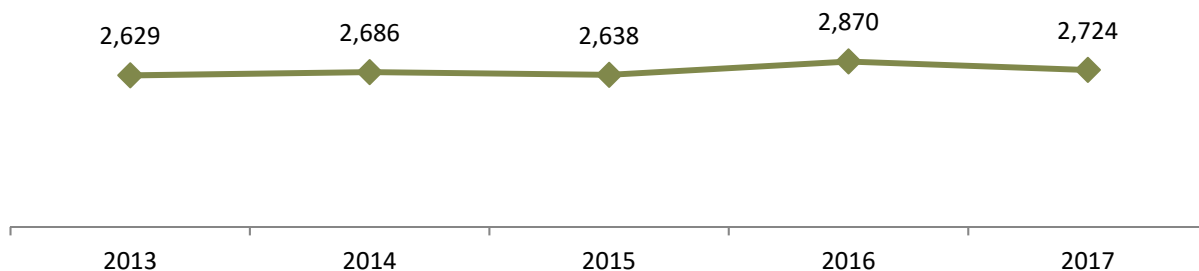
The 6.2 square miles of Station 53's first due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,474,119	\$ 2,458,041	\$ 2,420,612	\$ 2,651,072
Materials and Services	136,372	123,940	126,977	115,162
<b>Total Expenditures</b>	<b>\$ 2,610,491</b>	<b>\$ 2,581,980</b>	<b>\$ 2,547,589</b>	<b>\$ 2,766,234</b>

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



<sup>1</sup> NOTE: 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).

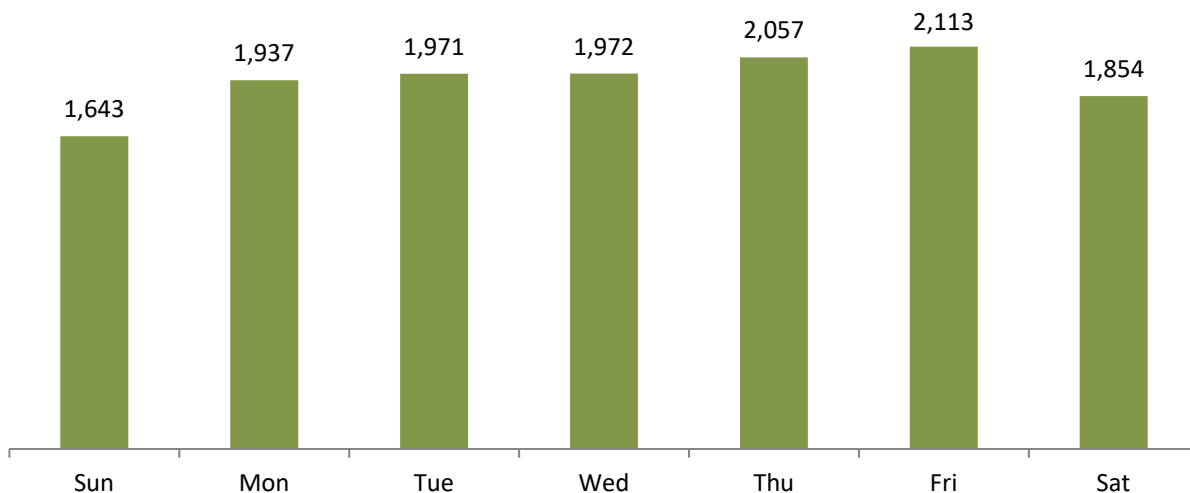
## Station 53 – Progress, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	212	48	230	57	263	61	242	59	244	72
Overpressure	0	7	0	8	0	0	0	1	0	1
EMS/Rescue Call	2,244	1,751	2,285	1,798	2,219	1,811	2,458	2,083	2,287	1,882
Hazardous Condition	60	85	63	92	53	91	60	88	75	92
Service Call	76	231	63	206	70	177	65	176	86	200
Good Intent Call	5	378	5	383	9	335	4	300	10	325
False Call	0	129	0	141	0	162	0	163	0	151
Natural Condition	0	0	0	1	0	1	0	0	0	1
Other Situation	32	0	40	0	24	0	41	0	22	0
Total	2,629		2,686		2,638		2,870		2,724	

### Station 53 First-Due Area

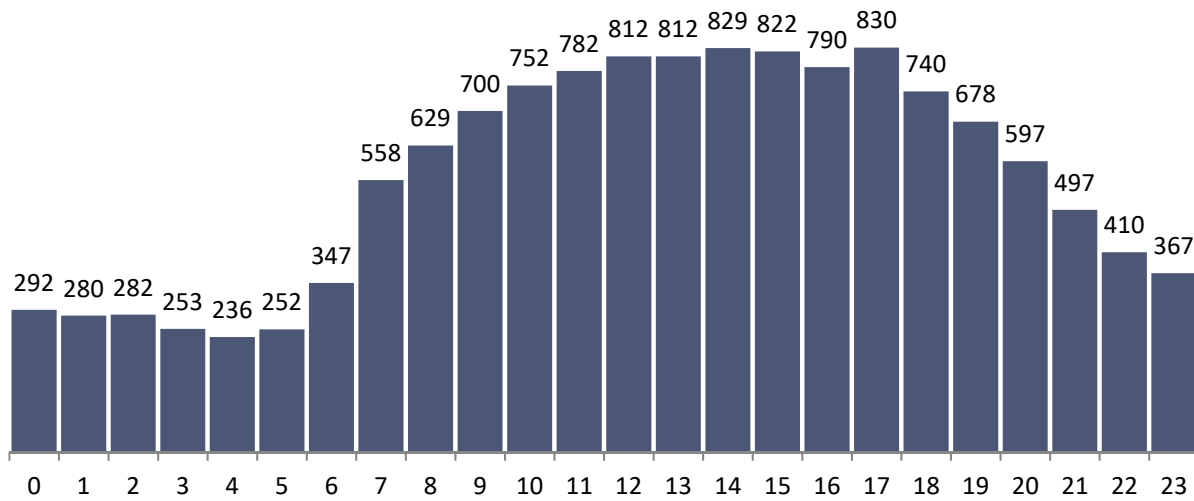
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



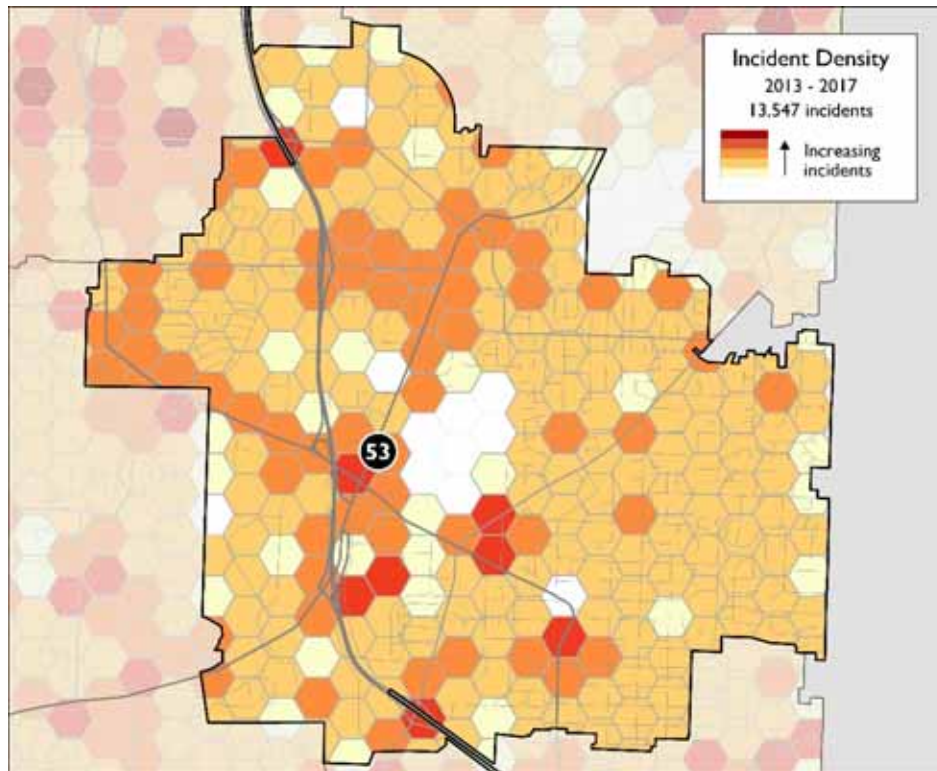
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 53 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 53 – Progress, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10053</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,066,383	\$1,060,964	\$1,073,703	\$1,140,249	\$1,140,249	\$1,140,249
5003	Vacation Taken Union	132,959	133,550	151,554	159,023	159,023	159,023
5005	Sick Leave Taken Union	11,452	19,859	21,814	24,806	24,806	24,806
5007	Personal Leave Taken Union	15,988	16,102	15,720	16,760	16,760	16,760
5016	Vacation Sold at Retirement			1,355	7,573	7,573	7,573
5017	PEHP Vac Sold at Retirement	4,435	2,186	4,141	10,577	10,577	10,577
5020	Deferred Comp Match Union	62,186	56,326	59,183	65,288	65,288	65,288
5101	Vacation Relief	233,115	203,095	169,047	162,566	162,566	162,566
5105	Sick Relief	40,682	28,514	23,966	27,551	27,551	27,551
5106	On the Job Injury Relief	7,246	4,921	4,644	3,787	3,787	3,787
5107	Short Term Disability Relief		472	1,288	914	914	914
5110	Personal Leave Relief	23,667	15,595	17,545	20,370	20,370	20,370
5115	Vacant Slot Relief	19,498	49,464				
5117	Regular Day Off Relief		37,038	19,955	56,539	56,539	56,539
5118	Standby Overtime	1,202	2,095	1,018	1,306	1,306	1,306
5120	Overtime Union	72,237	38,888	12,853	14,755	14,755	14,755
5201	PERS Taxes	341,423	339,899	357,847	421,339	421,339	421,339
5203	FICA/MEDI	120,227	119,257	120,706	130,973	130,973	130,973
5206	Worker's Comp	32,979	30,359	34,717	37,665	37,665	37,665
5207	TriMet/Wilsonville Tax	11,700	11,747	11,897	13,075	13,075	13,075
5208	OR Worker's Benefit Fund Tax	635	615	517	515	515	515
5210	Medical Ins Union	264,011	274,252	304,542	322,841	322,841	322,841
5220	Post Retire Ins Union	9,900	9,350	8,400	8,400	8,400	8,400
5270	Uniform Allowance	2,194	3,495	4,200	4,200	4,200	4,200
	<b>Total Personnel Services</b>	<b>2,474,119</b>	<b>2,458,041</b>	<b>2,420,612</b>	<b>2,651,072</b>	<b>2,651,072</b>	<b>2,651,072</b>
5300	Office Supplies	239	313	560	560	560	560
5301	Special Department Supplies	4,079	3,677	3,990	3,990	3,990	3,990
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	275	277	300	300	300	300
5320	EMS Supplies	18,136	18,076	20,507	20,000	20,000	20,000
5321	Fire Fighting Supplies	3,077	2,498	3,150	3,500	3,500	3,500
5325	Protective Clothing	6,418	1,500	3,500	4,200	4,200	4,200
5330	Noncapital Furniture & Equip	821	1,993		100	100	100
5350	Apparatus Fuel/Lubricants	9,830	9,714	12,000	12,000	12,000	12,000
5361	M&R Bldg/Bldg Equip & Improv	58,587	50,700	44,950	30,700	30,700	30,700
5365	M&R Firefight Equip	23	290	150	200	200	200
5367	M&R Office Equip	1,473	1,384	1,650	1,650	1,650	1,650

# Station 53 – Progress, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	206	133	200	300	300	300
5415	Printing		38	25	25	25	25
5416	Custodial & Bldg Services	1,065	728	1,065	1,222	1,222	1,222
5432	Natural Gas	2,011	2,766	2,400	2,520	2,520	2,520
5433	Electricity	19,144	18,214	19,500	20,475	20,475	20,475
5434	Water/Sewer	7,186	8,487	9,000	9,450	9,450	9,450
5436	Garbage	1,607	1,562	1,650	1,650	1,650	1,650
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	693	145	750	500	500	500
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	940	770	560	700	700	700
5575	Laundry/Repair Expense	518	641	550	600	600	600
<b>Total Materials and Services</b>		<b>136,372</b>	<b>123,940</b>	<b>126,977</b>	<b>115,162</b>	<b>115,162</b>	<b>115,162</b>
<b>Total General Fund</b>		<b>\$2,610,491</b>	<b>\$2,581,980</b>	<b>\$2,547,589</b>	<b>\$2,766,234</b>	<b>\$2,766,234</b>	<b>\$2,766,234</b>



## 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 **Brush Rig 60** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

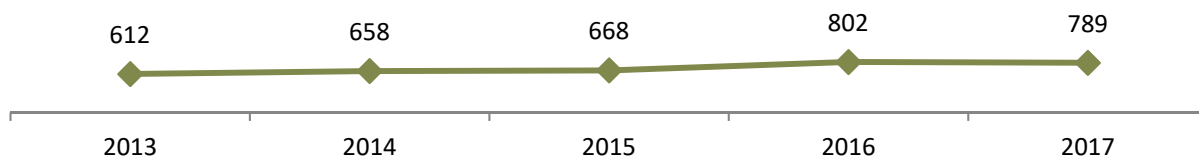
The 6.0 square miles of Station 60's first due area includes mostly unincorporated portions of Washington and Multnomah counties. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,969,817	\$ 1,978,932	\$ 2,098,946	\$ 2,219,839
Materials and Services	96,101	68,392	97,034	68,847
<b>Total Expenditures</b>	<b>\$ 2,065,918</b>	<b>\$ 2,047,324</b>	<b>\$ 2,195,980</b>	<b>\$ 2,288,686</b>

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



<sup>1</sup> NOTE: 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).

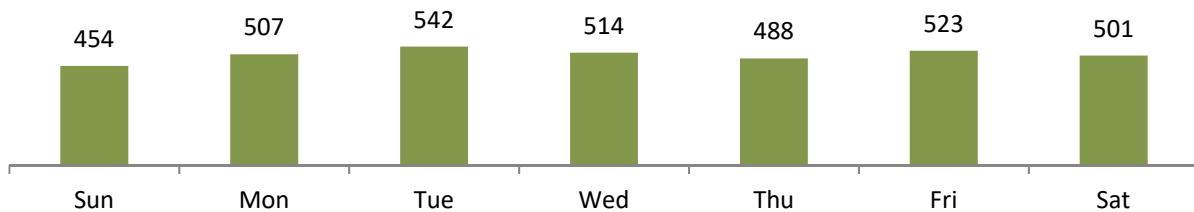
## Station 60 – Cornell Road, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	67	12	85	16	68	20	72	11	93	21
Overpressure	0	0	0	1	0	0	0	0	0	1
EMS/Rescue Call	493	379	515	426	544	467	668	578	618	515
Hazardous Condition	14	20	21	18	14	20	17	29	24	26
Service Call	24	51	27	50	30	43	34	35	42	52
Good Intent Call	2	107	2	98	3	80	5	97	5	108
False Call	0	42	0	47	0	36	0	51	0	65
Natural Condition	0	0	0	1	0	1	0	1	0	0
Other Situation	12	1	8	1	9	1	6	0	7	1
Total	612		658		668		802		789	

### Station 60 First-Due Area

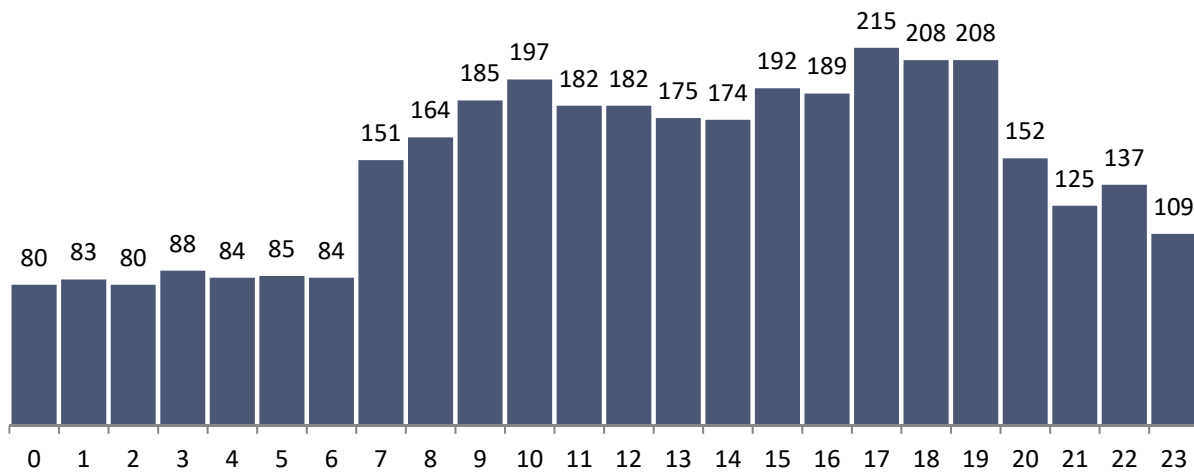
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



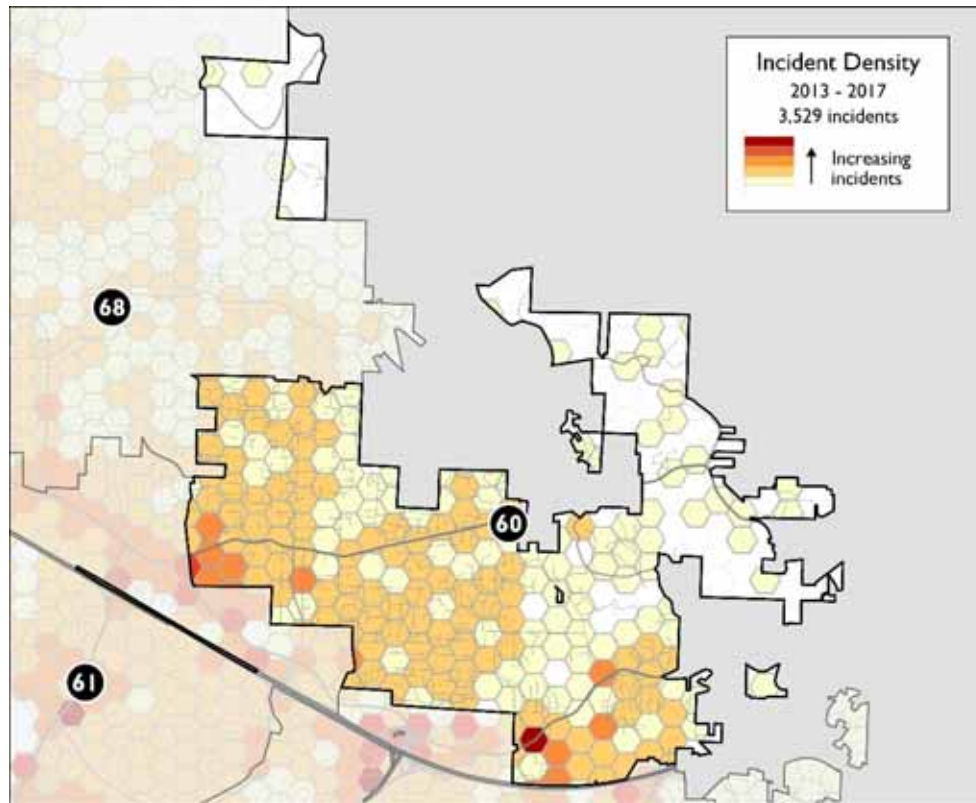
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 60 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013 -2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 60 – Cornell Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10060</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 874,327	\$ 857,404	\$ 932,654	\$ 950,061	\$ 950,061	\$ 950,061
5003	Vacation Taken Union	144,509	148,666	131,644	132,499	132,499	132,499
5005	Sick Leave Taken Union	22,463	15,334	18,947	20,668	20,668	20,668
5007	Personal Leave Taken Union	11,568	10,791	13,654	13,965	13,965	13,965
5016	Vacation Sold at Retirement			1,176	6,354	6,354	6,354
5017	PEHP Vac Sold at Retirement	27,876	3,834	3,595	8,874	8,874	8,874
5020	Deferred Comp Match Union	49,876	48,196	51,407	54,777	54,777	54,777
5101	Vacation Relief	134,727	141,958	146,838	136,394	136,394	136,394
5105	Sick Relief	25,781	32,385	20,817	23,116	23,116	23,116
5106	On the Job Injury Relief	2,277		4,033	3,177	3,177	3,177
5107	Short Term Disability Relief	2,482		1,117	767	767	767
5110	Personal Leave Relief	14,620	14,866	15,239	17,090	17,090	17,090
5115	Vacant Slot Relief	14,994	34,614				
5117	Regular Day Off Relief		8,950	17,333	47,436	47,436	47,436
5118	Standby Overtime	1,607	1,810	883	1,096	1,096	1,096
5120	Overtime Union	13,995	14,560	11,163	12,379	12,379	12,379
5201	PERS Taxes	269,583	279,899	310,833	351,591	351,591	351,591
5203	FICA/MEDI	93,285	94,301	104,847	109,292	109,292	109,292
5206	Worker's Comp	26,254	25,867	30,155	31,430	31,430	31,430
5207	TriMet/Wilsonville Tax	9,079	9,322	10,332	10,911	10,911	10,911
5208	OR Worker's Benefit Fund Tax	496	485	443	442	442	442
5210	Medical Ins Union	221,168	227,745	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	6,900	7,150	7,200	7,200	7,200	7,200
5270	Uniform Allowance	1,949	797	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,969,817</b>	<b>1,978,932</b>	<b>2,098,946</b>	<b>2,219,839</b>	<b>2,219,839</b>	<b>2,219,839</b>
5300	Office Supplies	75	446	480	480	480	480
5301	Special Department Supplies	4,450	4,671	3,420	3,420	3,420	3,420
5302	Training Supplies			100	100	100	100
5307	Smoke Detector Program	56	140	300	300	300	300
5320	EMS Supplies	5,625	5,572	7,289	6,500	6,500	6,500
5321	Fire Fighting Supplies	1,914	1,393	2,700	3,000	3,000	3,000
5325	Protective Clothing	3,406	1,229	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	630		500	400	400	400
5350	Apparatus Fuel/Lubricants	4,974	6,841	9,500	8,500	8,500	8,500
5361	M&R Bldg/Bldg Equip & Improv	51,517	25,539	43,065	15,575	15,575	15,575
5365	M&R Firefight Equip	49	35	150	200	200	200
5367	M&R Office Equip	1,183	1,281	1,650	1,650	1,650	1,650
5414	Other Professional Services	52	45	125	100	100	100

# Station 60 – Cornell Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing	19	38	25	25	25	25
5416	Custodial & Bldg Services	519	519	650	747	747	747
5432	Natural Gas	3,039	3,454	3,500	3,500	3,500	3,500
5433	Electricity	8,537	7,267	9,000	8,500	8,500	8,500
5434	Water/Sewer	7,574	7,548	8,000	8,700	8,700	8,700
5436	Garbage	1,504	1,653	2,000	2,000	2,000	2,000
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	125		250	200	200	200
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	534	356	480	600	600	600
5575	Laundry/Repair Expense	277	331	550	450	450	450
<b>Total Materials and Services</b>		<b>96,101</b>	<b>68,392</b>	<b>97,034</b>	<b>68,847</b>	<b>68,847</b>	<b>68,847</b>
<b>Total General Fund</b>		<b>\$2,065,918</b>	<b>\$2,047,324</b>	<b>\$2,195,980</b>	<b>\$2,288,686</b>	<b>\$2,288,686</b>	<b>\$2,288,686</b>



## 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**.

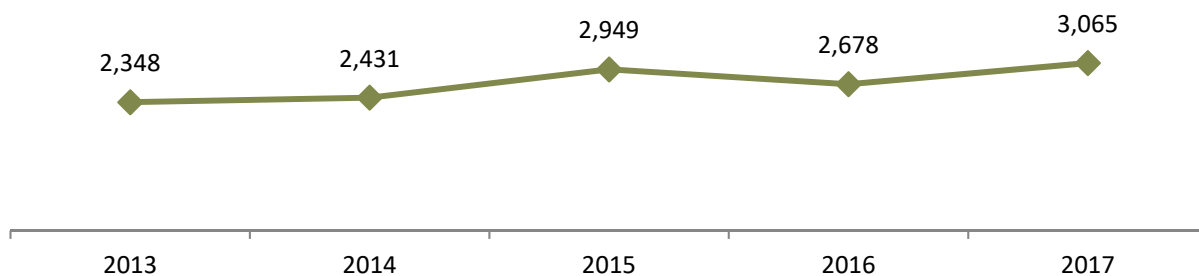
The 5.8 square miles of Station 61's first due area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,868,888	\$ 1,837,165	\$ 2,247,533	\$ 2,401,608
Materials and Services	144,323	74,842	86,586	92,241
<b>Total Expenditures</b>	<b>\$ 2,013,211</b>	<b>\$ 1,912,008</b>	<b>\$ 2,334,119</b>	<b>\$ 2,493,849</b>

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



\*In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's first due area.

<sup>1</sup> NOTE: 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).

## Station 61 – Butner Road, continued

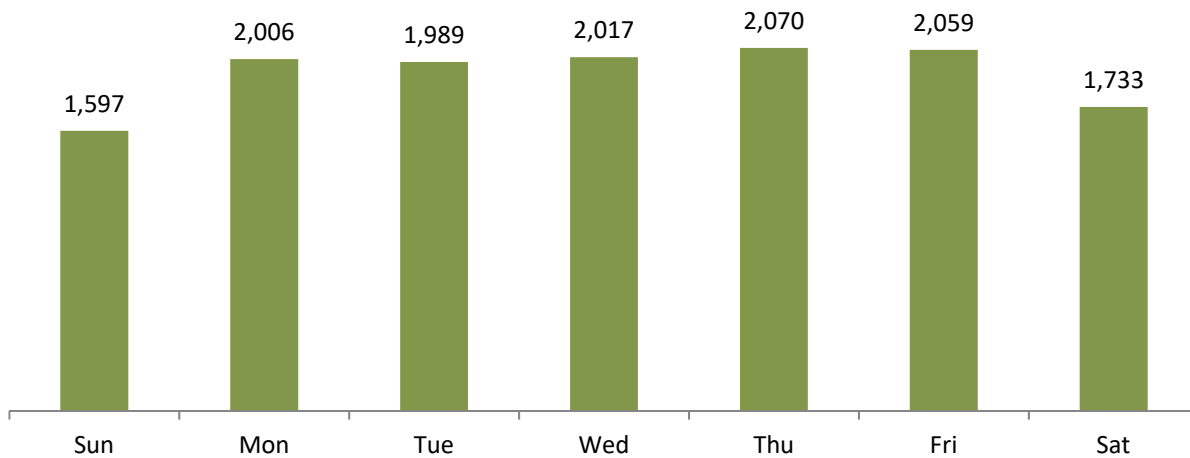
### Station 61 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	316	116	305	84	303	104	254	72	284	92
Overpressure	0	8	0	3	0	2	0	0	0	1
EMS/Rescue Call	1,844	1,362	1,918	1,422	2,451	1,985	2,223	1,793	2,584	2,087
Hazardous Condition	49	88	77	121	61	103	85	116	74	112
Service Call	79	128	88	145	87	139	73	177	85	206
Good Intent Call	19	500	9	495	20	474	13	388	11	411
False Call	0	146	0	157	0	142	0	132	0	154
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	41	0	34	4	27	0	30	0	27	1
<b>Total</b>	<b>2,348</b>		<b>2,431</b>		<b>2,949</b>		<b>2,678</b>		<b>3,065</b>	

\*In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's first due area.

### Station 61 First-Due Area

#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>

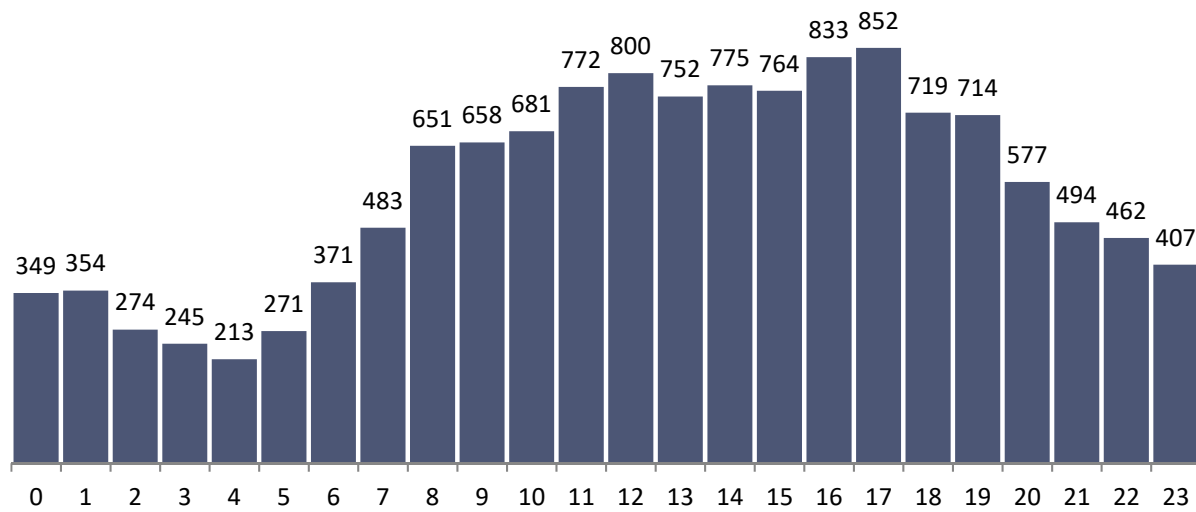


\*In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's first due area.

<sup>1</sup> NOTE: 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).

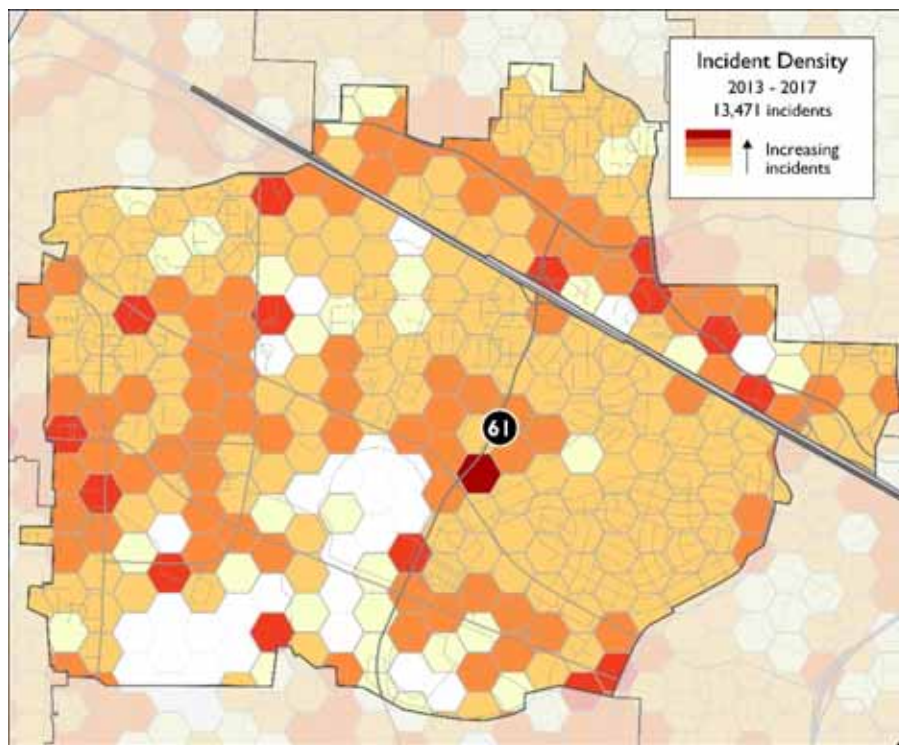
## Station 61 First-Due Area

### Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



\*In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's first due area.

### Incident Density 2013-2017<sup>1</sup>



\*In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's first due area.

<sup>1</sup> NOTE: 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).

## Station 61 – Butner Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10061</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 895,760	\$ 846,611	\$ 997,766	\$1,027,657	\$1,027,657	\$1,027,657
5003	Vacation Taken Union	110,545	98,083	140,835	143,321	143,321	143,321
5005	Sick Leave Taken Union	10,046	14,758	20,270	22,356	22,356	22,356
5007	Personal Leave Taken Union	12,292	5,412	14,609	15,105	15,105	15,105
5016	Vacation Sold at Retirement	5,908	7,076	1,253	6,873	6,873	6,873
5017	PEHP Vac Sold at Retirement	10,419		3,830	9,598	9,598	9,598
5020	Deferred Comp Match Union	44,498	38,827	54,765	59,249	59,249	59,249
5101	Vacation Relief	105,098	131,501	156,433	147,529	147,529	147,529
5105	Sick Relief	10,030	20,759	22,177	25,003	25,003	25,003
5106	On the Job Injury Relief	2,992	3,192	4,297	3,436	3,436	3,436
5107	Short Term Disability Relief	1,118		1,190	829	829	829
5110	Personal Leave Relief	18,763	6,710	16,234	18,486	18,486	18,486
5115	Vacant Slot Relief	16,952	33,875				
5117	Regular Day Off Relief		2,615	18,465	51,309	51,309	51,309
5118	Standby Overtime	1,005	1,649	941	1,185	1,185	1,185
5120	Overtime Union	18,201	11,894	11,892	13,390	13,390	13,390
5201	PERS Taxes	241,403	245,014	332,256	380,305	380,305	380,305
5203	FICA/MEDI	88,251	88,507	112,074	118,218	118,218	118,218
5206	Worker's Comp	28,255	27,542	32,233	33,997	33,997	33,997
5207	TriMet/Wilsonville Tax	8,679	8,701	11,044	11,802	11,802	11,802
5208	OR Worker's Benefit Fund Tax	510	507	480	479	479	479
5210	Medical Ins Union	226,673	233,873	282,789	299,781	299,781	299,781
5220	Post Retire Ins Union	7,250	8,050	7,800	7,800	7,800	7,800
5270	Uniform Allowance	4,241	2,010	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>1,868,888</b>	<b>1,837,165</b>	<b>2,247,533</b>	<b>2,401,608</b>	<b>2,401,608</b>	<b>2,401,608</b>
5300	Office Supplies	178	409	520	520	520	520
5301	Special Department Supplies	3,418	4,668	3,705	3,705	3,705	3,705
5302	Training Supplies		137	400	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	425	464	300	300	300	300
5320	EMS Supplies	11,757	12,780	16,032	16,000	16,000	16,000
5321	Fire Fighting Supplies	3,596	2,698	2,925	3,250	3,250	3,250
5325	Protective Clothing	4,159	2,923	3,250	3,900	3,900	3,900
5330	Noncapital Furniture & Equip	1,196		1,504	2,346	2,346	2,346
5350	Apparatus Fuel/Lubricants	6,034	10,676	10,000	10,800	10,800	10,800
5361	M&R Bldg/Bldg Equip & Improv	86,160	11,387	16,730	20,085	20,085	20,085
5365	M&R Firefight Equip	147	49	150	200	200	200
5367	M&R Office Equip	1,176	1,262	1,650	1,650	1,650	1,650

Station 61 – Butner Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	166	294	250	300	300	300
5415	Printing		19	25	25	25	25
5416	Custodial & Bldg Services	703	464	705	1,090	1,090	1,090
5432	Natural Gas	3,748	4,675	4,000	4,000	4,000	4,000
5433	Electricity	8,769	9,343	10,000	10,000	10,000	10,000
5434	Water/Sewer	7,982	8,600	9,000	9,000	9,000	9,000
5436	Garbage	2,017	1,771	2,400	2,300	2,300	2,300
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	1,488	802	1,500	1,000	1,000	1,000
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	543	839	520	650	650	650
5575	Laundry/Repair Expense	617	546	600	600	600	600
<b>Total Materials and Services</b>		<b>144,323</b>	<b>74,842</b>	<b>86,586</b>	<b>92,241</b>	<b>92,241</b>	<b>92,241</b>
<b>Total General Fund</b>		<b>\$2,013,211</b>	<b>\$1,912,008</b>	<b>\$2,334,119</b>	<b>\$2,493,849</b>	<b>\$2,493,849</b>	<b>\$2,493,849</b>



## Station Description

**Station 62**, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 62** and can also respond in **Brush Rig 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**.

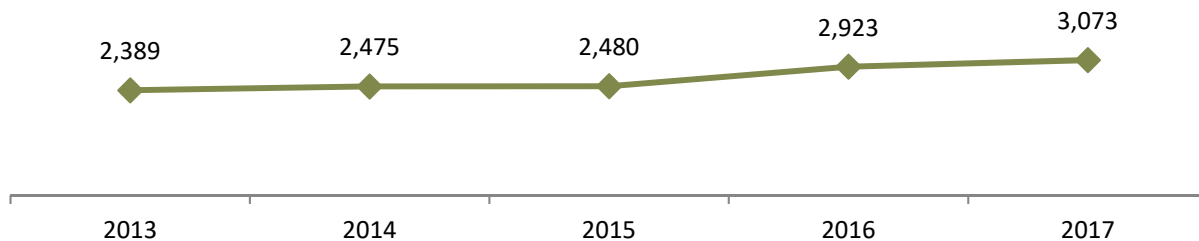
The 19.9 square miles of Station 62's first due area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro, and south of Hillsboro. Personnel at this station also assist with the management of the District's Wildland Program 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,091,131	\$ 2,081,137	\$ 2,394,954	\$ 2,535,280
Materials and Services	109,217	113,310	111,007	120,368
<b>Total Expenditures</b>	<b>\$ 2,200,348</b>	<b>\$ 2,194,447</b>	<b>\$ 2,505,961</b>	<b>\$ 2,655,648</b>

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



<sup>1</sup> NOTE: 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).

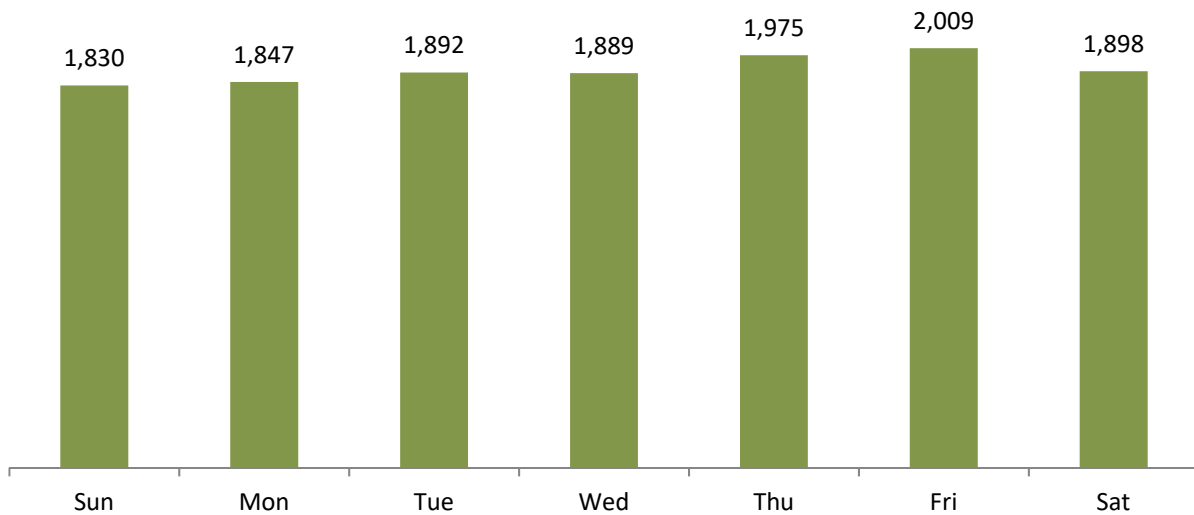
## Station 62 – Aloha, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	166	69	162	55	172	85	217	84	199	80
Overpressure	0	3	0	2	0	1	0	3	0	1
EMS/Rescue Call	2,034	1,646	2,107	1,667	2,112	1,739	2,480	1,943	2,611	2,097
Hazardous Condition	44	46	47	57	41	56	60	66	64	64
Service Call	109	168	115	177	113	138	125	213	156	232
Good Intent Call	19	357	20	415	17	367	16	486	21	470
False Call	0	90	0	99	0	94	0	128	0	125
Natural Condition	0	1	0	0	0	0	0	0	0	4
Other Situation	17	9	24	3	25	0	25	0	22	0
Total	2,389		2,475		2,480		2,923		3,073	

### Station 62 First-Due Area

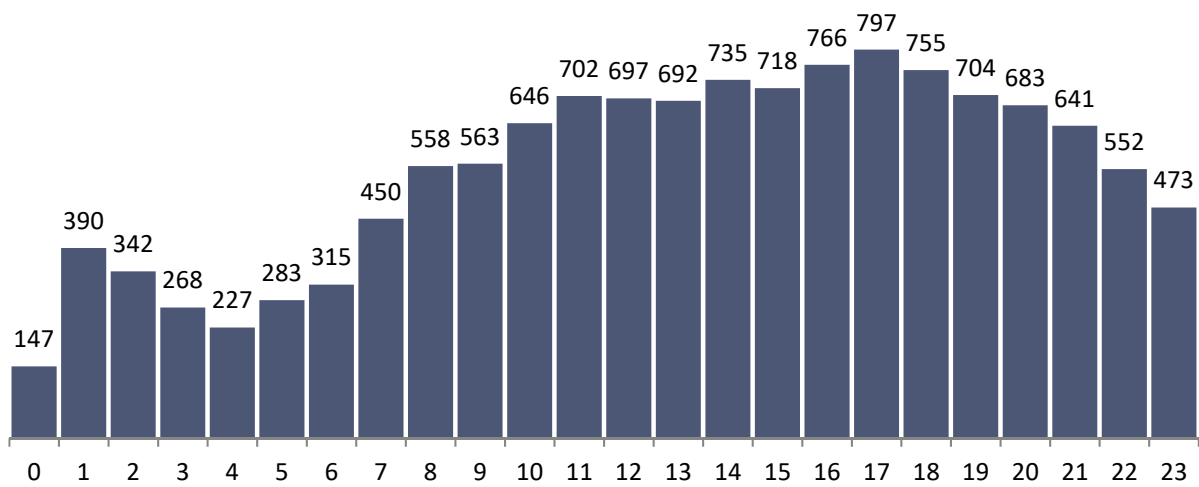
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



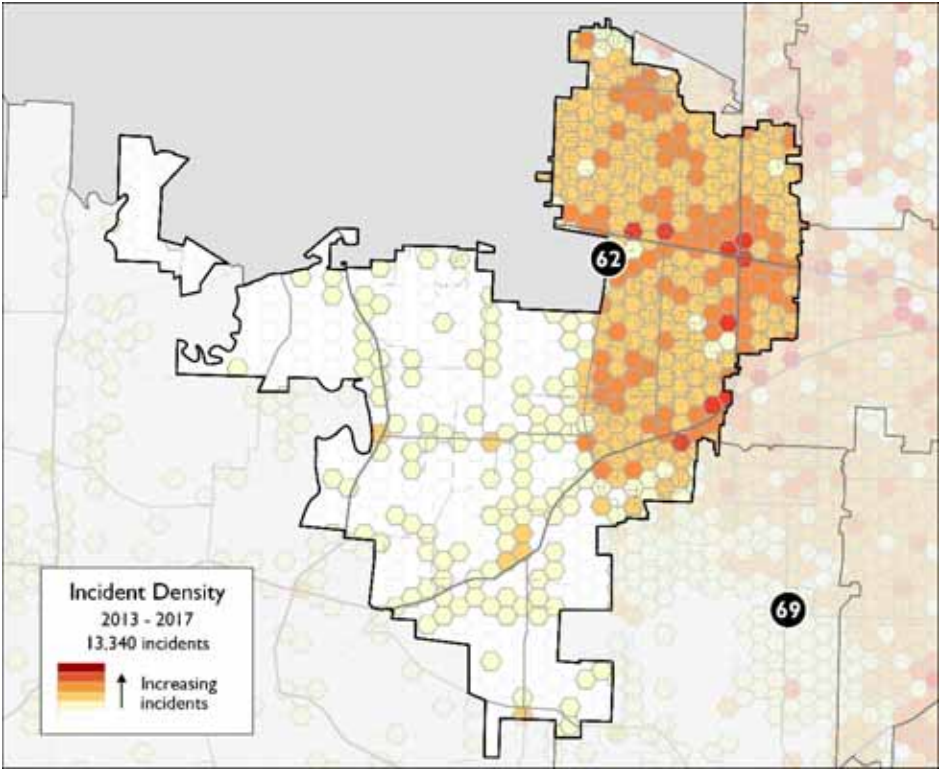
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 62 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

# Station 62 – Aloha, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10062</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 959,478	\$ 949,076	\$1,060,540	\$1,083,549	\$1,083,549	\$1,083,549
5003	Vacation Taken Union	141,619	103,006	149,695	151,116	151,116	151,116
5005	Sick Leave Taken Union	14,495	25,428	21,546	23,572	23,572	23,572
5007	Personal Leave Taken Union	12,482	19,382	15,528	15,927	15,927	15,927
5016	Vacation Sold at Retirement			1,338	7,187	7,187	7,187
5017	PEHP Vac Sold at Retirement		2,079	4,090	10,037	10,037	10,037
5020	Deferred Comp Match Union	49,670	47,524	58,457	61,954	61,954	61,954
5101	Vacation Relief	154,359	136,093	166,974	154,265	154,265	154,265
5105	Sick Relief	21,759	13,427	23,673	26,144	26,144	26,144
5106	On the Job Injury Relief	2,653	5,835	4,588	3,593	3,593	3,593
5107	Short Term Disability Relief	415		1,271	867	867	867
5110	Personal Leave Relief	10,314	15,738	17,330	19,330	19,330	19,330
5115	Vacant Slot Relief	24,933	49,429				
5117	Regular Day Off Relief		7,816	19,710	53,652	53,652	53,652
5118	Standby Overtime	1,840	2,061	1,055	1,239	1,239	1,239
5120	Overtime Union	23,872	15,071	12,695	14,002	14,002	14,002
5201	PERS Taxes	259,087	273,334	353,460	400,265	400,265	400,265
5203	FICA/MEDI	102,408	100,599	119,226	124,422	124,422	124,422
5206	Worker's Comp	32,877	29,993	34,291	35,782	35,782	35,782
5207	TriMet/Wilsonville Tax	9,838	9,809	11,750	12,421	12,421	12,421
5208	OR Worker's Benefit Fund Tax	574	562	594	515	515	515
5210	Medical Ins Union	259,359	266,191	304,542	322,841	322,841	322,841
5220	Post Retire Ins Union	8,050	7,950	8,401	8,400	8,400	8,400
5270	Uniform Allowance	1,051	734	4,200	4,200	4,200	4,200
	<b>Total Personnel Services</b>	<b>2,091,131</b>	<b>2,081,137</b>	<b>2,394,954</b>	<b>2,535,280</b>	<b>2,535,280</b>	<b>2,535,280</b>
5300	Office Supplies	264	320	560	560	560	560
5301	Special Department Supplies	5,501	4,357	3,990	3,990	3,990	3,990
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	550	476	300	300	300	300
5320	EMS Supplies	20,992	18,093	17,637	20,000	20,000	20,000
5321	Fire Fighting Supplies	4,608	2,299	3,150	3,500	3,500	3,500
5325	Protective Clothing	3,291	3,747	3,500	4,200	4,200	4,200
5330	Noncapital Furniture & Equip	1,171	1,165	1,070	6,614	6,614	6,614
5350	Apparatus Fuel/Lubricants	8,319	12,525	14,000	14,000	14,000	14,000
5361	M&R Bldg/Bldg Equip & Improv	13,737	19,026	14,115	13,260	13,260	13,260
5365	M&R Firefight Equip	147	49	150	200	200	200
5367	M&R Office Equip	1,357	1,424	2,000	1,650	1,650	1,650

Station 62 – Aloha, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	637	364	300	800	800	800
5415	Printing		19	25	25	25	25
5416	Custodial & Bldg Services	1,423	729	1,425	1,640	1,640	1,640
5432	Natural Gas	10,662	11,581	12,480	12,480	12,480	12,480
5433	Electricity	17,304	16,122	19,240	19,240	19,240	19,240
5434	Water/Sewer	14,076	15,477	12,064	12,667	12,667	12,667
5436	Garbage	1,800	2,552	2,021	2,122	2,122	2,122
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	369	400	400	400	400	400
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	1,890	1,090	560	700	700	700
5575	Laundry/Repair Expense	1,074	1,462	1,500	1,500	1,500	1,500
<b>Total Materials and Services</b>		<b>109,217</b>	<b>113,310</b>	<b>111,007</b>	<b>120,368</b>	<b>120,368</b>	<b>120,368</b>
<b>Total General Fund</b>		<b>\$2,200,348</b>	<b>\$2,194,447</b>	<b>\$2,505,961</b>	<b>\$2,655,648</b>	<b>\$2,655,648</b>	<b>\$2,655,648</b>



## Station Description

**Station 64**, located on NW 185th Avenue just north of Highway 26, was constructed in 1970 and is underwent a major seismic improvement through a two-year state grant which began in fiscal year 2015-16. The project was also funded by bond proceeds and local option levy funding for station response and crew quarter improvements. The crews returned from nearby temporary quarters on October 5, 2017. The 9,341 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 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**.

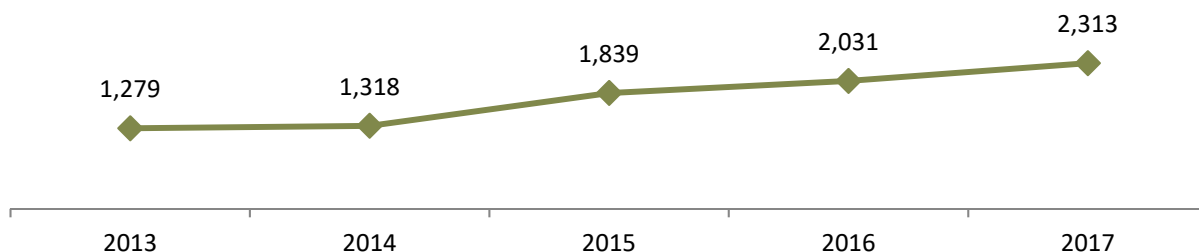
The 41.7 square miles of Station 64's first due area includes portions of northern Aloha, as well as unincorporated Washington and Multnomah counties to the Columbia County border.



## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,779,265	\$ 2,088,749	\$ 2,240,994	\$ 2,374,988
Materials and Services	80,793	68,246	166,952	75,173
<b>Total Expenditures</b>	<b>\$ 1,860,058</b>	<b>\$ 2,156,996</b>	<b>\$ 2,407,946</b>	<b>\$ 2,450,161</b>

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



<sup>1</sup> NOTE: 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).

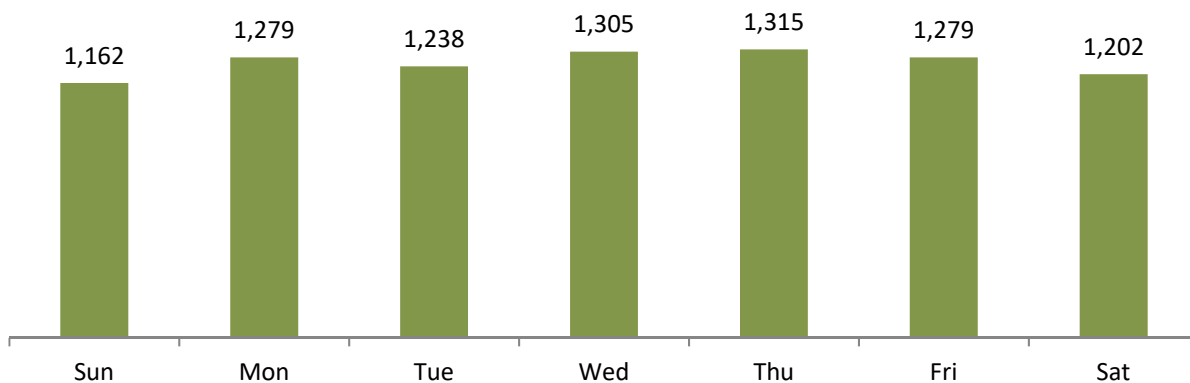
## Station 64 – Somerset, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	144	42	128	50	170	77	176	69	208	83
Overpressure	0	5	0	6	0	1	0	1	0	0
EMS/Rescue Call	1,036	853	1,067	878	1,500	1,231	1,708	1,404	1,896	1,523
Hazardous Condition	28	32	35	49	46	53	48	80	76	104
Service Call	51	92	56	79	79	96	75	110	95	146
Good Intent Call	5	175	15	191	21	289	4	264	12	337
False Call	0	79	0	63	0	92	0	100	0	117
Natural Condition	0	1	0	2	0	0	0	0	0	3
Other Situation	15	0	17	0	23	0	20	3	26	0
Total	1,279		1,318		1,839		2,031		2,313	

### Station 64 First-Due Area

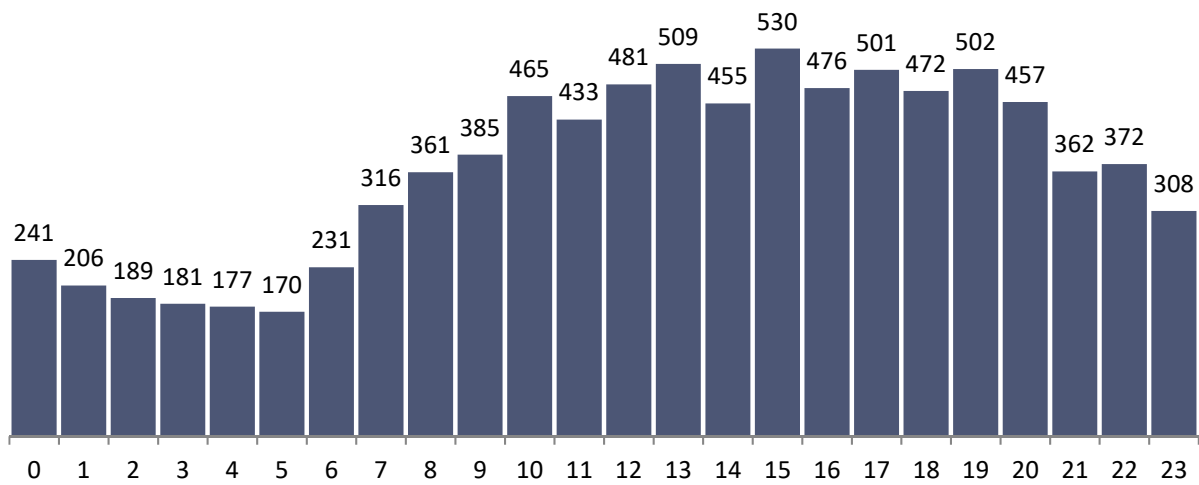
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



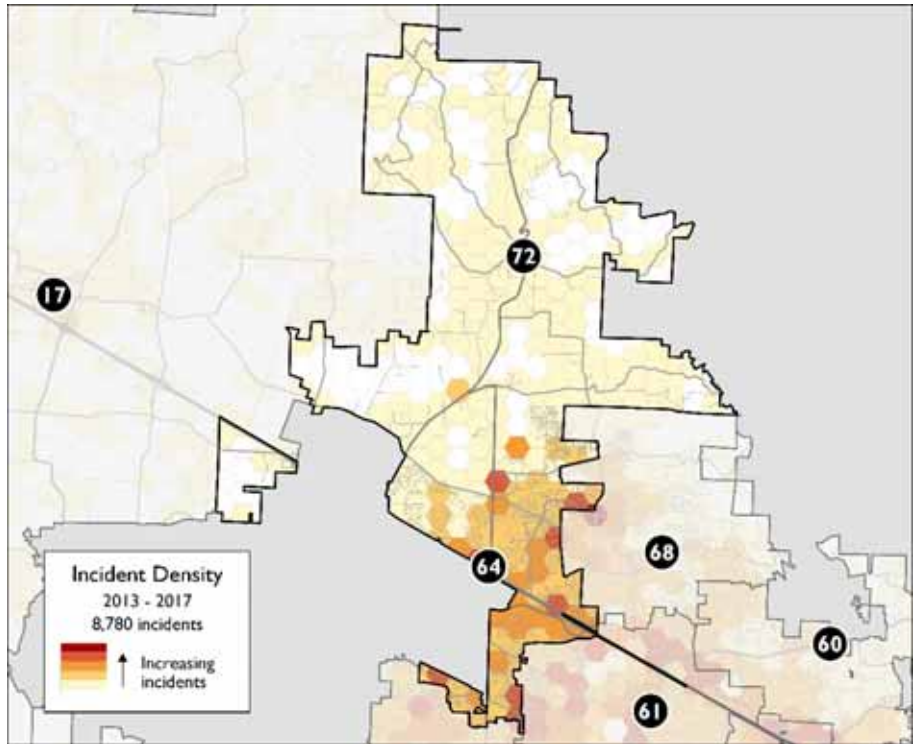
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 64 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013-2017<sup>1</sup>



Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 64 – Somerset, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10064</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 807,338	\$ 928,847	\$ 993,597	\$1,014,848	\$1,014,848	\$1,014,848
5003	Vacation Taken Union	128,008	121,873	140,246	141,535	141,535	141,535
5005	Sick Leave Taken Union	18,735	16,682	20,185	22,077	22,077	22,077
5007	Personal Leave Taken Union	15,428	18,570	14,547	14,917	14,917	14,917
5016	Vacation Sold at Retirement	5,123		1,253	6,779	6,779	6,779
5017	PEHP Vac Sold at Retirement	1,863	44,935	3,830	9,467	9,467	9,467
5020	Deferred Comp Match Union	43,477	49,436	54,765	58,435	58,435	58,435
5101	Vacation Relief	113,825	117,107	156,433	145,504	145,504	145,504
5105	Sick Relief	14,319	15,209	22,177	24,660	24,660	24,660
5106	On the Job Injury Relief	4,058	2,892	4,297	3,389	3,389	3,389
5107	Short Term Disability Relief	997	1,069	1,190	818	818	818
5110	Personal Leave Relief	17,076	29,373	16,234	18,232	18,232	18,232
5115	Vacant Slot Relief	15,167	41,976				
5117	Regular Day Off Relief		9,969	18,465	50,605	50,605	50,605
5118	Standby Overtime	584	1,219	941	1,169	1,169	1,169
5120	Overtime Union	13,305	17,351	11,892	13,206	13,206	13,206
5201	PERS Taxes	233,540	284,053	331,143	375,460	375,460	375,460
5203	FICA/MEDI	86,800	98,418	111,698	116,712	116,712	116,712
5206	Worker's Comp	29,194	29,238	32,125	33,564	33,564	33,564
5207	TriMet/Wilsonville Tax	8,274	9,630	11,007	11,651	11,651	11,651
5208	OR Worker's Benefit Fund Tax	467	525	480	479	479	479
5210	Medical Ins Union	211,561	241,754	282,789	299,781	299,781	299,781
5220	Post Retire Ins Union	6,350	6,900	7,800	7,800	7,800	7,800
5270	Uniform Allowance	3,776	1,724	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>1,779,265</b>	<b>2,088,749</b>	<b>2,240,994</b>	<b>2,374,988</b>	<b>2,374,988</b>	<b>2,374,988</b>
5300	Office Supplies	256	114	520	520	520	520
5301	Special Department Supplies	3,571	3,170	9,705	3,705	3,705	3,705
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	200	174	300	300	300	300
5320	EMS Supplies	11,704	11,567	15,522	15,000	15,000	15,000
5321	Fire Fighting Supplies	4,294	3,618	2,925	3,457	3,457	3,457
5325	Protective Clothing	7,344	1,812	3,250	3,900	3,900	3,900
5330	Noncapital Furniture & Equip			20,000			
5350	Apparatus Fuel/Lubricants	13,211	11,653	13,000	13,400	13,400	13,400
5361	M&R Bldg/Bldg Equip & Improv	17,272	4,954	67,265	13,615	13,615	13,615
5365	M&R Firefight Equip	49	49	150	200	200	200
5367	M&R Office Equip	1,362	1,238	1,650	1,650	1,650	1,650

Station 64 – Somerset, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	6,621	863	9,500	800	800	800
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	207	94	1,450	806	806	806
5432	Natural Gas	2,099	7,572	2,500	2,700	2,700	2,700
5433	Electricity	5,854	8,143	6,500	6,825	6,825	6,825
5434	Water/Sewer	3,943	4,732	4,000	4,300	4,300	4,300
5436	Garbage	1,236	1,236	1,500	1,600	1,600	1,600
5445	Rent/Lease of Building		5,850	2,000			
5480	Community/Open House/Outreach			3,000	200	200	200
5481	Community Education Materials	732	542	650	650	650	650
5500	Dues & Subscriptions	69	36	100	100	100	100
5570	Misc Business Exp	558	482	520	650	650	650
5575	Laundry/Repair Expense	210	348	700	550	550	550
<b>Total Materials and Services</b>		<b>80,793</b>	<b>68,246</b>	<b>166,952</b>	<b>75,173</b>	<b>75,173</b>	<b>75,173</b>
<b>Total General Fund</b>		<b>\$1,860,058</b>	<b>\$2,156,996</b>	<b>\$2,407,946</b>	<b>\$2,450,161</b>	<b>\$2,450,161</b>	<b>\$2,450,161</b>



## Station 65 – West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

### Station Description

**Station 65**, located on SW 103<sup>rd</sup> Avenue between Canyon Road (Highway 8) and Walker Road, was originally constructed in 1968 and completely rebuilt and relocated in 2012. The 10,111 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) 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**.

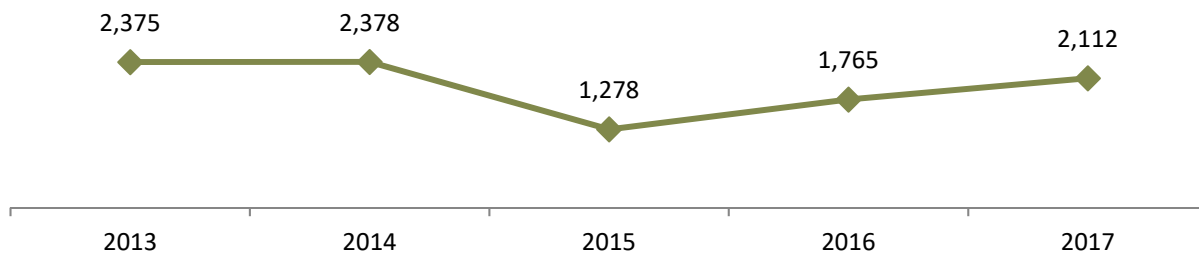
The 3.4 square miles of Station 65's first due area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,857,185	\$ 1,963,971	\$ 2,240,994	\$ 2,387,488
Materials and Services	91,376	81,471	102,198	102,778
<b>Total Expenditures</b>	<b>\$ 1,948,561</b>	<b>\$ 2,045,442</b>	<b>\$ 2,343,192</b>	<b>\$ 2,490,266</b>

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



<sup>1</sup> NOTE: 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).

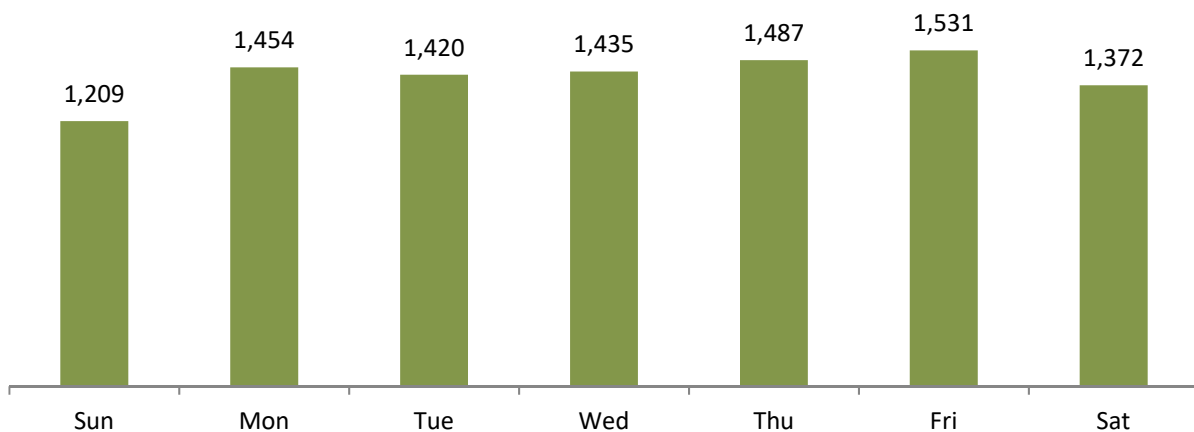
## Station 65 – West Slope, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	248	60	246	48	132	56	204	68	164	68
Overpressure	0	7	0	2	0	0	0	7	0	2
EMS/Rescue Call	1,992	1,476	1,985	1,538	1,061	828	1,439	1,093	1,805	1,399
Hazardous Condition	43	76	49	98	38	57	52	79	56	81
Service Call	45	165	55	122	21	73	39	93	54	123
Good Intent Call	7	461	13	437	8	210	9	319	9	367
False Call	0	127	0	129	0	54	0	106	0	72
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	40	3	30	3	18	0	22	0	24	0
Total	2,375		2,378		1,278		1,765		2,112	

### Station 65 First-Due Area

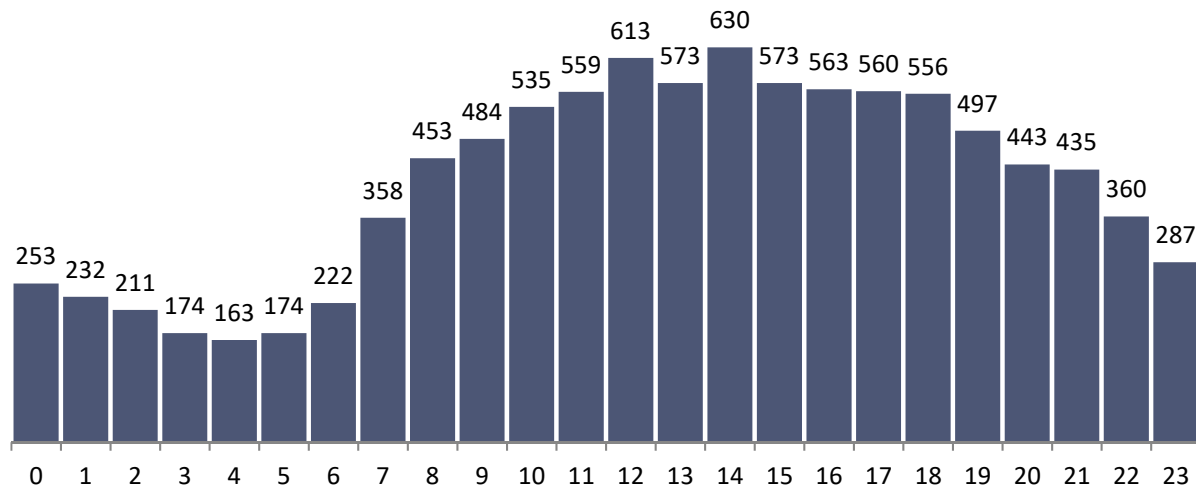
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



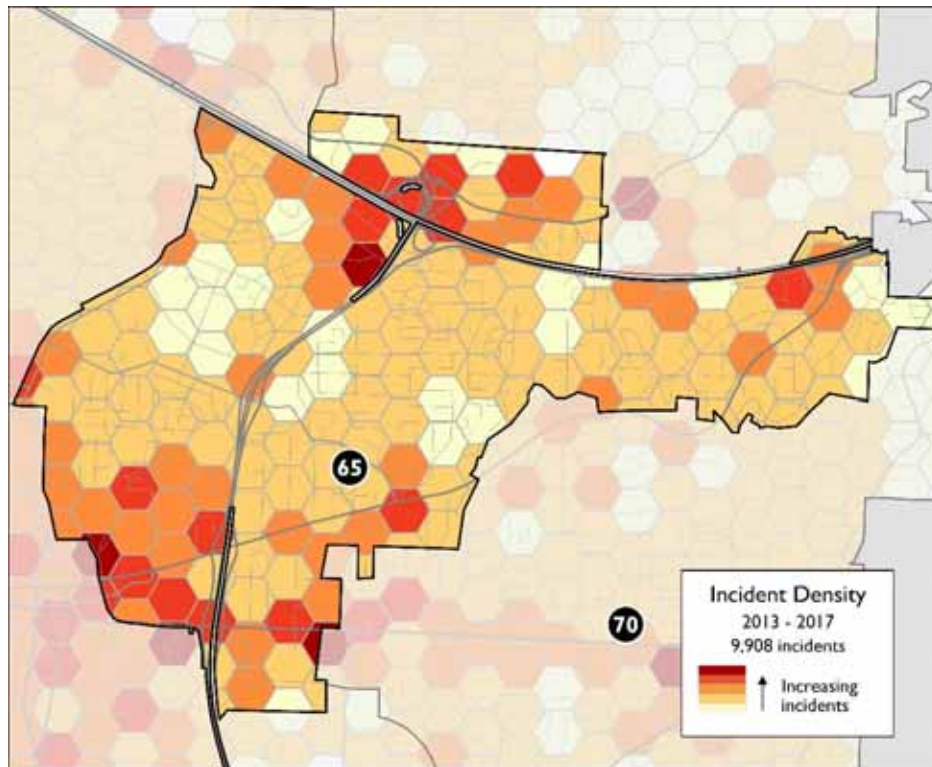
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 65 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 65 – West Slope, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10065</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 823,042	\$ 841,582	\$ 993,597	\$1,020,742	\$1,020,742	\$1,020,742
5003	Vacation Taken Union	113,913	110,447	140,246	142,357	142,357	142,357
5005	Sick Leave Taken Union	21,382	23,762	20,185	22,206	22,206	22,206
5007	Personal Leave Taken Union	11,174	12,911	14,547	15,004	15,004	15,004
5016	Vacation Sold at Retirement			1,253	6,826	6,826	6,826
5017	PEHP Vac Sold at Retirement			3,830	9,532	9,532	9,532
5020	Deferred Comp Match Union	39,590	42,111	54,765	58,842	58,842	58,842
5101	Vacation Relief	165,315	151,637	156,433	146,517	146,517	146,517
5105	Sick Relief	19,854	28,739	22,177	24,831	24,831	24,831
5106	On the Job Injury Relief	3,810	2,718	4,297	3,413	3,413	3,413
5107	Short Term Disability Relief	914		1,190	824	824	824
5110	Personal Leave Relief	17,482	20,145	16,234	18,359	18,359	18,359
5115	Vacant Slot Relief	22,694	47,261				
5117	Regular Day Off Relief		22,975	18,465	50,957	50,957	50,957
5118	Standby Overtime	592	870	941	1,177	1,177	1,177
5120	Overtime Union	16,624	16,096	11,892	13,298	13,298	13,298
5201	PERS Taxes	243,148	265,374	331,143	377,735	377,735	377,735
5203	FICA/MEDI	89,589	95,049	111,698	117,419	117,419	117,419
5206	Worker's Comp	26,336	28,176	32,125	33,767	33,767	33,767
5207	TriMet/Wilsonville Tax	8,766	9,363	11,007	11,722	11,722	11,722
5208	OR Worker's Benefit Fund Tax	517	517	480	479	479	479
5210	Medical Ins Union	223,093	234,959	282,789	299,781	299,781	299,781
5220	Post Retire Ins Union	7,700	7,350	7,800	7,800	7,800	7,800
5270	Uniform Allowance	1,651	1,927	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>1,857,185</b>	<b>1,963,971</b>	<b>2,240,994</b>	<b>2,387,488</b>	<b>2,387,488</b>	<b>2,387,488</b>
5300	Office Supplies	213	319	520	520	520	520
5301	Special Department Supplies	3,984	3,578	3,705	3,705	3,705	3,705
5302	Training Supplies	110		100	100	100	100
5305	Fire Extinguisher			200	120	120	120
5307	Smoke Detector Program	440	425	300	300	300	300
5320	EMS Supplies	11,874	14,118	12,651	15,000	15,000	15,000
5321	Fire Fighting Supplies	4,922	4,264	2,925	3,250	3,250	3,250
5325	Protective Clothing	3,998	1,318	3,250	3,900	3,900	3,900
5330	Noncapital Furniture & Equip	160	559				
5350	Apparatus Fuel/Lubricants	9,747	10,083	15,000	12,000	12,000	12,000
5361	M&R Bldg/Bldg Equip & Improv	24,722	16,229	29,640	28,645	28,645	28,645
5365	M&R Firefight Equip	218	49	150	200	200	200
5367	M&R Office Equip	1,179	1,368	1,650	1,650	1,650	1,650

Station 65 – West Slope, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	173	145	125	300	300	300
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	640	702	800	1,171	1,171	1,171
5432	Natural Gas	1,714	1,979	2,060	2,200	2,200	2,200
5433	Electricity	13,822	13,291	14,000	14,000	14,000	14,000
5434	Water/Sewer	8,939	9,480	10,000	10,500	10,500	10,500
5436	Garbage	2,016	1,868	2,292	2,292	2,292	2,292
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	685	233	700	700	700	700
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	1,338	881	1,205	1,200	1,200	1,200
5575	Laundry/Repair Expense	438	548	600	700	700	700
<b>Total Materials and Services</b>		<b>91,376</b>	<b>81,471</b>	<b>102,198</b>	<b>102,778</b>	<b>102,778</b>	<b>102,778</b>
<b>Total General Fund</b>		<b>\$1,948,561</b>	<b>\$2,045,442</b>	<b>\$2,343,192</b>	<b>\$2,490,266</b>	<b>\$2,490,266</b>	<b>\$2,490,266</b>



## 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**.

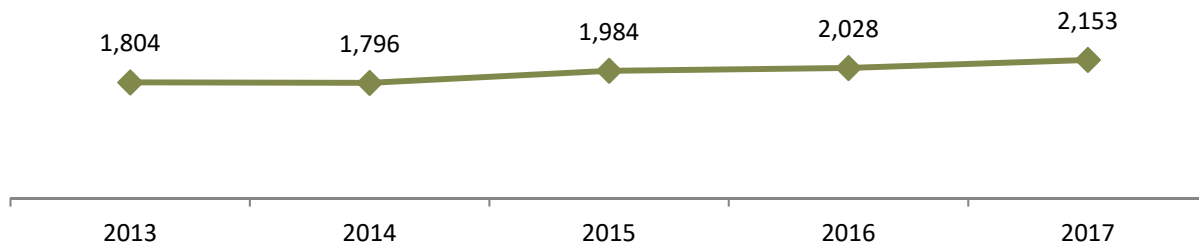
The 4.5 square miles of Station 66's First-Due Area includes south and southwest Beaverton (Murrayhill).



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,891,601	\$ 1,994,269	\$ 2,240,994	\$ 2,431,473
Materials and Services	76,027	85,097	100,312	117,476
<b>Total Expenditures</b>	<b>\$ 1,967,628</b>	<b>\$ 2,079,366</b>	<b>\$ 2,341,306</b>	<b>\$ 2,548,949</b>

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



<sup>1</sup> NOTE: 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).

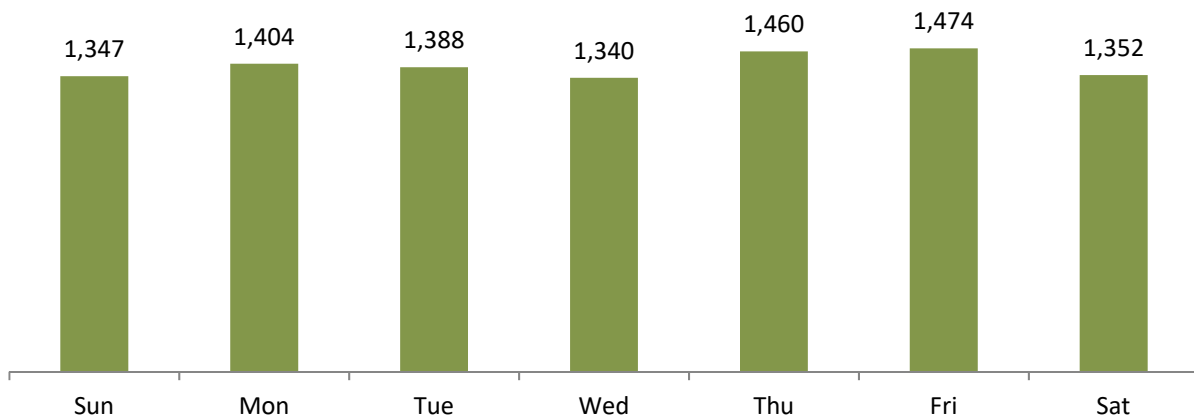
## Station 66 – Brockman Road, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	126	36	118	32	190	66	174	59	161	49
Overpressure	0	4	0	4	0	3	0	0	0	0
EMS/Rescue Call	1,569	1,316	1,560	1,314	1,670	1,462	1,706	1,474	1,835	1,555
Hazardous Condition	24	36	26	48	20	54	40	58	38	47
Service Call	59	110	66	115	65	128	83	157	97	154
Good Intent Call	3	210	3	176	10	163	8	179	7	221
False Call	0	89	0	100	0	107	0	99	0	127
Natural Condition	0	3	0	4	0	0	0	1	0	0
Other Situation	23	0	23	3	29	1	17	1	15	0
Total	1,804		1,796		1,984		2,028		2,153	

### Station 66 First-Due Area

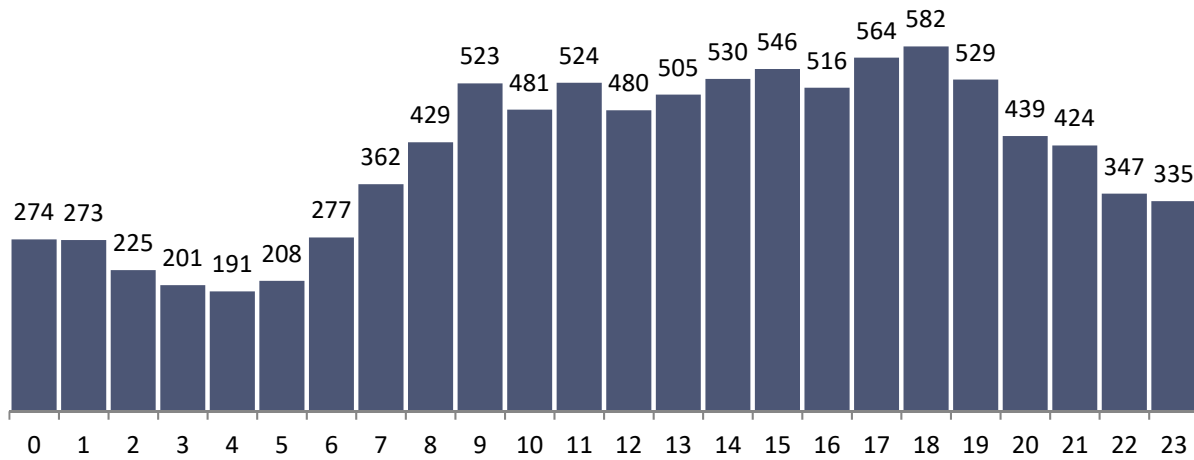
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



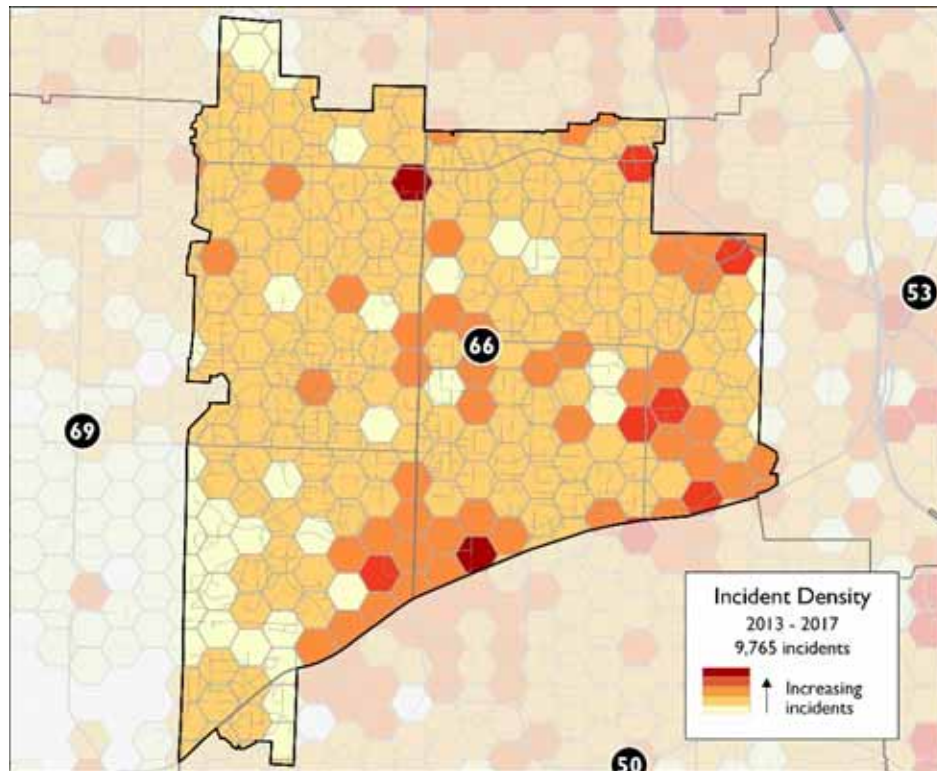
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 66 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 66 – Brockman Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10066</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 857,378	\$ 894,610	\$ 993,597	\$1,042,507	\$1,042,507	\$1,042,507
5003	Vacation Taken Union	118,698	119,061	140,246	145,392	145,392	145,392
5005	Sick Leave Taken Union	14,407	36,580	20,185	22,679	22,679	22,679
5007	Personal Leave Taken Union	11,644	19,120	14,547	15,324	15,324	15,324
5016	Vacation Sold at Retirement		5,739	1,253	6,967	6,967	6,967
5017	PEHP Vac Sold at Retirement	44,720		3,830	9,730	9,730	9,730
5020	Deferred Comp Match Union	38,694	45,393	54,765	60,062	60,062	60,062
5101	Vacation Relief	125,396	108,051	156,433	149,554	149,554	149,554
5105	Sick Relief	18,131	20,863	22,177	25,346	25,346	25,346
5106	On the Job Injury Relief	2,825	2,919	4,297	3,484	3,484	3,484
5107	Short Term Disability Relief	1,833		1,190	841	841	841
5110	Personal Leave Relief	16,271	9,479	16,234	18,739	18,739	18,739
5115	Vacant Slot Relief	20,289	33,834				
5117	Regular Day Off Relief		18,727	18,465	52,013	52,013	52,013
5118	Standby Overtime	424	1,221	941	1,201	1,201	1,201
5120	Overtime Union	20,665	21,609	11,892	13,574	13,574	13,574
5201	PERS Taxes	240,014	265,275	331,143	385,740	385,740	385,740
5203	FICA/MEDI	89,687	96,773	111,698	119,907	119,907	119,907
5206	Worker's Comp	27,832	28,044	32,125	34,483	34,483	34,483
5207	TriMet/Wilsonville Tax	8,695	9,455	11,007	11,970	11,970	11,970
5208	OR Worker's Benefit Fund Tax	515	513	480	479	479	479
5210	Medical Ins Union	225,515	246,287	282,789	299,781	299,781	299,781
5220	Post Retire Ins Union	6,400	8,400	7,800	7,800	7,800	7,800
5270	Uniform Allowance	1,567	2,317	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>1,891,601</b>	<b>1,994,269</b>	<b>2,240,994</b>	<b>2,431,473</b>	<b>2,431,473</b>	<b>2,431,473</b>
5300	Office Supplies	501	177	520	520	520	520
5301	Special Department Supplies	4,097	5,259	3,705	3,705	3,705	3,705
5302	Training Supplies	59	179	100	100	100	100
5305	Fire Extinguisher			120			
5307	Smoke Detector Program	630	433	300	300	300	300
5320	EMS Supplies	12,702	17,085	16,013	19,000	19,000	19,000
5321	Fire Fighting Supplies	2,633	2,549	2,925	3,250	3,250	3,250
5325	Protective Clothing	1,081	6,271	3,250	3,900	3,900	3,900
5330	Noncapital Furniture & Equip	1,757	632	770	800	800	800
5350	Apparatus Fuel/Lubricants	6,349	9,836	11,000	11,000	11,000	11,000
5361	M&R Bldg/Bldg Equip & Improv	20,970	14,608	31,465	45,420	45,420	45,420
5365	M&R Firefight Equip	336	49	150	200	200	200
5367	M&R Office Equip	1,280	1,425	1,650	1,650	1,650	1,650

Station 66 – Brockman Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	302	328	400	400	400	400
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	922	676	925	1,051	1,051	1,051
5432	Natural Gas	3,549	5,590	5,047	5,758	5,758	5,758
5433	Electricity	9,133	9,683	10,133	9,974	9,974	9,974
5434	Water/Sewer	5,815	5,922	7,766	6,100	6,100	6,100
5436	Garbage	1,768	1,771	1,928	1,823	1,823	1,823
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	934	1,208	850	900	900	900
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	696	740	520	650	650	650
5575	Laundry/Repair Expense	469	642	450	650	650	650
<b>Total Materials and Services</b>		<b>76,027</b>	<b>85,097</b>	<b>100,312</b>	<b>117,476</b>	<b>117,476</b>	<b>117,476</b>
<b>Total General Fund</b>		<b>\$1,967,628</b>	<b>\$2,079,366</b>	<b>\$2,341,306</b>	<b>\$2,548,949</b>	<b>\$2,548,949</b>	<b>\$2,548,949</b>



## 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.

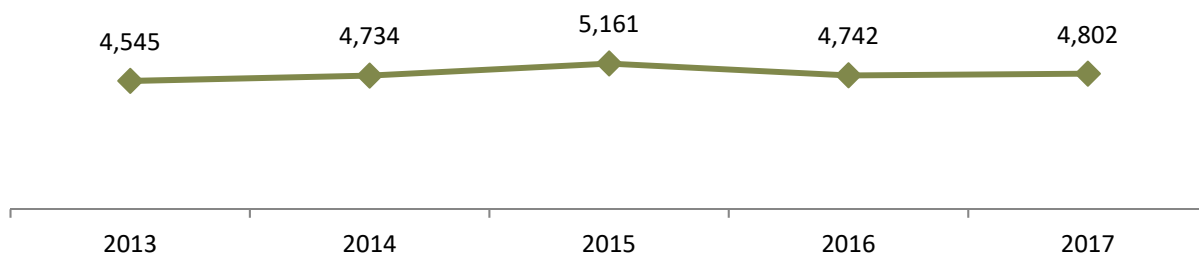
The 6.3 square miles of Station 67's first due area includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 3,991,590	\$ 4,282,565	\$ 4,491,782	\$ 4,811,092
Materials and Services	200,482	152,265	142,550	140,449
<b>Total Expenditures</b>	<b>\$4,192,072</b>	<b>\$4,434,830</b>	<b>\$4,634,332</b>	<b>\$4,951,541</b>

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



<sup>1</sup> NOTE: 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).

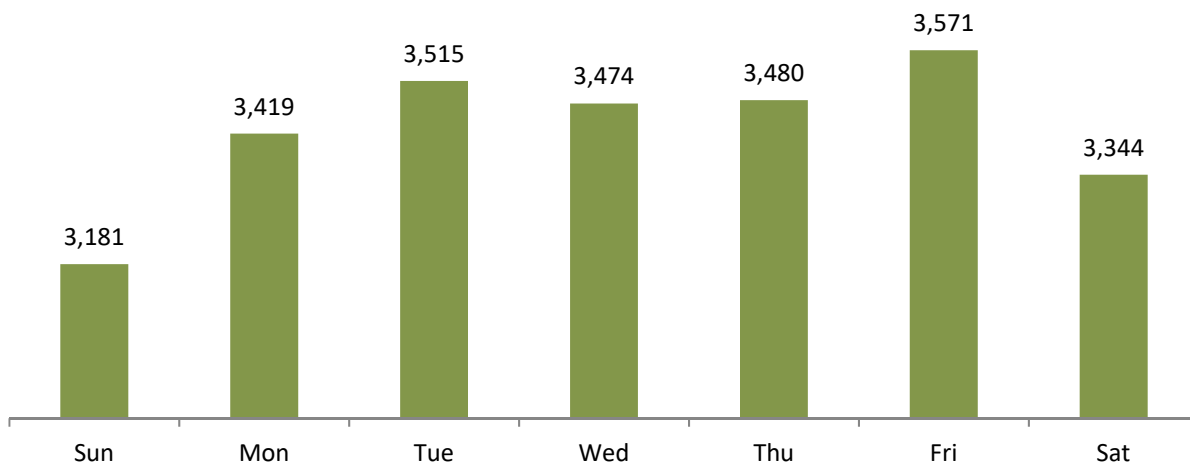
## Station 67 – Farmington Road, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	383	154	356	152	360	176	356	132	337	131
Overpressure	0	14	0	4	0	3	0	2	0	2
EMS/Rescue Call	3,876	2,934	4,106	3,182	4,503	3,567	4,152	3,225	4,187	3,283
Hazardous Condition	76	96	73	107	94	128	70	105	102	119
Service Call	121	254	127	293	136	321	111	367	124	344
Good Intent Call	22	893	16	804	15	787	16	701	15	748
False Call	0	198	0	186	0	177	0	210	0	175
Natural Condition	0	0	0	3	0	0	0	0	0	0
Other Situation	67	2	56	3	53	2	37	0	37	0
Total	4,545		4,734		5,161		4,742		4,802	

### Station 67 First-Due Area

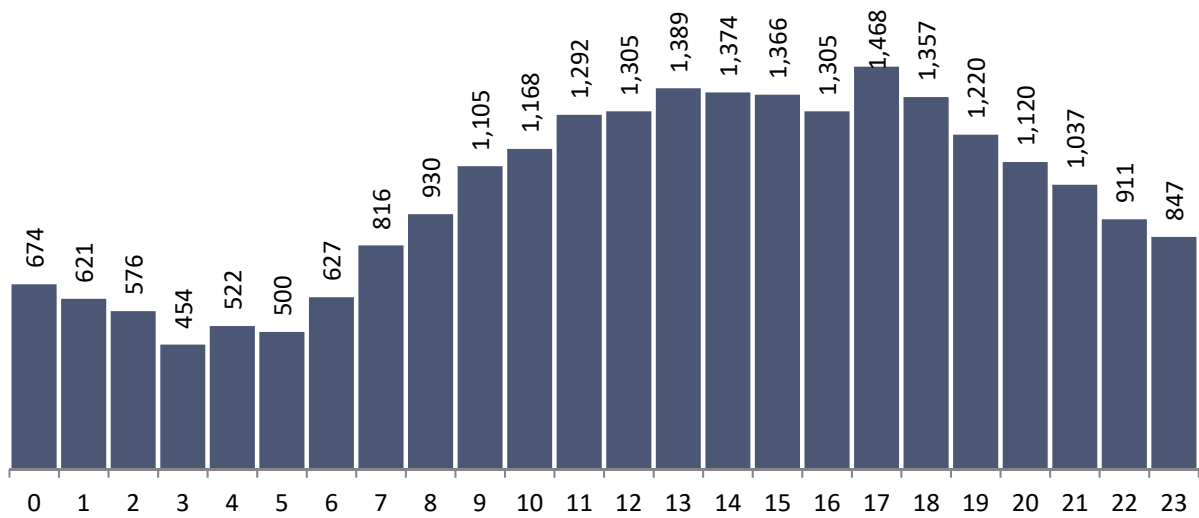
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



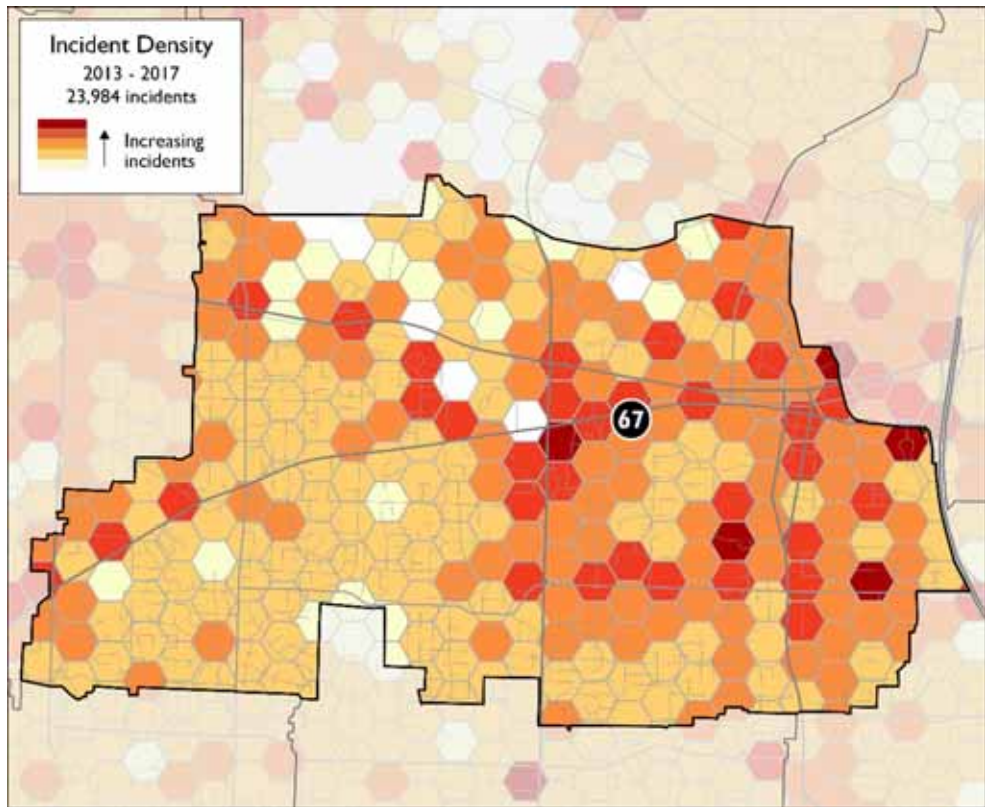
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 67 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 67 – Farmington Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10067</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,754,113	\$1,835,706	\$1,992,169	\$2,061,244	\$2,061,244	\$2,061,244
5003	Vacation Taken Union	249,130	263,404	281,192	287,469	287,469	287,469
5005	Sick Leave Taken Union	35,168	31,162	40,470	44,841	44,841	44,841
5007	Personal Leave Taken Union	24,439	22,360	29,165	30,298	30,298	30,298
5016	Vacation Sold at Retirement			2,510	13,722	13,722	13,722
5017	PEHP Vac Sold at Retirement		8,854	7,679	19,164	19,164	19,164
5020	Deferred Comp Match Union	101,467	105,241	109,803	118,295	118,295	118,295
5101	Vacation Relief	340,746	365,261	313,648	294,555	294,555	294,555
5105	Sick Relief	63,131	48,245	44,465	49,921	49,921	49,921
5106	On the Job Injury Relief	7,567	6,032	8,613	6,861	6,861	6,861
5107	Short Term Disability Relief	6,763		2,385	1,656	1,656	1,656
5110	Personal Leave Relief	52,373	35,943	32,552	36,908	36,908	36,908
5115	Vacant Slot Relief	47,120	102,640				
5117	Regular Day Off Relief		31,374	37,022	102,444	102,444	102,444
5118	Standby Overtime	2,280	3,286	1,885	2,366	2,366	2,366
5120	Overtime Union	44,019	46,989	23,843	26,735	26,735	26,735
5201	PERS Taxes	519,157	582,563	663,940	762,043	762,043	762,043
5203	FICA/MEDI	191,063	203,736	223,951	236,881	236,881	236,881
5206	Worker's Comp	56,318	55,404	64,408	68,123	68,123	68,123
5207	TriMet/Wilsonville Tax	18,795	20,355	22,067	23,648	23,648	23,648
5208	OR Worker's Benefit Fund Tax	1,067	1,096	1,037	957	957	957
5210	Medical Ins Union	456,394	493,806	565,578	599,561	599,561	599,561
5220	Post Retire Ins Union	15,150	16,050	15,600	15,600	15,600	15,600
5270	Uniform Allowance	5,331	3,060	7,800	7,800	7,800	7,800
	<b>Total Personnel Services</b>	<b>3,991,590</b>	<b>4,282,565</b>	<b>4,491,782</b>	<b>4,811,092</b>	<b>4,811,092</b>	<b>4,811,092</b>
5300	Office Supplies	593	689	1,040	1,040	1,040	1,040
5301	Special Department Supplies	7,073	8,343	7,410	7,410	7,410	7,410
5302	Training Supplies	44		100	100	100	100
5307	Smoke Detector Program	388	430	300	300	300	300
5320	EMS Supplies	28,930	23,668	33,060	30,000	30,000	30,000
5321	Fire Fighting Supplies	6,589	9,322	6,850	7,707	7,707	7,707
5325	Protective Clothing	11,584	19,462	6,500	7,800	7,800	7,800
5330	Noncapital Furniture & Equip	1,210	2,973	5,160	3,667	3,667	3,667
5350	Apparatus Fuel/Lubricants	11,165	16,311	18,000	18,000	18,000	18,000
5361	M&R Bldg/Bldg Equip & Improv	97,840	34,309	26,090	25,400	25,400	25,400
5365	M&R Firefight Equip	737	760	450	750	750	750
5367	M&R Office Equip	1,524	1,807	1,650	1,650	1,650	1,650
5414	Other Professional Services	581	779	400	800	800	800

Station 67 – Farmington Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing	40	19	25	25	25	25
5416	Custodial & Bldg Services	1,276	622	1,275	1,800	1,800	1,800
5432	Natural Gas	4,266	5,939	5,800	5,800	5,800	5,800
5433	Electricity	13,372	12,939	15,500	15,000	15,000	15,000
5434	Water/Sewer	7,563	8,153	7,500	7,500	7,500	7,500
5436	Garbage	2,068	2,106	2,400	2,400	2,400	2,400
5480	Community/Open House/Outreach		42	200	200	200	200
5481	Community Education Materials	727	1,168	1,200	1,200	1,200	1,200
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	2,538	1,773	1,040	1,300	1,300	1,300
5575	Laundry/Repair Expense	331	614	500	500	500	500
<b>Total Materials and Services</b>		<b>200,482</b>	<b>152,265</b>	<b>142,550</b>	<b>140,449</b>	<b>140,449</b>	<b>140,449</b>
<b>Total General Fund</b>		<b>\$4,192,072</b>	<b>\$4,434,830</b>	<b>\$4,634,332</b>	<b>\$4,951,541</b>	<b>\$4,951,541</b>	<b>\$4,951,541</b>



## Station 68 – Bethany

Fund 10 • Directorate 04 • Division 60 • Department 068

### Station Description

**Station 68**, located on the corner of NW Evergreen Street and NW Thompson Road, was originally constructed in 1970 as a residential home and completely rebuilt and relocated in 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.

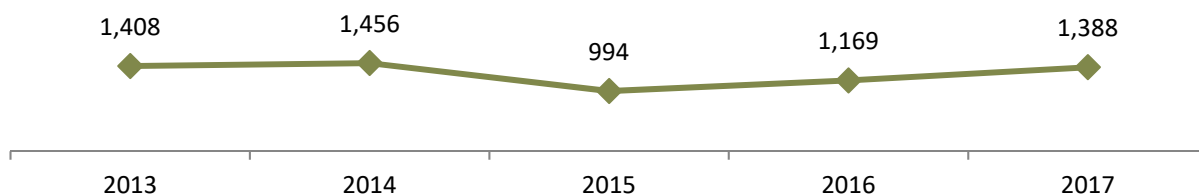
The 5.5 square miles of Station 68's first due area includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany). Station 68 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,860,254	\$ 1,954,612	\$ 2,059,359	\$ 2,234,058
Materials and Services	76,322	85,268	97,318	99,854
<b>Total Expenditures</b>	<b>\$ 1,936,575</b>	<b>\$ 2,039,880</b>	<b>\$ 2,156,677</b>	<b>\$ 2,333,912</b>

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



<sup>1</sup> NOTE: 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).

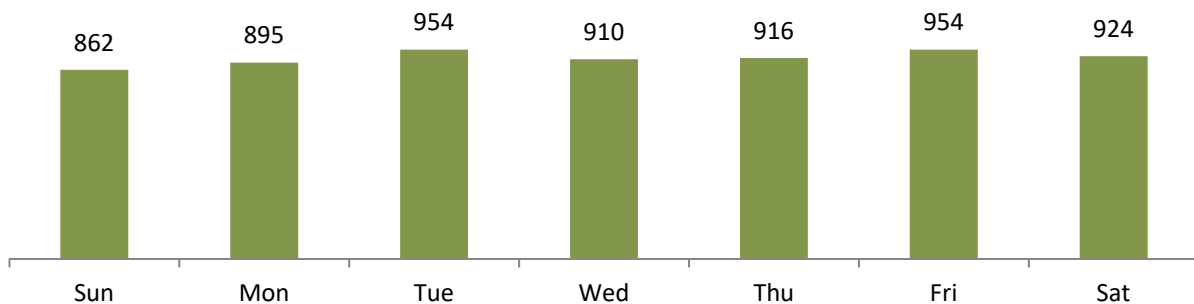
## Station 68 – Bethany, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	147	43	143	37	84	28	85	22	92	23
Overpressure	0	2	0	2	0	0	0	2	0	0
EMS/Rescue Call	1,126	929	1,165	935	814	695	986	855	1,168	1,026
Hazardous Condition	34	30	32	26	18	14	23	16	36	23
Service Call	75	145	95	176	61	95	61	86	68	97
Good Intent Call	12	163	6	178	6	80	6	104	9	123
False Call	0	95	0	101	0	82	0	83	0	96
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	14	1	15	1	11	0	8	0	15	0
Total	1,408		1,456		994		1,169		1,388	

### Station 68 First-Due Area

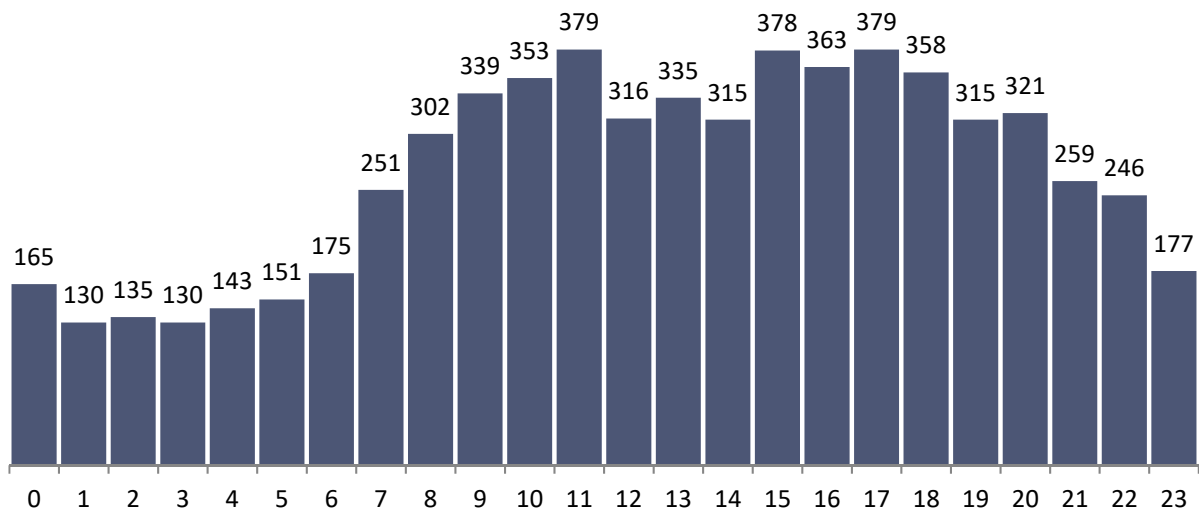
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



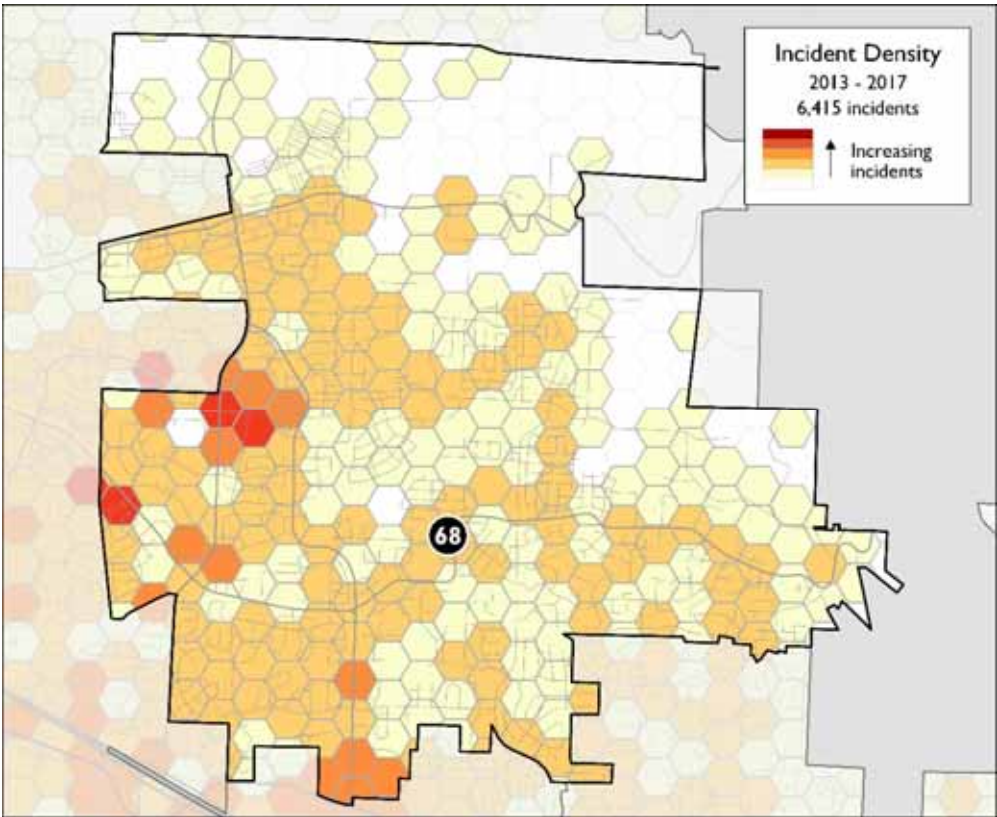
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 68 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 68 – Bethany, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10068</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 861,657	\$ 859,444	\$ 912,316	\$ 957,023	\$ 957,023	\$ 957,023
5003	Vacation Taken Union	121,633	132,216	128,783	133,470	133,470	133,470
5005	Sick Leave Taken Union	19,164	8,545	18,535	20,820	20,820	20,820
5007	Personal Leave Taken Union	11,157	7,439	13,537	14,067	14,067	14,067
5016	Vacation Sold at Retirement			1,151	6,402	6,402	6,402
5017	PEHP Vac Sold at Retirement			3,517	8,940	8,940	8,940
5020	Deferred Comp Match Union	43,475	47,155	50,290	55,186	55,186	55,186
5101	Vacation Relief	116,519	133,243	143,647	137,413	137,413	137,413
5105	Sick Relief	21,798	34,815	20,364	23,288	23,288	23,288
5106	On the Job Injury Relief	3,878	5,209	3,946	3,201	3,201	3,201
5107	Short Term Disability Relief	1,434	1,176	1,093	773	773	773
5110	Personal Leave Relief	17,109	14,963	14,908	17,218	17,218	17,218
5115	Vacant Slot Relief	17,751	40,565				
5117	Regular Day Off Relief		13,877	16,956	47,791	47,791	47,791
5118	Standby Overtime	1,665	1,566	864	1,104	1,104	1,104
5120	Overtime Union	18,488	20,980	10,920	12,472	12,472	12,472
5201	PERS Taxes	250,092	270,457	304,078	354,179	354,179	354,179
5203	FICA/MEDI	90,414	95,852	102,568	110,096	110,096	110,096
5206	Worker's Comp	25,302	24,952	29,499	31,662	31,662	31,662
5207	TriMet/Wilsonville Tax	8,715	9,272	10,108	10,991	10,991	10,991
5208	OR Worker's Benefit Fund Tax	497	502	443	442	442	442
5210	Medical Ins Union	220,383	224,352	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	7,000	6,750	7,200	7,200	7,200	7,200
5270	Uniform Allowance	2,124	1,282	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,860,254</b>	<b>1,954,612</b>	<b>2,059,359</b>	<b>2,234,058</b>	<b>2,234,058</b>	<b>2,234,058</b>
5300	Office Supplies	142	202	480	480	480	480
5301	Special Department Supplies	3,471	4,015	3,420	3,420	3,420	3,420
5302	Training Supplies	71	72	100	100	100	100
5305	Fire Extinguisher			150	150	150	150
5307	Smoke Detector Program	259	301	300	300	300	300
5320	EMS Supplies	6,916	9,111	10,442	10,000	10,000	10,000
5321	Fire Fighting Supplies	4,281	5,013	3,700	4,000	4,000	4,000
5325	Protective Clothing	2,724	2,335	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip		110	682	350	350	350
5350	Apparatus Fuel/Lubricants	5,005	7,434	7,000	7,560	7,560	7,560
5361	M&R Bldg/Bldg Equip & Improv	21,464	23,960	33,410	34,455	34,455	34,455
5365	M&R Firefight Equip	49		150	500	500	500
5367	M&R Office Equip	1,457	1,229	1,650	1,650	1,650	1,650

Station 68 – Bethany, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	35	131	125	100	100	100
5415	Printing		79	25	25	25	25
5416	Custodial & Bldg Services	1,423	729	800	1,234	1,234	1,234
5432	Natural Gas	1,695	2,191	2,000	2,120	2,120	2,120
5433	Electricity	13,222	13,529	13,000	13,780	13,780	13,780
5434	Water/Sewer	8,989	10,348	10,450	10,450	10,450	10,450
5436	Garbage	1,924	1,924	2,400	2,400	2,400	2,400
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	470	552	750	750	750	750
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	2,101	1,296	2,484	1,600	1,600	1,600
5575	Laundry/Repair Expense	581	671	500	530	530	530
<b>Total Materials and Services</b>		<b>76,322</b>	<b>85,268</b>	<b>97,318</b>	<b>99,854</b>	<b>99,854</b>	<b>99,854</b>
<b>Total General Fund</b>		<b>\$1,936,575</b>	<b>\$2,039,880</b>	<b>\$2,156,677</b>	<b>\$2,333,912</b>	<b>\$2,333,912</b>	<b>\$2,333,912</b>



## Station 69 – Cooper Mountain

Fund 10 • Directorate 04 • Division 60 • Department 069

### Station Description

**Station 69**, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981 and underwent a major seismic improvement through a two-year state grant which began in fiscal year 2015-16. The project was also funded by bond proceeds and local option levy funding for station response and crew quarter improvements and crews returned on October 4, 2017 from temporary quarters. The 7,878 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 69** and can also respond in **Heavy Brush 69** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

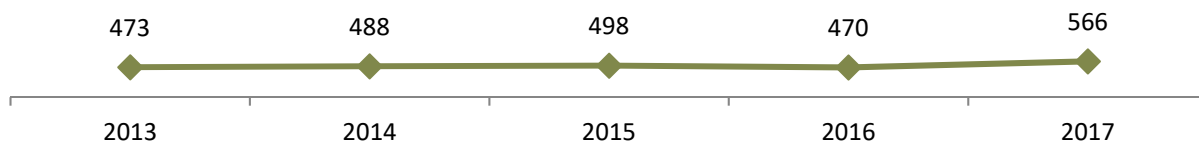
The 12.9 square miles of Station 69's first due area includes unincorporated Washington County and portions of west and southwest Beaverton. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,965,400	\$ 2,107,738	\$ 2,045,901	\$ 2,219,839
Materials and Services	54,565	50,888	113,664	68,300
<b>Total Expenditures</b>	<b>\$ 2,019,965</b>	<b>\$ 2,158,625</b>	<b>\$ 2,159,565</b>	<b>\$ 2,288,139</b>

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



<sup>1</sup> NOTE: 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).

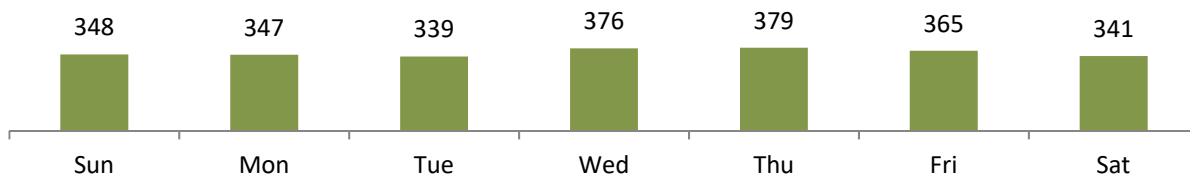
## Station 69 – Cooper Mountain, continued

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

NFIRS Series	2013		2014		2015		2016		2017	
	<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	41	20	39	12	48	15	41	11	52	13
Overpressure	0	1	0	0	0	0	0	0	0	0
EMS/Rescue Call	380	312	405	342	411	345	390	330	463	388
Hazardous Condition	13	12	17	16	8	20	11	15	12	17
Service Call	26	24	15	38	17	26	19	22	23	36
Good Intent Call	6	72	6	52	10	70	1	64	5	76
False Call	0	30	0	24	0	22	0	28	0	35
Natural Condition	0	0	0	4	0	0	0	0	0	1
Other Situation	7	2	6	0	4	0	8	0	11	0
Total	473		488		498		470		566	

### Station 69 First-Due Area

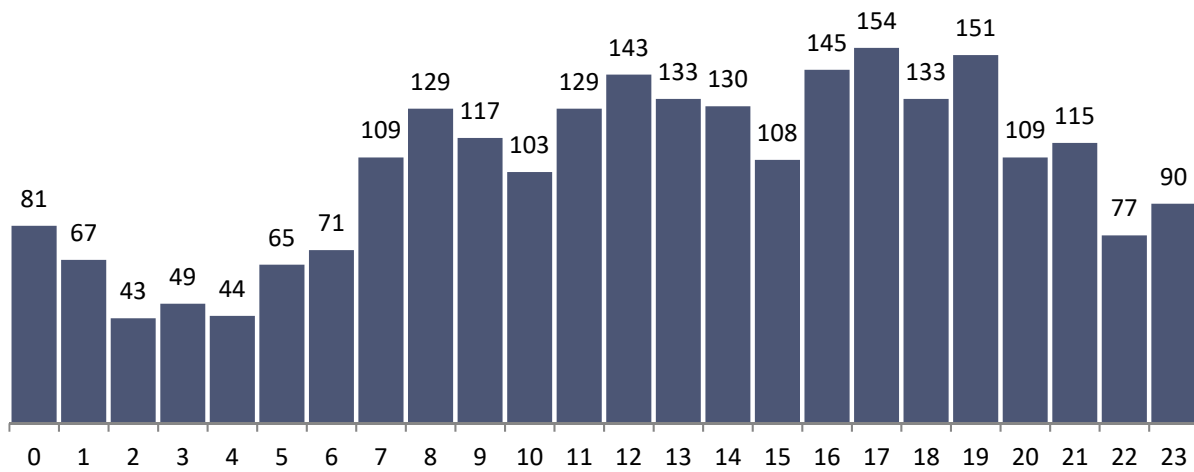
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



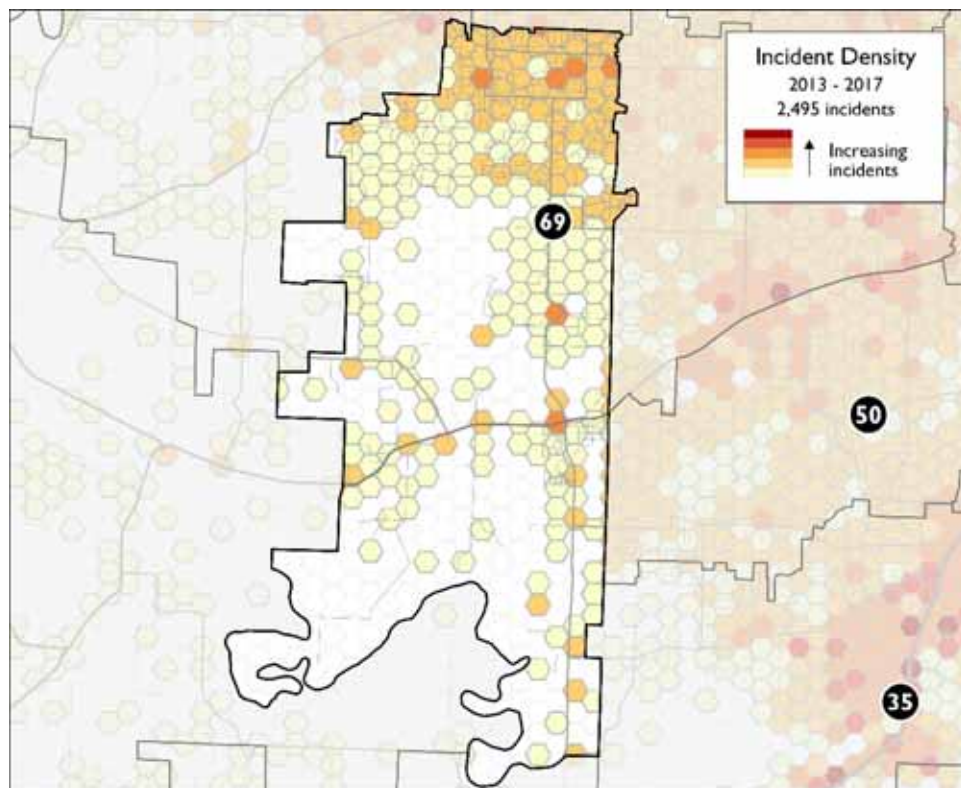
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

### Station 69 First-Due Area

#### Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



#### Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

# Station 69 – Cooper Mountain, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10069</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 896,158	\$ 910,812	\$ 905,569	\$ 950,061	\$ 950,061	\$ 950,061
5003	Vacation Taken Union	114,979	128,120	127,821	132,499	132,499	132,499
5005	Sick Leave Taken Union	15,473	16,990	18,397	20,668	20,668	20,668
5007	Personal Leave Taken Union	9,662	18,355	13,257	13,965	13,965	13,965
5016	Vacation Sold at Retirement			1,142	6,354	6,354	6,354
5017	PEHP Vac Sold at Retirement	2,187	2,231	3,491	8,874	8,874	8,874
5020	Deferred Comp Match Union	50,571	52,049	49,914	54,777	54,777	54,777
5101	Vacation Relief	146,927	152,814	142,574	136,394	136,394	136,394
5105	Sick Relief	26,219	36,285	20,212	23,116	23,116	23,116
5106	On the Job Injury Relief	1,153	5,161	3,916	3,177	3,177	3,177
5107	Short Term Disability Relief	2,164	1,666	1,085	767	767	767
5110	Personal Leave Relief	10,644	17,841	14,796	17,090	17,090	17,090
5115	Vacant Slot Relief	15,183	35,656				
5117	Regular Day Off Relief		24,410	16,830	47,436	47,436	47,436
5118	Standby Overtime	1,509	1,392	858	1,096	1,096	1,096
5120	Overtime Union	38,236	27,815	10,839	12,379	12,379	12,379
5201	PERS Taxes	269,035	292,011	301,807	351,591	351,591	351,591
5203	FICA/MEDI	95,159	101,896	101,802	109,292	109,292	109,292
5206	Worker's Comp	28,622	24,878	29,279	31,430	31,430	31,430
5207	TriMet/Wilsonville Tax	9,175	10,036	10,033	10,911	10,911	10,911
5208	OR Worker's Benefit Fund Tax	524	534	443	442	442	442
5210	Medical Ins Union	223,466	238,656	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	7,150	7,150	7,200	7,200	7,200	7,200
5270	Uniform Allowance	1,205	980	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,965,400</b>	<b>2,107,738</b>	<b>2,045,901</b>	<b>2,219,839</b>	<b>2,219,839</b>	<b>2,219,839</b>
5300	Office Supplies	149	177	480	480	480	480
5301	Special Department Supplies	1,741	1,878	9,420	3,420	3,420	3,420
5302	Training Supplies	89		100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	150	198	300	300	300	300
5320	EMS Supplies	4,405	4,053	7,573	6,000	6,000	6,000
5321	Fire Fighting Supplies	3,115	2,062	2,700	3,000	3,000	3,000
5325	Protective Clothing	512	1,101	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	470	624	20,000			
5350	Apparatus Fuel/Lubricants	4,311	2,507	7,992	8,500	8,500	8,500
5361	M&R Bldg/Bldg Equip & Improv	16,334	8,940	27,540	13,855	13,855	13,855
5365	M&R Firefight Equip		98	150	200	200	200
5367	M&R Office Equip	1,143	1,185	1,650	1,650	1,650	1,650

Station 69 – Cooper Mountain, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	4,986	141	8,125	300	300	300
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	319	73	1,185	870	870	870
5432	Natural Gas	1,731	2,010	2,628	3,000	3,000	3,000
5433	Electricity	8,925	17,088	8,916	9,996	9,996	9,996
5434	Water/Sewer	2,954	2,944	4,200	7,992	7,992	7,992
5436	Garbage	1,898	1,924	2,280	3,192	3,192	3,192
5445	Rent/Lease of Building	360	2,160	800			
5450	Rental of Equip		691				
5480	Community/Open House/Outreach			3,000	200	200	200
5481	Community Education Materials		124	300	200	200	200
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	423	620	480	600	600	600
5575	Laundry/Repair Expense	507	255	600	600	600	600
<b>Total Materials and Services</b>		<b>54,565</b>	<b>50,888</b>	<b>113,664</b>	<b>68,300</b>	<b>68,300</b>	<b>68,300</b>
<b>Total General Fund</b>		<b>\$2,019,965</b>	<b>\$2,158,625</b>	<b>\$2,159,565</b>	<b>\$2,288,139</b>	<b>\$2,288,139</b>	<b>\$2,288,139</b>



## Station 70 – Raleigh Hills

Fund 10 • Directorate 04 • Division 60 • Department 070

### Station Description

**Station 70**, located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, opened its doors on October 1, 2015. This 1,951 square foot station houses a total of **two full-time personnel**. Two personnel (on a ten-hour, four day a week schedule) respond to incidents utilizing **Brush Rig 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 primarily serviced by neighboring stations 53 and 65.

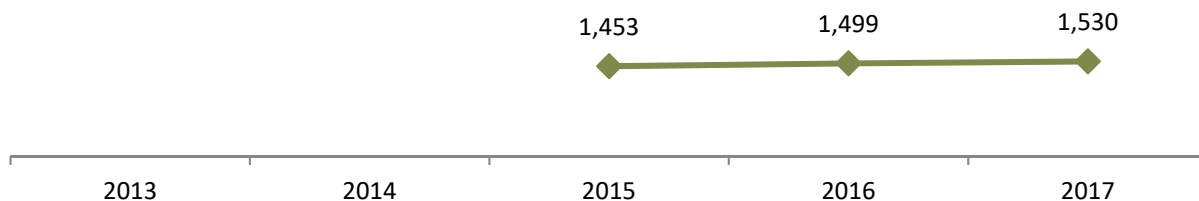
The 3.8 square miles of Station 70's first due area includes the Raleigh Hills neighborhood as well as portions of west Beaverton, and the Southwest Hills and Garden Home neighborhood.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 371,963	\$ 463,393	\$ 385,814	\$ 401,400
Materials and Services	35,594	33,611	53,160	39,903
<b>Total Expenditures</b>	<b>\$ 407,558</b>	<b>\$ 497,004</b>	<b>\$ 438,974</b>	<b>\$ 441,303</b>

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



\*Incident totals for the area serviced by Station 70 are included for all of 2015; however, the station did not open until October 1, 2015. 2015 totals are included to establish the annual trend of this first due area.

<sup>1</sup> NOTE: 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).

## Station 70 – Raleigh Hills, continued

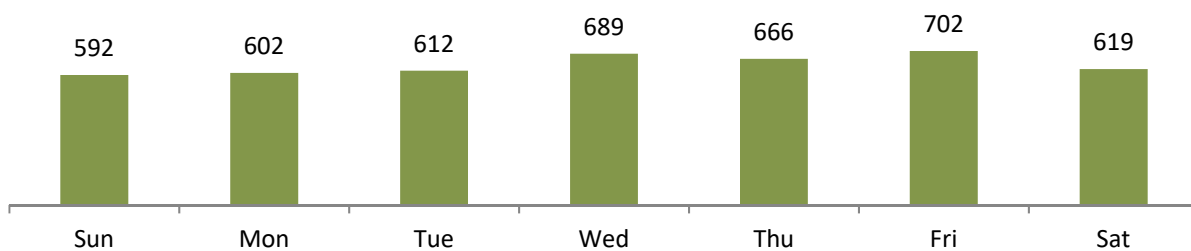
### Station 70 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2015		2016		2017	
	<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	161	46	134	30	117	24
Overpressure	0	1	0	3	0	0
EMS/Rescue Call	1,212	973	1,289	1,076	1,320	1,121
Hazardous Condition	27	28	28	41	42	33
Service Call	32	96	32	83	35	102
Good Intent Call	6	208	7	191	3	180
False Call	0	100	0	75	0	70
Natural Condition	0	1	0	0	0	0
Other Situation	15	0	9	0	13	0
<b>Total</b>	<b>1,453</b>		<b>1,499</b>		<b>1,530</b>	

\* Incident totals for the area serviced by Station 70 are included for all of 2015; however, the station did not open until October 1, 2015. 2015 totals are included to establish the annual trend of this first due area.

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

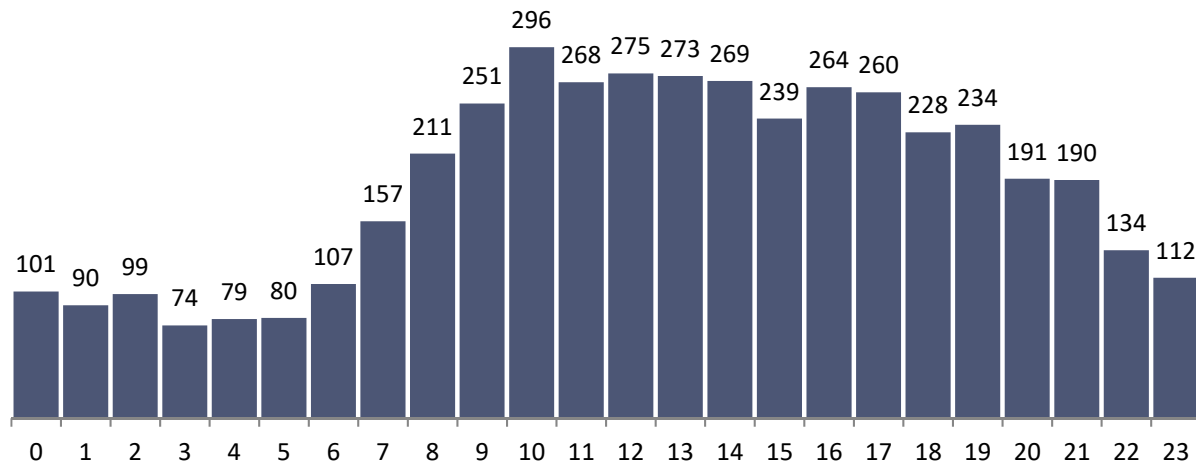
#### Incident Count by Day of Week, Calendar Year 2015-2017<sup>2</sup>



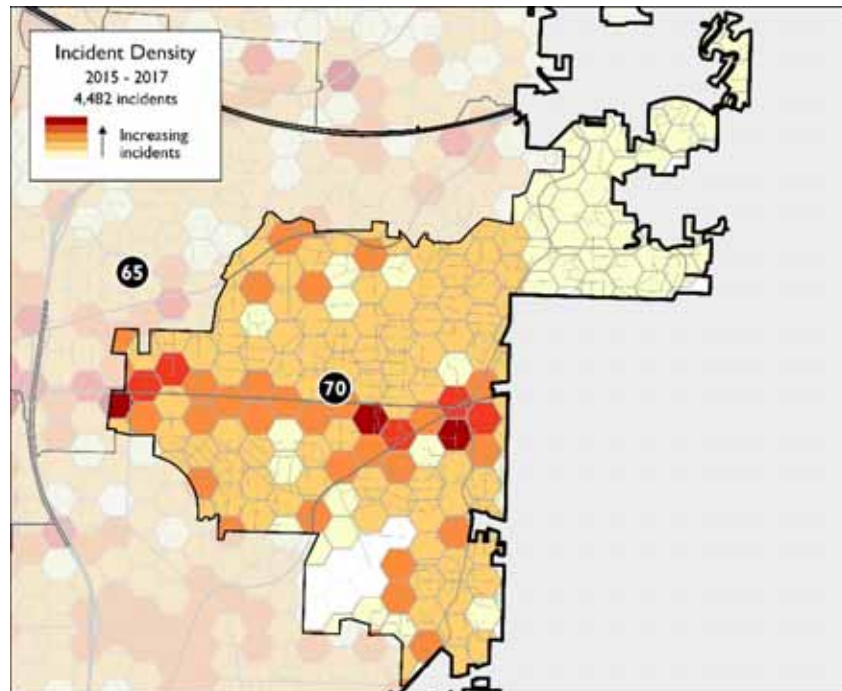
\* Incident totals for the area serviced by Station 70 are included for all of 2015; however, the station did not open until October 1, 2015. 2015 totals are included to establish the annual trend of this first due area.

<sup>1</sup> 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.

<sup>2</sup> NOTE: 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).

Station 70 First-Due Area<sup>1</sup>Incident Count by Hour of Day, Calendar Year 2015-2017<sup>2</sup>

\* Incident totals for the area serviced by Station 70 are included for all of 2015; however, the station did not open until October 1, 2015. 2015 totals are included to establish the annual trend of this first due area.

Incident Density 2015-2017<sup>1</sup>

\* Incident totals for the area serviced by Station 70 are included for all of 2015; however, the station did not open until October 1, 2015. 2015 totals are included to establish the annual trend of this first due area.

<sup>1</sup> 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.

<sup>2</sup> NOTE: 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).

## Station 70 – Raleigh Hills, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10070</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 131,188	\$ 158,619	\$ 175,465	\$ 173,732	\$ 173,732	\$ 173,732
5003	Vacation Taken Union	12,113	28,055	24,768	24,229	24,229	24,229
5005	Sick Leave Taken Union	2,024	7,721	3,567	3,779	3,779	3,779
5007	Personal Leave Taken Union	5,681	5,659	2,571	2,554	2,554	2,554
5016	Vacation Sold at Retirement			213	1,164	1,164	1,164
5017	PEHP Vac Sold at Retirement			645	1,626	1,626	1,626
5020	Deferred Comp Match Union	7,550	9,635	9,213	10,034	10,034	10,034
5101	Vacation Relief	59,880	52,294	26,314	24,985	24,985	24,985
5105	Sick Relief	21,923	10,162	3,732	4,234	4,234	4,234
5106	On the Job Injury Relief	1,892		724	582	582	582
5107	Short Term Disability Relief			201	140	140	140
5110	Personal Leave Relief	7,606	9,155	2,732	3,131	3,131	3,131
5115	Vacant Slot Relief	10,134	16,875				
5117	Regular Day Off Relief		6,555	3,107	8,690	8,690	8,690
5118	Standby Overtime	30	344	159	201	201	201
5120	Overtime Union	1,262	18,085	2,002	2,268	2,268	2,268
5201	PERS Taxes	55,552	69,169	57,930	64,318	64,318	64,318
5203	FICA/MEDI	17,714	22,186	19,542	19,993	19,993	19,993
5206	Worker's Comp	4,706	4,717	5,622	5,750	5,750	5,750
5207	TriMet/Wilsonville Tax	1,804	2,252	1,927	1,996	1,996	1,996
5208	OR Worker's Benefit Fund Tax	71	81	74	74	74	74
5210	Medical Ins Union	29,714	40,194	43,506	46,120	46,120	46,120
5220	Post Retire Ins Union	950	1,200	1,200	1,200	1,200	1,200
5270	Uniform Allowance	170	435	600	600	600	600
	<b>Total Personnel Services</b>	<b>371,963</b>	<b>463,393</b>	<b>385,814</b>	<b>401,400</b>	<b>401,400</b>	<b>401,400</b>
5300	Office Supplies	666	110	80	80	80	80
5301	Special Department Supplies	4,437	1,494	1,500	1,500	1,500	1,500
5302	Training Supplies		37	100	100	100	100
5305	Fire Extinguisher			120			
5307	Smoke Detector Program	50		300	300	300	300
5320	EMS Supplies	4,033	7,713	10,300	10,000	10,000	10,000
5321	Fire Fighting Supplies	431	3,660	450	1,500	1,500	1,500
5325	Protective Clothing	300	323	500	600	600	600
5330	Noncapital Furniture & Equip	4,619	2,350	600	1,068	1,068	1,068
5350	Apparatus Fuel/Lubricants	288	963	1,200	2,200	2,200	2,200
5361	M&R Bldg/Bldg Equip & Improv	13,867	10,912	30,765	15,095	15,095	15,095
5365	M&R Firefight Equip			75	100	100	100
5367	M&R Office Equip		110	800	500	500	500
5414	Other Professional Services	106		125	100	100	100

# Station 70 – Raleigh Hills, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing	19	38		25	25	25
5416	Custodial & Bldg Services		160	380	380	380	380
5432	Natural Gas	516	642	500	675	675	675
5433	Electricity	2,297	2,379	2,200	2,495	2,495	2,495
5434	Water/Sewer	1,805	2,668	2,785	2,785	2,785	2,785
5480	Community/Open House/Outreach	1,489		200	200	200	200
5481	Community Education Materials	276					
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	352	15	80	100	100	100
<b>Total Materials and Services</b>		<b>35,594</b>	<b>33,611</b>	<b>53,160</b>	<b>39,903</b>	<b>39,903</b>	<b>39,903</b>
<b>Total General Fund</b>		<b>\$ 407,558</b>	<b>\$ 497,004</b>	<b>\$ 438,974</b>	<b>\$ 441,303</b>	<b>\$ 441,303</b>	<b>\$ 441,303</b>



## Station Description

**Station 72** was remodeled extensively to improve crew's ability to respond after an earthquake and improve volunteer crew quarters and response abilities. This station is located on NW Skyline Boulevard and was reopened October 2017. Volunteer firefighters serve this area through several pieces of apparatus including **Squad 372**, **Heavy Brush 372**, and a van and pickup stocked with BLS and motor vehicle accident equipment.



## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Materials and Services				\$ 36,843
<b>Total Expenditures</b>				<b>\$ 36,843</b>

## 2018-19 Significant Changes

The budget for this station was formerly accounted for within the Volunteer program budget.



## Station 72 – Skyline, continued

		2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10072</b>	<b>General Fund</b>						
5305	Fire Extinguisher				\$ 100	\$ 100	\$ 100
5361	M&R Bldg/Bldg Equip & Improv				21,743	21,743	21,743
5432	Natural Gas				4,800	4,800	4,800
5433	Electricity				9,000	9,000	9,000
5436	Garbage				1,200	1,200	1,200
	<b>Total Materials and Services</b>				<b>36,843</b>	<b>36,843</b>	<b>36,843</b>
	<b>Total General Fund</b>				<b>\$ 36,843</b>	<b>\$ 36,843</b>	<b>\$ 36,843</b>

## 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,120,826			
Materials and Services	160,845	\$ 113,123	\$ 98,602	\$ 33,560
<b>Total Expenditures</b>	<b>\$ 2,281,671</b>	<b>\$ 113,123</b>	<b>\$ 98,602</b>	<b>\$ 33,560</b>

### Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00			
Battalion Chief	3.00			
Assistant Fire Marshal	1.00			
Deputy Fire Marshal/Inspectors	5.00			
Public Affairs Officer	1.00			
Administrative Assistant	2.00			
<b>Total Full-Time Equivalents (FTE)</b>	<b>13.00</b>			

### 2018-19 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

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10155</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 722,303					
5002	Salaries & Wages Nonunion	338,687					
5003	Vacation Taken Union	120,136					
5004	Vacation Taken Nonunion	32,776					
5005	Sick Leave Taken Union	9,395					
5006	Sick Taken Nonunion	5,347					
5007	Personal Leave Taken Union	5,917					
5008	Personal Leave Taken Nonunion	3,169					
5009	Comp Taken Union	988					
5010	Comp Taken Nonunion	879					
5016	Vacation Sold at Retirement	5,764					
5017	PEHP Vac Sold at Retirement	3,733					
5018	Comp Time Sold Union	15,394					
5019	Comp Time Sold Nonunion	4,398					
5020	Deferred Comp Match Union	32,746					
5021	Deferred Comp Match Nonunion	27,996					
5101	Vacation Relief	63,333					
5105	Sick Relief	1,738					
5110	Personal Leave Relief	869					
5120	Overtime Union	66,459					
5121	Overtime Nonunion	665					
5201	PERS Taxes	289,894					
5203	FICA/MEDI	95,041					
5206	Worker's Comp	32,179					
5207	TriMet/Wilsonville Tax	10,008					
5208	OR Worker's Benefit Fund Tax	414					
5210	Medical Ins Union	151,136					
5211	Medical Ins Nonunion	57,586					
5220	Post Retire Ins Union	4,800					
5221	Post Retire Ins Nonunion	4,650					
5230	Dental Ins Nonunion	5,747					
5240	Life/Disability Insurance	3,558					
5270	Uniform Allowance	2,729					
5295	Vehicle/Cell Allowance	390					
	<b>Total Personnel Services</b>	<b>2,120,826</b>					
5300	Office Supplies	929	97				
5301	Special Department Supplies	1,694	302				
5302	Training Supplies	431					
5320	EMS Supplies	579					

## Former North Operating Center, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5321 Fire Fighting Supplies	277	(18)				
5325 Protective Clothing	520	11				
5330 Noncapital Furniture & Equip	1,654					
5350 Apparatus Fuel/Lubricants	8,728	885				
5361 M&R Bldg/Bldg Equip & Improv	34,549	24,459	33,570	27,060	27,060	27,060
5367 M&R Office Equip	3,075	2,559				
5400 Insurance Premium	290					
5415 Printing	138					
5416 Custodial & Bldg Services	33,082	27,212	9,170	6,500	6,500	6,500
5432 Natural Gas	12,369	14,493	12,500			
5433 Electricity	23,544	21,761	25,000			
5434 Water/Sewer	20,222	20,562	16,648			
5436 Garbage	2,152	334	1,714			
5450 Rental of Equip	234	390				
5461 External Training	1,560					
5462 Travel and Per Diem	1,722					
5471 Citizen Awards	10					
5480 Community/Open House/Outreach	1,255					
5481 Community Education Materials	7,221					
5484 Postage UPS & Shipping	402					
5500 Dues & Subscriptions	2,850	77				
5502 Certifications & Licensing	270					
5570 Misc Business Exp	994					
5571 Planning Retreat Expense	96					
<b>Total Materials and Services</b>	<b>160,845</b>	<b>113,123</b>	<b>98,602</b>	<b>33,560</b>	<b>33,560</b>	<b>33,560</b>
<b>Total General Fund</b>	<b>\$2,281,671</b>	<b>\$ 113,123</b>	<b>\$ 98,602</b>	<b>\$ 33,560</b>	<b>\$ 33,560</b>	<b>\$ 33,560</b>



## Division Description

The South Integrated Operations Division manages and responds to the southern area of the District through the South Operating Center, two battalions and stations 19, 20, 21, 33, 34, 35, 52, 55, 56, 57, 58, and 59. Future station 39 will also be assigned to the South Integrated Operations Division.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 19,634,542	\$ 29,459,624	\$ 31,682,593	\$ 35,816,108
Materials and Services	956,452	1,163,589	1,342,477	1,504,876
<b>Total Expenditures</b>	<b>\$ 20,590,994</b>	<b>\$ 30,623,212</b>	<b>\$ 33,025,070</b>	<b>\$ 37,320,984</b>

## Personnel Summary

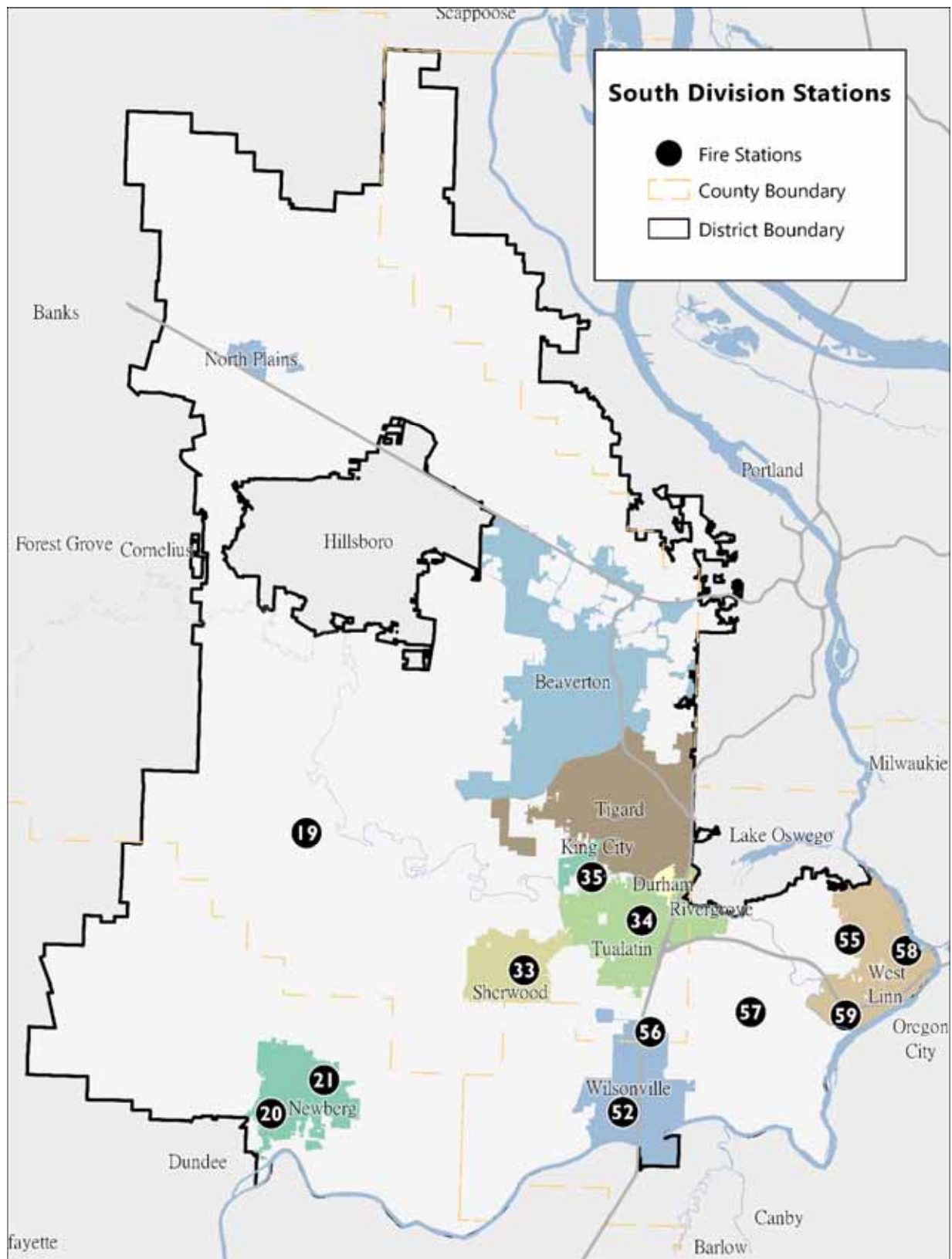
Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	6.00	6.00	6.00
Assistant Fire Marshal	1.00	2.00	2.00	1.00
Deputy Fire Marshal/Inspectors	4.00	6.00	6.00	6.00
Public Affairs Officer	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	3.00	3.00
Station 19	0.00	9.00	9.00	12.00
Station 20	0.00	15.00	15.00	18.00
Station 21	0.00	15.00	15.00	18.00
Station 33	11.00	12.00	14.00	14.00
Station 34	12.00	13.00	13.00	13.00
Station 35	17.00	18.00	18.00	18.00
Station 52	16.00	18.00	18.00	18.00
Station 55	0.00	0.00	12.00	12.00
Station 56	13.00	12.00	12.00	12.00
Station 57	11.00	12.00	12.00	12.00
Station 58	16.00	12.00	12.00	12.00
Station 59	14.00	18.00	18.00	18.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>120.00</b>	<b>171.00</b>	<b>187.00</b>	<b>195.00</b>

### 2018-19 Significant Changes

Personnel Services increased by the budgeting of 12 firefighters the entire year at the new station 55, and the transfer of nine firefighters from the Grant Fund to Stations 19, 20, and 21 upon the end of the two-year grant funding period in January 2019. Because labor negotiations were not complete at the time of budget preparation, the budget was prepared as if the prior labor contract terms were applied. Full PERS rate increases are also included in the 2018-19 budget.



Location of Stations in Area of Operations



## South Integrated Operations Division, continued

### Station FTE and Units

Station	2017-18 Budget			2018-19 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 19 (Midway)	12.00*		Engine	12.00*		Engine
Station 20 (Downtown Newberg)	18.00*		Truck, Rescue	18.00*		Truck, Rescue
Station 21 (Springbrook)	18.00*		Engine, Rescue	18.00*		Engine, Rescue
Station 33 (Sherwood)	14.00		Engine, Medic	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, Rescue	18.00		Engine, Rescue
Station 55 (Rosemont)	12.00		Truck	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, Rescue	18.00		Engine, Rescue

\*The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provided the funding for 3 additional FTE at each of these stations through January 2019. These personnel were transferred from the Grant Fund to the General Fund budget in 2018-19 at the grant end date.

○ 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 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: The amount of opportunities for staff to connect, communicate and share a mutual interest in each other's success.  
 Status: → Ongoing  
 Status Report: Staff participate in numerous activities to maintain an understanding of each individual's workload, work/life balance and organizational aspirations. Examples include off duty social gatherings, participation at the District organized events (such as District Day), team organized meals, group fitness training, and information sharing at monthly staff meetings. These opportunities are used to report and discuss district initiatives, individual and group successes, and concerns.

Staff engagement was enhanced by opportunities to support programs outside of their core job functions. Examples include the administrative assistants taking an active role in executing community events and collaborating with lead staff on special events. With the Operating Center and Station 56 housed in the same building, there are numerous opportunities to grow a better understanding between the work done by the firefighters and staff of the operating center. This includes having the crews join meetings, shared property/facility management, and joint workouts. The outcome of investing in this connection is that Station 56 crew members better understand the work of day staff and operating personnel stay connected to the emergency response part of mission.

### Status of 2017-18 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: Goal 1 – Strategy 1.4  
Timeframe: 12 months  
Partner(s): Integrated Operations  
Budget Impact: None  
Measured By: Formal and informal Meetings held regularly and personnel feedback.  
Status: → Ongoing  
Status Report: The key communication vehicle for South Operating Center (SOC) personnel has been weekly, monthly, and quarterly face-to-face meetings. Staff have garnered a greater deal of information, detail, and background through these meetings, and have been able to proactively communicate key initiatives such as the annexation of the Newberg area and the ISO rerating. Specific to the SOC staff, the level of input from the Division Chief and Public Affairs Officer specific to the Newberg and Newberg Rural annexation was key in directing staff on how to operate in a manner that supported and nurtured the critical public and municipal relationships, as well as the state of the District. On a regular basis, staff work collaboratively to address citizen questions and concerns, thus smoothing the transition from Newberg Fire to TVF&R. This work was undoubtedly instrumental to the success of the partnership and eventual annexation.

## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: SOC staff worked closely with the Capital Projects team and local city staff to ensure Station 55 construction remained on schedule and met the city, community and district’s expectations. This collaboration was also productive in driving Stations 54 and 39 site selections forward. SOC personnel were active with the partner cities to monitor future development with potential impact on response and station locations. Examples: West Sherwood and Basalt Creek Concept Plans, Springbrook Development, Frog Pond Development, and Stafford Triangle annexation.

Status of 2017-18 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 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.  
Status: → Ongoing  
Status Report: SOC staff engaged heavily in working with the local communities. New Construction staff built partnership with the Newberg and Yamhill County Building Departments, while maintaining contact with other cities. Staff participated in events (both voluntary and paid) to demonstrate local engagement, such as the Newberg Pancake Breakfast, Toy and Joy program, and the Santa Parades in West Linn and Sherwood. Outreach and support were given during the Fire Code updates at the Oregon Fire Code Committee. Additionally, individuals helped provide critical training to local realtors on the State laws surrounding Smoke Alarms and Carbon Monoxide (through a program that provides exponential outreach to home-buying residents). This year, the Operating Center provided Washington County Detectives and the Clackamas County S.W.A.T. with a location to base an active exercise, growing relationships and supporting those partners. Other examples include on-going meetings with cities' staff and councils, businesses, community groups, and School Resource Officers from all Districts in the South Division service area.

### Additional 2017-18 Accomplishments

- One of the most significant projects for the South Division was the transition and eventual annexation of the city of Newberg and Newberg Rural Service Area. South Operating Center staff worked with the Fire Chief's office, Planning, Logistics, Fleet, and Training to provide for the smoothest possible transition between Newberg Fire Department and TVF&R. This was achieved through heavily attended community meetings, the continuance of long-standing community events, improvements to fire prevention efforts, and - most importantly - a robust improvement of response capabilities. The success of this project was indicative of the cohesiveness the South Operating Center seeks to achieve. Staff worked together to address new challenges, share information, and seek opportunities to better serve TVF&R's newest customers.
- The South Operating Center Fire Prevention staff were able to leverage the improved local water purveyor relationships to support the recent ISO rerate project. This streamlined the process of information sharing and allowed us to meet all necessary deadlines. The South Operating Center specifically supported purveyors by providing staff to aid in hydrant and flow testing paperwork requirements of the rerate process. The result was a rating improvement that benefitted all District constituents, especially those within the city of Newberg and the surrounding area.

### Activities Summary

Calendar Year	2017 Actual	2018 Projected
<u>Code Enforcement</u>		
Inspections	1503	2233
Re-inspections	1112	1652
Night Inspections	72	96
Violations Found	916	1362
<u>Investigations</u>		
Total Number of Incidents Investigated	70	70
<u>Public Affairs</u>		
Civic Events	73	75
<u>Public Education</u>		
Hands-Only CPR School Events	29	30
Fire Safety House Events	11	12
Total Public Education Events	375	380
Total Attendance – Public Education Events	35,053	36,000

### 2018-19 Tactics

- Create a master community risk reduction workflow to identify, develop, implement, and evaluate targeted initiatives; pilot the workflow on a selected initiative.

Goal/Strategy: Goal 2 - Strategy 2F  
 Timeframe: 12 months  
 Partner(s): EMS, Prevention, Operations, FCO, Public Affairs  
 Budget Impact: Increase required  
 Measured By: Master workflow completed and presented to leadership. Pilot initiative selected; implementation initiated.

2018-19 Tactics, continued

- Arrange briefings from internal subject matter experts to increase employee knowledge of TVF&R's strategic priorities and initiatives, core services, business and financial model fundamentals, and related challenges.

Goal/Strategy: Goal 1 - Strategy 1A  
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: Briefings conducted. Employee feedback.

- Increase supervisor/employee discussion around personal preparedness goals.

Goal/Strategy: Goal 1 - Strategy 1E  
Timeframe: 24 months  
Partner(s): Emergency Management  
Budget Impact: None  
Measured By: Employee goals set, and progress tracked.

- Participate in joint committees, task forces, and processes in order to monitor and support land use and development planning, urban service agreements, urban renewal and economic development initiatives occurring within the South Division.

Goal/Strategy: Goal 1 - Strategy 1F  
Timeframe: 24 months  
Partner(s): FCO  
Budget Impact: None  
Measured By: Staff time spent at, and in support of, related forums/initiatives. Informational briefings delivered by assigned staff, and relayed to leadership as appropriate.

- Support improvements to occupancy database structure in preparation for EGIS data visualization.

Goal/Strategy: Goal 2 - Strategy 2A  
Timeframe: 12 months  
Partner(s): FCO, IT  
Budget Impact: Increase required  
Measured By: Staff participation in related process meetings and completion of assigned action steps.

# South Integrated Operations Division, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5001	Salaries & Wages Union	\$8,593,717	\$12,512,876	\$13,723,011	\$15,066,468	\$15,066,468	\$15,066,468
5002	Salaries & Wages Nonunion	355,871	531,031	603,232	623,314	505,705	505,705
5003	Vacation Taken Union	1,271,311	1,689,999	1,848,671	2,103,314	2,103,314	2,103,314
5004	Vacation Taken Nonunion	25,403	71,925	41,315	48,480	39,333	39,333
5005	Sick Leave Taken Union	123,124	244,563	276,761	329,925	329,925	329,925
5006	Sick Taken Nonunion	4,879	13,386	10,977	13,851	11,238	11,238
5007	Personal Leave Taken Union	128,299	186,988	194,987	217,887	217,887	217,887
5008	Personal Leave Taken Nonunion	2,525	6,187	5,814	6,926	5,619	5,619
5009	Comp Taken Union	791	6,165				
5010	Comp Taken Nonunion	113	40				
5015	Vacation Sold		3,432	17,069	16,383	16,383	16,383
5016	Vacation Sold at Retirement	12,847	94,982	15,546	91,601	91,601	91,601
5017	PEHP Vac Sold at Retirement	101,760	141,556	83,777	161,575	161,575	161,575
5018	Comp Time Sold Union		238				
5020	Deferred Comp Match Union	459,640	624,481	748,093	859,662	859,662	859,662
5021	Deferred Comp Match Nonunion	30,356	48,293	52,614	55,932	42,865	42,865
5090	Temporary Services-Backfill	22,723	20,779				
5101	Vacation Relief	1,434,212	1,945,832	2,070,666	2,095,900	2,095,900	2,095,900
5105	Sick Relief	201,449	327,066	283,176	341,245	341,245	341,245
5106	On the Job Injury Relief	29,696	49,667	67,716	60,204	60,204	60,204
5107	Short Term Disability Relief	5,978	19,617	17,953	14,256	14,256	14,256
5110	Personal Leave Relief	164,079	262,094	206,247	251,178	251,178	251,178
5115	Vacant Slot Relief	173,062	513,391				
5117	Regular Day Off Relief		268,126	229,125	683,860	683,860	683,860
5118	Standby Overtime	8,635	17,720	11,677	15,795	15,795	15,795
5120	Overtime Union	255,858	398,839	203,777	227,159	227,159	227,159
5121	Overtime Nonunion	479	1,375	7,392	7,500	7,500	7,500
5201	PERS Taxes	2,613,536	4,030,253	4,725,811	5,717,931	5,681,289	5,681,289
5203	FICA/MEDI	935,458	1,388,565	1,575,933	1,772,338	1,762,341	1,762,341
5206	Worker's Comp	279,506	379,822	455,370	512,087	510,254	510,254
5207	TriMet/Wilsonville Tax	88,301	104,662	121,563	137,176	136,092	136,092
5208	OR Worker's Benefit Fund Tax	4,967	7,274	6,468	6,922	6,892	6,892
5210	Medical Ins Union	2,136,804	3,275,896	3,734,265	4,254,589	4,254,589	4,254,589
5211	Medical Ins Nonunion	55,776	124,635	156,494	148,460	125,202	125,202
5220	Post Retire Ins Union	68,650	97,563	103,000	110,700	110,700	110,700
5221	Post Retire Ins Nonunion	4,350	5,700	6,300	6,300	5,400	5,400
5230	Dental Ins Nonunion	5,852	11,238	13,915	11,772	9,958	9,958
5240	Life/Disability Insurance	3,386	5,788	8,378	6,926	5,619	5,619
5270	Uniform Allowance	30,196	26,379	54,300	57,900	57,900	57,900

# South Integrated Operations Division, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5295	Vehicle/Cell Allowance	950	1,200	1,200	1,200	1,200	1,200
	<b>Total Personnel Services</b>	<b>19,634,542</b>	<b>29,459,624</b>	<b>31,682,593</b>	<b>36,036,716</b>	<b>35,816,108</b>	<b>35,816,108</b>
5300	Office Supplies	3,735	5,285	8,100	10,780	10,780	10,780
5301	Special Department Supplies	31,191	50,225	60,455	74,645	74,645	74,645
5302	Training Supplies	486	818	2,600	3,300	3,300	3,300
5305	Fire Extinguisher			1,320	1,200	1,200	1,200
5307	Smoke Detector Program	1,188	2,153	4,500	5,400	5,400	5,400
5320	EMS Supplies	108,730	181,582	228,982	243,600	243,600	243,600
5321	Fire Fighting Supplies	27,417	35,267	40,582	48,621	48,621	48,621
5325	Protective Clothing	17,558	55,273	48,450	56,700	56,700	56,700
5330	Noncapital Furniture & Equip	17,793	6,574	51,235	86,046	86,046	86,046
5350	Apparatus Fuel/Lubricants	66,379	118,744	145,100	163,525	163,525	163,525
5361	M&R Bldg/Bldg Equip & Improv	422,865	358,723	302,605	327,087	327,087	327,087
5365	M&R Firefight Equip	763	1,765	2,250	2,700	2,700	2,700
5366	M&R EMS Equip		64				
5367	M&R Office Equip	15,459	20,164	24,030	25,680	25,680	25,680
5400	Insurance Premium	570	670	700	800	800	800
5414	Other Professional Services	6,134	4,881	5,595	4,620	4,620	4,620
5415	Printing	503	611	1,275	2,800	2,800	2,800
5416	Custodial & Bldg Services	27,304	29,544	41,804	50,590	50,590	50,590
5417	Temporary Services		3,369				
5432	Natural Gas	21,976	43,693	45,012	48,313	48,313	48,313
5433	Electricity	103,035	134,959	152,270	168,024	168,024	168,024
5434	Water/Sewer	49,262	55,392	82,980	81,310	81,310	81,310
5436	Garbage	11,539	15,716	18,462	19,115	19,115	19,115
5450	Rental of Equip	360	297	350			
5462	Travel and Per Diem	859	400	1,000	1,000	1,000	1,000
5471	Citizen Awards	114	42	450	450	450	450
5480	Community/Open House/Outreach	2,479	8,181	36,325	40,515	40,515	40,515
5481	Community Education Materials	5,153	9,351	9,850	10,340	10,340	10,340
5484	Postage UPS & Shipping		4	300	300	300	300
5500	Dues & Subscriptions	5,377	6,531	8,721	8,471	8,471	8,471
5502	Certifications & Licensing	288	560	1,000	1,000	1,000	1,000
5570	Misc Business Exp	5,020	9,011	10,800	11,930	11,930	11,930
5571	Planning Retreat Expense		80	750	750	750	750
5575	Laundry/Repair Expense	2,914	3,661	4,624	5,264	5,264	5,264
	<b>Total Materials and Services</b>	<b>956,452</b>	<b>1,163,589</b>	<b>1,342,477</b>	<b>1,504,876</b>	<b>1,504,876</b>	<b>1,504,876</b>
	<b>Total General Fund</b>	<b>\$20,590,994</b>	<b>\$30,623,212</b>	<b>\$33,025,070</b>	<b>\$37,541,592</b>	<b>\$37,320,984</b>	<b>\$37,320,984</b>

## South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 180

### Division Description

The South Operating Center (SOC) manages the District's connection to the community, community risk reduction, and Integrated Operations for the southern portion of the District. The SOC is collocated with Station 56 in Wilsonville.

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,929,628	\$ 3,392,136	\$ 3,715,969	\$ 3,624,518
Materials and Services	41,810	56,160	106,401	94,566
<b>Total Expenditures</b>	<b>\$ 1,971,438</b>	<b>\$ 3,448,296</b>	<b>\$ 3,822,370</b>	<b>\$ 3,719,084</b>

### Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	6.00	6.00	6.00
Assistant Fire Marshal	1.00	2.00	2.00	1.00
Deputy Fire Marshal/Inspectors	4.00	6.00	6.00	6.00
Public Affairs Officer	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	3.00	3.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>10.00</b>	<b>17.00</b>	<b>19.00</b>	<b>18.00</b>

### 2018-19 Significant Changes

The South Operating Center personnel budget reflects estimated actual wages and benefit costs including PERS rate increase and the transfer of one Assistant Fire Marshal to the North Operating Center budget.



## South Operating Center, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10180</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 660,251	\$1,151,155	\$1,247,481	\$1,218,722	\$1,218,722	\$1,218,722
5002	Salaries & Wages Nonunion	355,871	531,031	603,232	623,314	505,705	505,705
5003	Vacation Taken Union	89,207	180,274	87,744	172,055	172,055	172,055
5004	Vacation Taken Nonunion	25,403	71,925	41,315	48,480	39,333	39,333
5005	Sick Leave Taken Union	6,082	11,289	23,310	28,676	28,676	28,676
5006	Sick Taken Nonunion	4,879	13,386	10,977	13,851	11,238	11,238
5007	Personal Leave Taken Union	7,868	20,008	12,339	14,338	14,338	14,338
5008	Personal Leave Taken Nonunion	2,525	6,187	5,814	6,926	5,619	5,619
5009	Comp Taken Union	791	6,165				
5010	Comp Taken Nonunion	113	40				
5015	Vacation Sold		3,432	17,069	16,383	16,383	16,383
5016	Vacation Sold at Retirement	12,847					
5017	PEHP Vac Sold at Retirement	2,897	8,865	36,249	33,646	33,646	33,646
5018	Comp Time Sold Union		238				
5020	Deferred Comp Match Union	34,077	57,462	68,547	69,982	69,982	69,982
5021	Deferred Comp Match Nonunion	30,356	48,293	52,614	55,932	42,865	42,865
5090	Temporary Services-Backfill	22,723	20,779				
5101	Vacation Relief	53,593	123,849	129,600	129,600	129,600	129,600
5105	Sick Relief		6,316	8,000	8,000	8,000	8,000
5106	On the Job Injury Relief			14,400	14,400	14,400	14,400
5107	Short Term Disability Relief			3,200	3,200	3,200	3,200
5110	Personal Leave Relief	3,331	3,238	4,800	4,800	4,800	4,800
5115	Vacant Slot Relief		5,319				
5117	Regular Day Off Relief		8,865				
5118	Standby Overtime		185				
5120	Overtime Union	29,862	53,489	56,210	48,692	48,692	48,692
5121	Overtime Nonunion	479	1,375	7,392	7,500	7,500	7,500
5201	PERS Taxes	254,520	453,519	577,741	605,471	568,829	568,829
5203	FICA/MEDI	84,693	148,436	176,749	183,134	173,137	173,137
5206	Worker's Comp	29,432	43,659	52,955	55,060	53,227	53,227
5207	TriMet/Wilsonville Tax	8,969	15,953	18,338	19,004	17,920	17,920
5208	OR Worker's Benefit Fund Tax	361	618	570	570	540	540
5210	Medical Ins Union	132,040	240,332	261,036	276,732	276,732	276,732
5211	Medical Ins Nonunion	55,776	124,635	156,494	148,460	125,202	125,202
5220	Post Retire Ins Union	4,200	7,200	7,200	7,200	7,200	7,200
5221	Post Retire Ins Nonunion	4,350	5,700	6,300	6,300	5,400	5,400
5230	Dental Ins Nonunion	5,852	11,238	13,915	11,772	9,958	9,958
5240	Life/Disability Insurance	3,386	5,788	8,378	6,926	5,619	5,619

South Operating Center, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5270	Uniform Allowance	1,972	695	4,800	4,800	4,800	4,800
5295	Vehicle/Cell Allowance	950	1,200	1,200	1,200	1,200	1,200
	<b>Total Personnel Services</b>	<b>1,929,658</b>	<b>3,392,136</b>	<b>3,715,969</b>	<b>3,845,126</b>	<b>3,624,518</b>	<b>3,624,518</b>
5300	Office Supplies	1,155	1,525	1,500	1,700	1,700	1,700
5301	Special Department Supplies	1,599	2,191	2,590	3,240	3,240	3,240
5302	Training Supplies	382	611	1,500	2,100	2,100	2,100
5305	Fire Extinguisher			40	40	40	40
5307	Smoke Detector Program	63		1,800	1,800	1,800	1,800
5320	EMS Supplies	631	137	400	800	800	800
5321	Fire Fighting Supplies	143	366	750	750	750	750
5325	Protective Clothing	691	304	7,200	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	4,464	3,244	4,800			
5350	Apparatus Fuel/Lubricants	8,041	10,778	17,500	18,375	18,375	18,375
5361	M&R Bldg/Bldg Equip & Improv		407	5,000			
5367	M&R Office Equip	5,285	5,522	5,880	5,880	5,880	5,880
5400	Insurance Premium	570	670	700	800	800	800
5414	Other Professional Services	5,485	2,726	3,120	1,620	1,620	1,620
5415	Printing	484	440	1,000	2,500	2,500	2,500
5417	Temporary Services		3,369				
5450	Rental of Equip	240	114				
5462	Travel and Per Diem	859	400	1,000	1,000	1,000	1,000
5471	Citizen Awards	114	42	450	450	450	450
5480	Community/Open House/Outreach	2,321	7,638	33,775	34,315	34,315	34,315
5481	Community Education Materials	3,161	5,228	3,500	3,250	3,250	3,250
5484	Postage UPS & Shipping		4	300	300	300	300
5500	Dues & Subscriptions	4,987	6,128	7,621	7,071	7,071	7,071
5502	Certifications & Licensing	288	560	1,000	1,000	1,000	1,000
5570	Misc Business Exp	848	3,650	4,000	3,000	3,000	3,000
5571	Planning Retreat Expense		80	750	750	750	750
5575	Laundry/Repair Expense		25	225	225	225	225
	<b>Total Materials and Services</b>	<b>41,810</b>	<b>56,160</b>	<b>106,401</b>	<b>94,566</b>	<b>94,566</b>	<b>94,566</b>
	<b>Total General Fund</b>	<b>\$1,971,468</b>	<b>\$3,448,296</b>	<b>\$3,822,370</b>	<b>\$3,939,692</b>	<b>\$3,719,084</b>	<b>\$3,719,084</b>



## Station 19 – Midway

Fund 10 • Directorate 04 • Division 62 • Department 019

### Station Description

**Station 19**, located on SW Midway Road just off of Highway 219, was constructed in the 1950s and rebuilt on a nearby site in 1995. This 14,200 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). In 2016-17 through 2017-18, nine personnel were funded by the General Fund budget. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which has provided the funding for three personnel through January 2019. Funding for these firefighters has been transferred to the General Fund at the end of the grant in the 2018-19 budget year. The crew responds to incidents primarily utilizing **Engine 19** and can also respond in **Brush Rig 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.

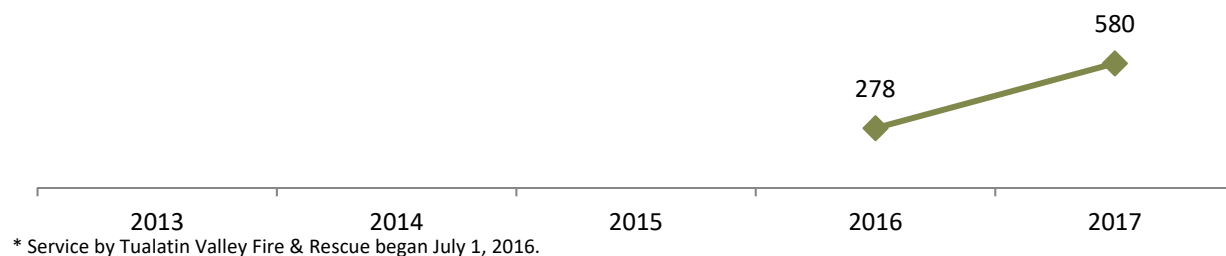
The 50.2 square miles of Station 19's first due area consists of a large portion of unincorporated Washington County south of Hillsboro and down into the Chehalem Mountains near Yamhill County, which includes the unincorporated communities of Midway and Scholls. A Volunteer Company is located at Station 19, responding out of **Engine 319**.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 560	\$ 1,503,042	\$ 1,586,277	\$ 1,917,000
Materials and Services	1,116	70,294	84,730	79,229
<b>Total Expenditures</b>	<b>\$ 1,676</b>	<b>\$ 1,573,336</b>	<b>\$ 1,671,007</b>	<b>\$ 1,996,229</b>

### Station 19 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 19 – Midway, continued

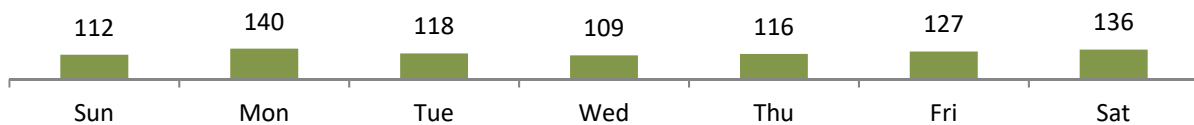
### Station 19 First-Due Area Incident Summary (Calendar Year) 7/1/16-2017<sup>1</sup>

NFIRS Series	2016		2017	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	23	11	84	36
Overpressure	0	0	0	1
EMS/Rescue Call	232	205	414	340
Hazardous Condition	10	16	35	44
Service Call	8	19	24	43
Good Intent Call	2	22	18	95
False Call	0	5	0	21
Natural Condition	0	0	0	0
Other Situation	3	0	5	0
Total	278		580	

\* Service by Tualatin Valley Fire & Rescue began July 1, 2016.

### Station 19 First-Due Area

#### Incident Count by Day of Week, Calendar Years 7/1/16-2017<sup>1</sup>

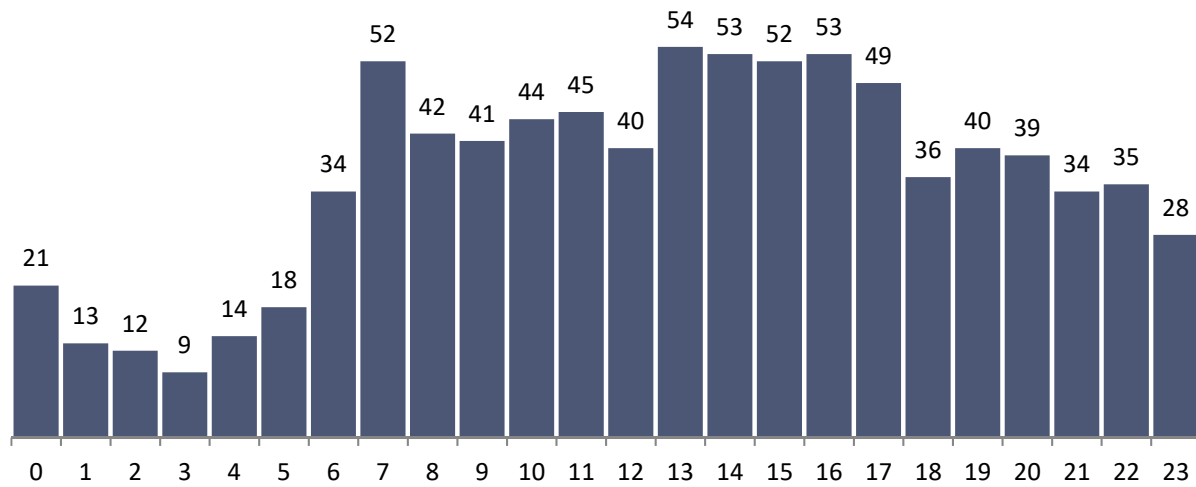


\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

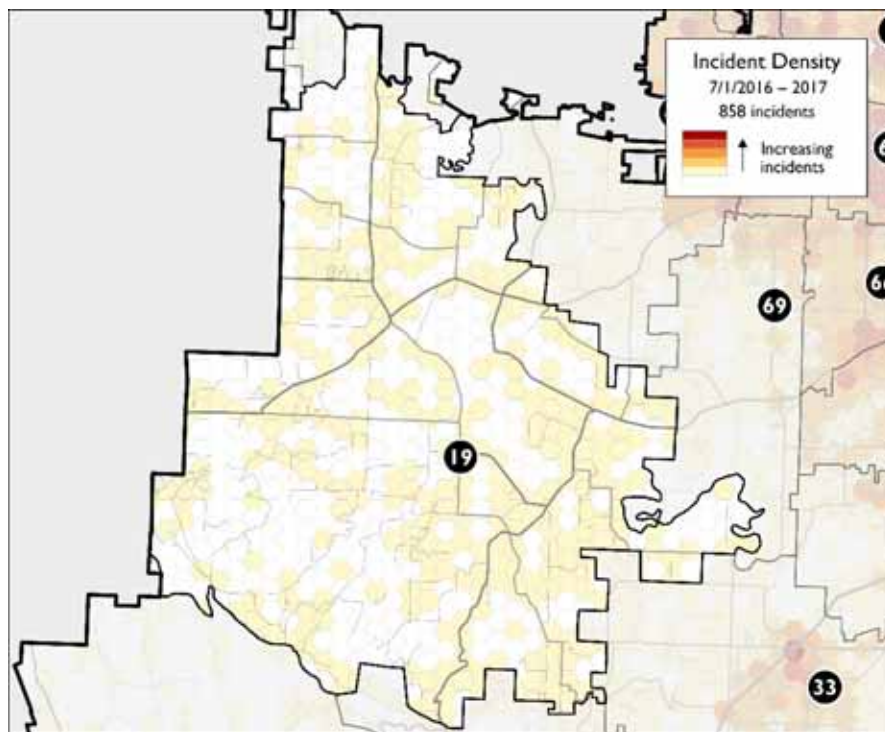
# Station 19 First-Due Area

## Incident Count by Hour of Day, Calendar Years 7/1/16-2017<sup>1</sup>



\* Service by Tualatin Valley Fire & Rescue began July 1, 2016.

## Incident Density 7/1/16-2017<sup>1</sup>



\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

## Station 19 – Midway, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10019</b>	<b>General Fund</b>						
5001	Salaries & Wages Union		\$ 670,946	\$ 709,199	\$ 823,295	\$ 823,295	\$ 823,295
5003	Vacation Taken Union		69,699	100,104	114,820	114,820	114,820
5005	Sick Leave Taken Union		10,306	14,408	17,910	17,910	17,910
5007	Personal Leave Taken Union		9,752	10,383	12,102	12,102	12,102
5016	Vacation Sold at Retirement			895	5,505	5,505	5,505
5017	PEHP Vac Sold at Retirement			2,734	7,688	7,688	7,688
5020	Deferred Comp Match Union		33,778	39,091	47,459	47,459	47,459
5101	Vacation Relief		107,008	111,658	118,172	118,172	118,172
5105	Sick Relief		23,940	15,829	20,028	20,028	20,028
5106	On the Job Injury Relief		4,405	3,067	2,753	2,753	2,753
5107	Short Term Disability Relief		558	850	664	664	664
5110	Personal Leave Relief		21,448	11,588	14,807	14,807	14,807
5115	Vacant Slot Relief		21,994				
5117	Regular Day Off Relief		17,265	13,180	41,099	41,099	41,099
5118	Standby Overtime		1,672	672	949	949	949
5120	Overtime Union		15,231	8,489	10,726	10,726	10,726
5201	PERS Taxes		206,328	236,362	304,666	304,666	304,666
5203	FICA/MEDI		72,780	79,727	94,705	94,705	94,705
5206	Worker's Comp		19,256	22,931	27,235	27,235	27,235
5208	OR Worker's Benefit Fund Tax		409	333	387	387	387
5210	Medical Ins Union		185,741	195,777	242,130	242,130	242,130
5220	Post Retire Ins Union		6,650	5,400	6,300	6,300	6,300
5270	Uniform Allowance	\$ 560	3,876	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>560</b>	<b>1,503,042</b>	<b>1,586,277</b>	<b>1,917,000</b>	<b>1,917,000</b>	<b>1,917,000</b>
5300	Office Supplies		118	480	480	480	480
5301	Special Department Supplies		2,947	4,260	4,380	4,380	4,380
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program		143	100	300	300	300
5320	EMS Supplies	246	3,548	7,000	7,000	7,000	7,000
5321	Fire Fighting Supplies		4,794	3,200	3,000	3,000	3,000
5325	Protective Clothing		4,445	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip			1,500	3,954	3,954	3,954
5350	Apparatus Fuel/Lubricants		5,486	8,000	8,000	8,000	8,000
5361	M&R Bldg/Bldg Equip & Improv	870	26,418	34,990	24,915	24,915	24,915
5365	M&R Firefight Equip		195	150	200	200	200
5367	M&R Office Equip		1,129	1,650	1,650	1,650	1,650
5414	Other Professional Services		903	150	800	800	800
5415	Printing		19	25	25	25	25

# Station 19 – Midway, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5416 Custodial & Bldg Services		894	1,055	1,075	1,075	1,075
5432 Natural Gas		8,069	5,600	5,880	5,880	5,880
5433 Electricity		9,808	11,000	11,550	11,550	11,550
5436 Garbage		500	520	550	550	550
5480 Community/Open House/Outreach		407	500	200	200	200
5481 Community Education Materials		244	750	750	750	750
5500 Dues & Subscriptions		36	100	100	100	100
5570 Misc Business Exp		116	480	600	600	600
5575 Laundry/Repair Expense		75				
<b>Total Materials and Services</b>	<b>1,116</b>	<b>70,294</b>	<b>84,730</b>	<b>79,229</b>	<b>79,229</b>	<b>79,229</b>
<b>Total General Fund</b>	<b>\$ 1,676</b>	<b>\$1,573,336</b>	<b>\$1,671,007</b>	<b>\$1,996,229</b>	<b>\$1,996,229</b>	<b>\$1,996,229</b>



## Station 20 – Downtown Newberg

Fund 10 • Directorate 04 • Division 62 • Department 020

### Station Description

**Station 20**, located in downtown Newberg just off of Highway 99W, was originally constructed in 1940s with an extensive remodel in 2012. This 15,500 square foot station houses a total of **18 full-time personnel**. In 2016-17 through 2017-18 fifteen personnel are funded by the General Fund budget. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which has provided the funding for three personnel through January 2019. Funding for these firefighters has been transferred to the General Fund at the end of the grant in the 2018-19 budget year. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Truck 20** and can also respond in **Engine 20, Brush Rig 20, or Water Tenders 20A and 20B** 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. 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 29.8 square miles of Station 20's first due area includes southwest portions of Newberg and a large portion of unincorporated Yamhill County west of the city. A Volunteer Company is also located at Station 20, responding out of **Engine 320**.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 3,814	\$ 2,462,890	\$ 2,739,470	\$ 3,089,516
Materials and Services	31,937	98,779	120,508	147,787
<b>Total Expenditures</b>	<b>\$ 35,752</b>	<b>\$ 2,561,669</b>	<b>\$ 2,859,978</b>	<b>\$ 3,237,303</b>

### Station 20 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 20 – Downtown Newberg, continued

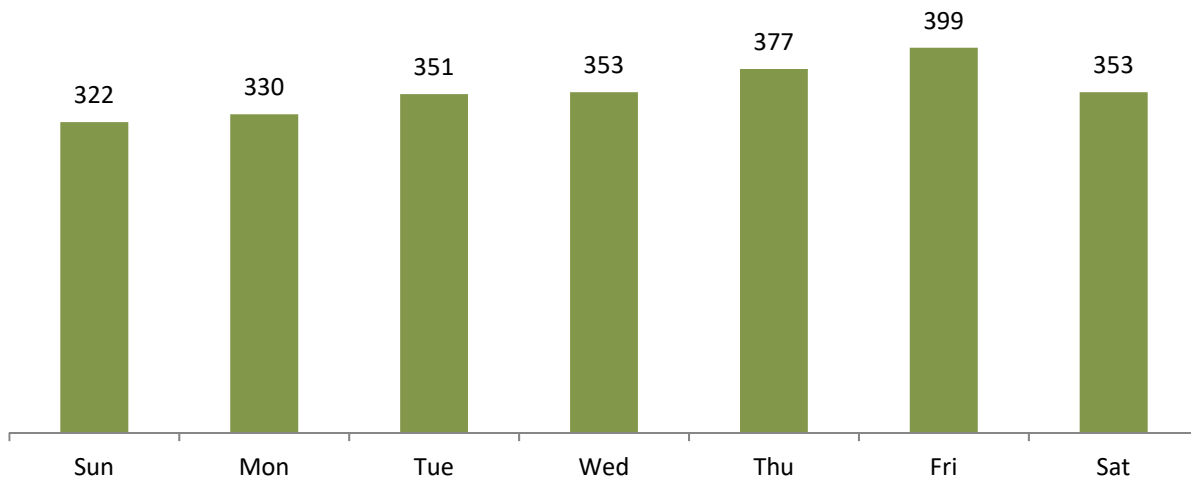
### Station 20 First-Due Area Incident Summary (Calendar Year) 7/1/16-2017<sup>1</sup>

NFIRS Series	2016		2017	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	72	16	198	46
Overpressure	0	1	0	1
EMS/Rescue Call	647	578	1,338	1,182
Hazardous Condition	27	27	50	46
Service Call	30	58	77	133
Good Intent Call	3	52	10	131
False Call	0	58	0	152
Natural Condition	0	0	0	3
Other Situation	11	0	22	1
<b>Total</b>	<b>790</b>		<b>1,695</b>	

\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

### Station 20 First-Due Area

#### Incident Count by Day of Week, Calendar Years 7/1/16-2017<sup>1</sup>

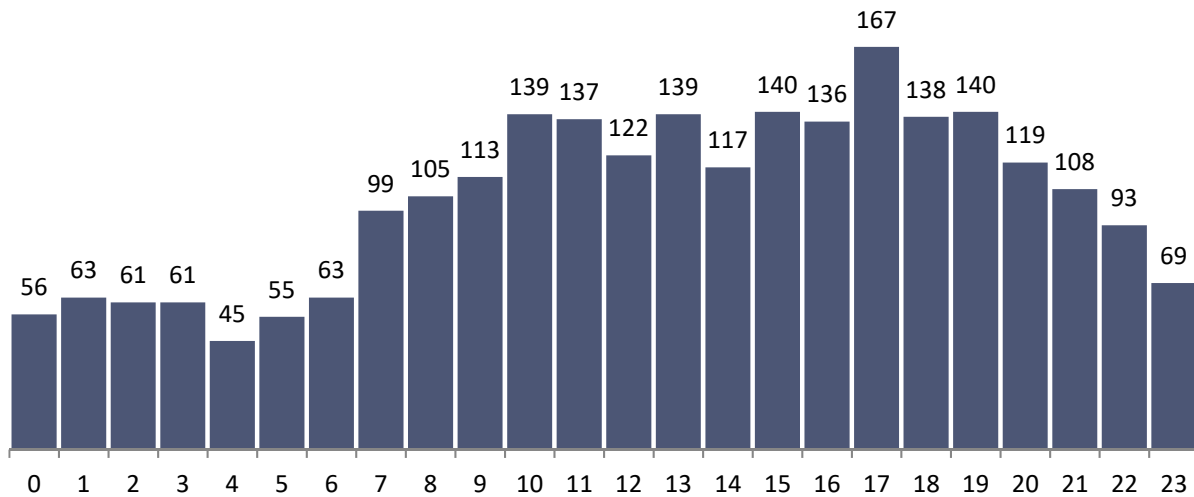


\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

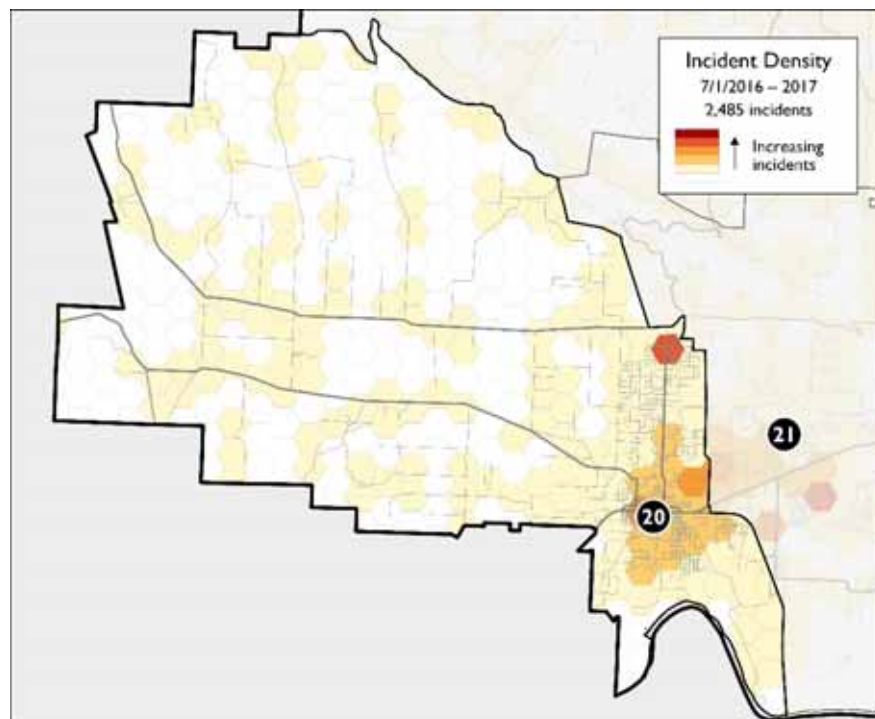
### Station 20 First-Due Area

#### Incident Count by Hour of Day, Calendar Years 7/1/16-2017<sup>1</sup>



\*Served by Tualatin Valley Fire & Rescue as of July 1, 2016.

#### Incident Density 7/1/16-2017<sup>1</sup>



\*Served by Tualatin Valley Fire & Rescue as of July 1, 2016.

<sup>1</sup> NOTE: 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).

## Station 20 – Downtown Newberg, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10020</b>	<b>General Fund</b>						
5001	Salaries & Wages Union		\$1,122,708	\$1,239,028	\$1,338,157	\$1,338,157	\$1,338,157
5003	Vacation Taken Union		105,253	174,890	186,624	186,624	186,624
5005	Sick Leave Taken Union		23,138	25,172	29,111	29,111	29,111
5007	Personal Leave Taken Union		18,009	18,141	19,670	19,670	19,670
5016	Vacation Sold at Retirement			1,514	8,759	8,759	8,759
5017	PEHP Vac Sold at Retirement			4,630	12,233	12,233	12,233
5020	Deferred Comp Match Union		47,197	66,198	75,511	75,511	75,511
5101	Vacation Relief		157,576	189,089	188,021	188,021	188,021
5105	Sick Relief		14,705	26,806	31,865	31,865	31,865
5106	On the Job Injury Relief		2,170	5,194	4,380	4,380	4,380
5107	Short Term Disability Relief		5,014	1,439	1,057	1,057	1,057
5110	Personal Leave Relief		10,828	19,624	23,559	23,559	23,559
5115	Vacant Slot Relief		67,156				
5117	Regular Day Off Relief		34,137	22,320	65,392	65,392	65,392
5118	Standby Overtime		1,827	1,137	1,510	1,510	1,510
5120	Overtime Union		41,457	14,375	17,065	17,065	17,065
5201	PERS Taxes		322,912	410,413	492,917	492,917	492,917
5203	FICA/MEDI		120,750	138,436	153,223	153,223	153,223
5206	Worker's Comp		33,191	39,815	44,064	44,064	44,064
5208	OR Worker's Benefit Fund Tax		661	554	607	607	607
5210	Medical Ins Union		320,657	326,295	380,491	380,491	380,491
5220	Post Retire Ins Union		8,851	9,000	9,900	9,900	9,900
5270	Uniform Allowance	\$ 3,814	4,691	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>3,814</b>	<b>2,462,890</b>	<b>2,739,470</b>	<b>3,089,516</b>	<b>3,089,516</b>	<b>3,089,516</b>
5300	Office Supplies		267	720	720	720	720
5301	Special Department Supplies	7	5,433	5,130	5,130	5,130	5,130
5302	Training Supplies		7	100	100	100	100
5305	Fire Extinguisher			100	100	100	100
5307	Smoke Detector Program		194	100	300	300	300
5320	EMS Supplies	2,831	31,426	35,000	35,000	35,000	35,000
5321	Fire Fighting Supplies	30	5,113	5,050	5,500	5,500	5,500
5325	Protective Clothing	114	3,932	4,500	5,400	5,400	5,400
5330	Noncapital Furniture & Equip		276	2,980	3,037	3,037	3,037
5350	Apparatus Fuel/Lubricants		15,911	20,000	20,000	20,000	20,000
5361	M&R Bldg/Bldg Equip & Improv	28,955	14,536	11,040	35,175	35,175	35,175
5365	M&R Firefight Equip		40	450	200	200	200
5367	M&R Office Equip		1,255	1,650	1,650	1,650	1,650
5414	Other Professional Services			150	100	100	100
5415	Printing		57	25	25	25	25

# Station 20 – Downtown Newberg, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5416 Custodial & Bldg Services		1,295	1,053	1,695	1,695	1,695
5432 Natural Gas		5,883	6,240	6,000	6,000	6,000
5433 Electricity		11,822	16,200	17,000	17,000	17,000
5434 Water/Sewer			7,600	7,980	7,980	7,980
5436 Garbage		236	500	525	525	525
5480 Community/Open House/Outreach		73	300	200	200	200
5481 Community Education Materials		398	500	750	750	750
5500 Dues & Subscriptions		36	100	100	100	100
5570 Misc Business Exp		488	720	900	900	900
5575 Laundry/Repair Expense		100	300	200	200	200
<b>Total Materials and Services</b>	<b>31,937</b>	<b>98,779</b>	<b>120,508</b>	<b>147,787</b>	<b>147,787</b>	<b>147,787</b>
<b>Total General Fund</b>	<b>\$ 35,752</b>	<b>\$2,561,669</b>	<b>\$2,859,978</b>	<b>\$3,237,303</b>	<b>\$3,237,303</b>	<b>\$3,237,303</b>



## 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**. In 2016-17 through 2017-18 fifteen personnel are funded by the General Fund budget. The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which has provided the funding for three personnel through January 2019. Funding for these firefighters has been transferred to the General Fund at the end of the grant in the 2018-19 budget year. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 21** and can also respond in **Brush Rig 21** when needed. 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.

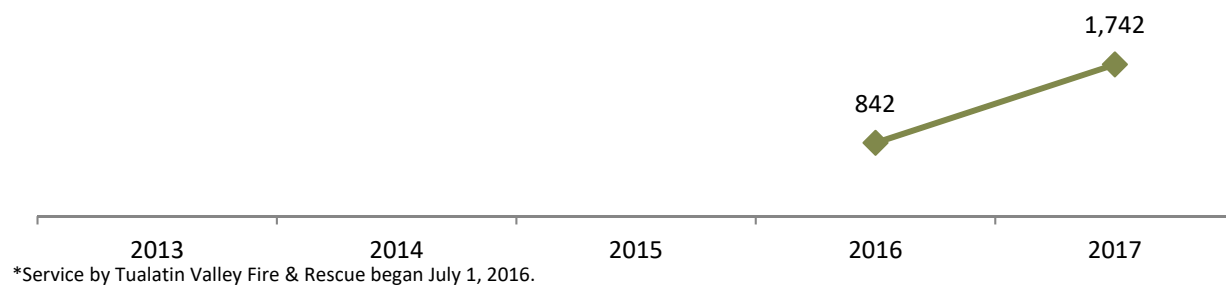
The 28.1 square miles of Station 21's first due area includes northeast portions of Newberg and unincorporated areas of Yamhill County north of the city into the Chehalem Mountains and east of the city near the Washington County border. A volunteer company is located at Station 21, responding out of **Engine 321**. One of the District's **Water Rescue Teams** is housed at Station 21 (in conjunction with Station 59).



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 3,810	\$ 2,540,628	\$ 2,638,824	\$ 3,165,339
Materials and Services	26,781	84,269	110,897	146,882
<b>Total Expenditures</b>	<b>\$ 30,591</b>	<b>\$ 2,624,897</b>	<b>\$ 2,749,721</b>	<b>\$ 3,312,221</b>

### Station 21 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 21 – Springbrook, continued

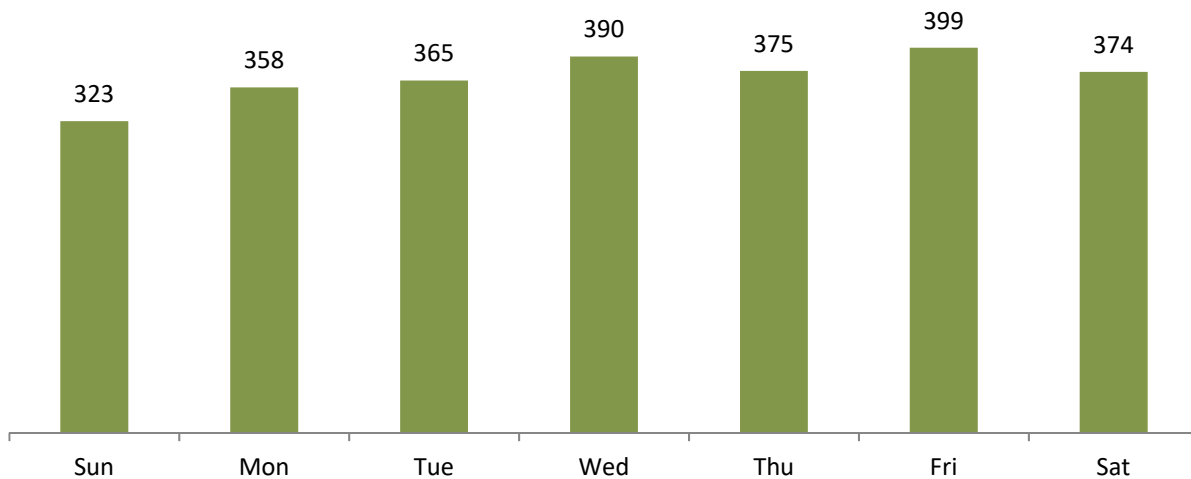
### Station 21 First-Due Area Incident Summary (Calendar Year) 7/1/19-2017<sup>1</sup>

NFIRS Series	2016		2017	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	68	22	125	36
Overpressure	0	1	0	1
EMS/Rescue Call	716	618	1,516	1,347
Hazardous Condition	23	28	45	42
Service Call	15	81	34	150
Good Intent Call	6	56	9	102
False Call		36	0	64
Natural Condition		0	0	0
Other Situation	14	0	13	0
<b>Total</b>	<b>842</b>		<b>1,742</b>	

\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

### Station 21 First-Due Area

#### Incident Count by Day of Week, Calendar Years 7/1/16-2017<sup>1</sup>

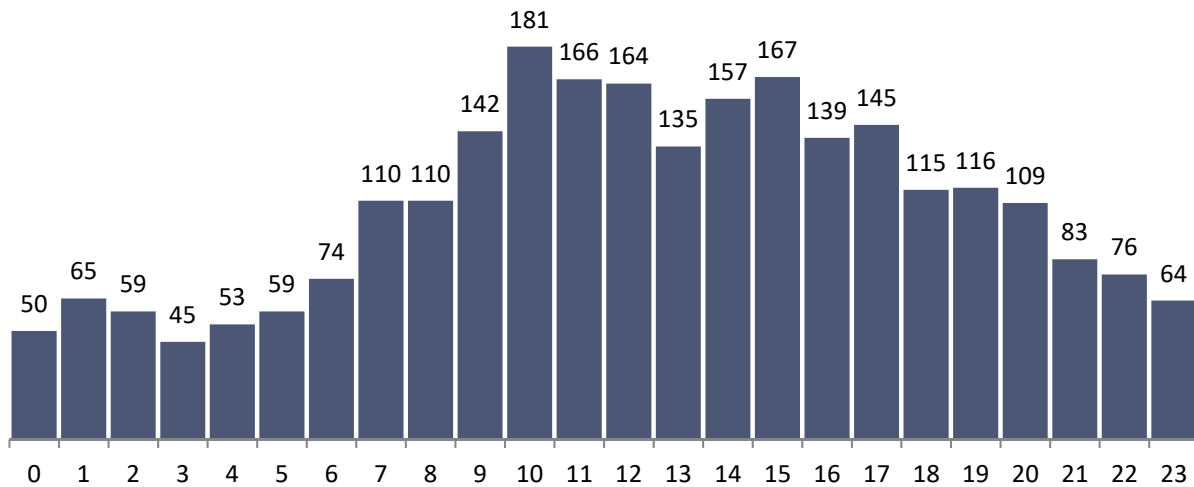


\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

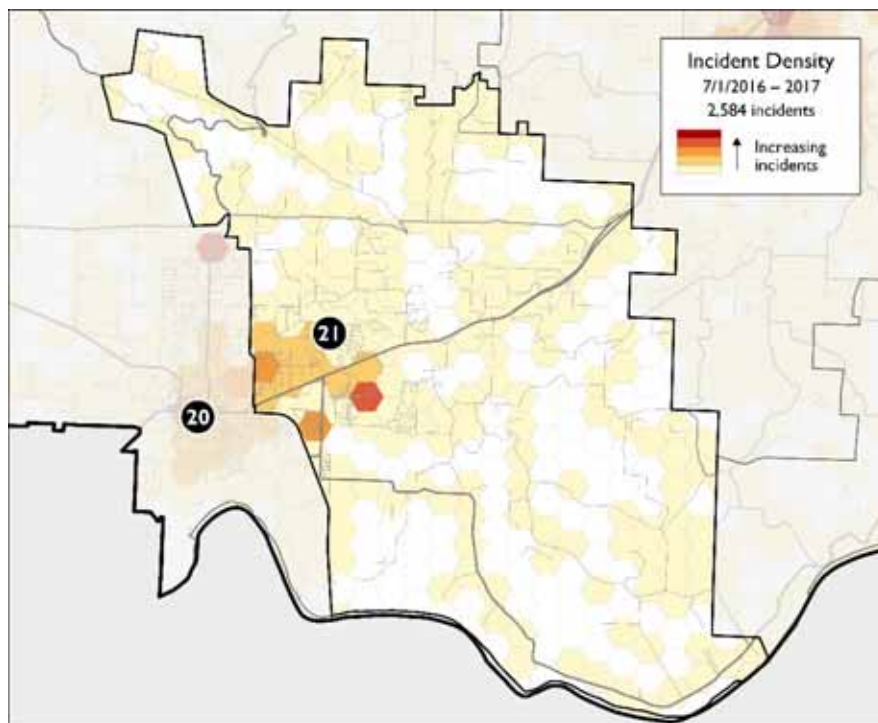
## Station 21 First-Due Area

### Incident Count by Hour of Day, Calendar Years 7/1/16-2017<sup>1</sup>



\*Served by Tualatin Valley Fire & Rescue as of July 1, 2016.

### Incident Density 7/1/16-2017<sup>1</sup>



\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: 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).

## Station 21 – Springbrook, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10021</b>	<b>General Fund</b>						
5001	Salaries & Wages Union		\$1,167,660	\$1,187,352	\$1,375,495	\$1,375,495	\$1,375,495
5003	Vacation Taken Union		119,416	167,596	191,832	191,832	191,832
5005	Sick Leave Taken Union		23,182	24,122	29,923	29,923	29,923
5007	Personal Leave Taken Union		15,645	17,384	20,218	20,218	20,218
5016	Vacation Sold at Retirement			1,449	9,014	9,014	9,014
5017	PEHP Vac Sold at Retirement			4,430	12,588	12,588	12,588
5020	Deferred Comp Match Union		54,390	63,349	77,706	77,706	77,706
5101	Vacation Relief		147,500	180,953	193,488	193,488	193,488
5105	Sick Relief		19,980	25,652	32,792	32,792	32,792
5106	On the Job Injury Relief		2,188	4,970	4,507	4,507	4,507
5107	Short Term Disability Relief		846	1,377	1,088	1,088	1,088
5110	Personal Leave Relief		13,554	18,779	24,244	24,244	24,244
5115	Vacant Slot Relief		58,022				
5117	Regular Day Off Relief		35,268	21,359	67,293	67,293	67,293
5118	Standby Overtime		1,700	1,088	1,554	1,554	1,554
5120	Overtime Union		44,044	13,756	17,562	17,562	17,562
5201	PERS Taxes		343,231	393,189	506,795	506,795	506,795
5203	FICA/MEDI		123,578	132,626	157,537	157,537	157,537
5206	Worker's Comp		31,813	38,144	45,305	45,305	45,305
5208	OR Worker's Benefit Fund Tax		671	554	607	607	607
5210	Medical Ins Union		324,916	326,295	380,491	380,491	380,491
5220	Post Retire Ins Union		9,850	9,000	9,900	9,900	9,900
5270	Uniform Allowance	\$ 3,810	3,174	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>3,810</b>	<b>2,540,628</b>	<b>2,638,824</b>	<b>3,165,339</b>	<b>3,165,339</b>	<b>3,165,339</b>
5300	Office Supplies		386	720	720	720	720
5301	Special Department Supplies	2	5,518	5,130	5,130	5,130	5,130
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program		45	100	300	300	300
5320	EMS Supplies	160	26,909	35,000	35,000	35,000	35,000
5321	Fire Fighting Supplies		2,693	4,050	4,500	4,500	4,500
5325	Protective Clothing	89	2,885	4,500	5,400	5,400	5,400
5330	Noncapital Furniture & Equip		880	3,157	5,222	5,222	5,222
5350	Apparatus Fuel/Lubricants	15	11,619	15,000	15,000	15,000	15,000
5361	M&R Bldg/Bldg Equip & Improv	26,516	16,164	11,665	46,175	46,175	46,175
5365	M&R Firefight Equip		42	150	200	200	200
5367	M&R Office Equip		1,479	1,650	1,650	1,650	1,650
5414	Other Professional Services			150	100	100	100
5415	Printing			25	25	25	25

# Station 21 – Springbrook, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5416	Custodial & Bldg Services		804	1,630	1,120	1,120	1,120
5432	Natural Gas		3,393	4,800	4,500	4,500	4,500
5433	Electricity		10,337	13,000	12,000	12,000	12,000
5434	Water/Sewer			5,500	5,500	5,500	5,500
5436	Garbage			2,080	2,120	2,120	2,120
5450	Rental of Equip			350			
5480	Community/Open House/Outreach			150	200	200	200
5481	Community Education Materials		303	750	500	500	500
5500	Dues & Subscriptions		44	100	100	100	100
5570	Misc Business Exp		618	720	900	900	900
5575	Laundry/Repair Expense		150	300	300	300	300
<b>Total Materials and Services</b>		<b>26,781</b>	<b>84,269</b>	<b>110,897</b>	<b>146,882</b>	<b>146,882</b>	<b>146,882</b>
<b>Total General Fund</b>		<b>\$ 30,591</b>	<b>\$2,624,897</b>	<b>\$2,749,721</b>	<b>\$3,312,221</b>	<b>\$3,312,221</b>	<b>\$3,312,221</b>



## Station 33 – Sherwood

Fund 10 • Directorate 04 • Division 62 • Department 033

### Station Description

**Station 33**, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **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 **Brush Rig 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**.

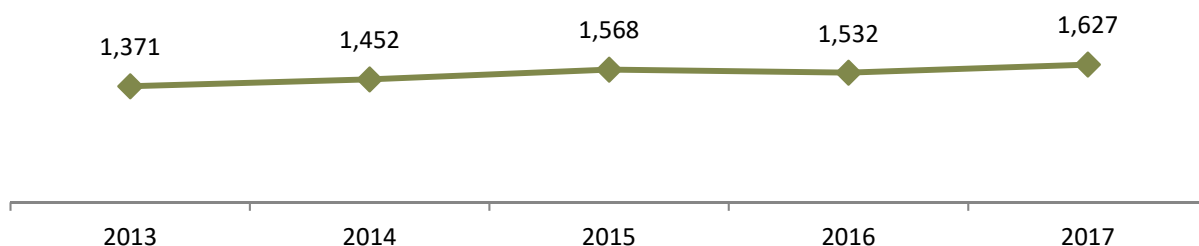
The 27.9 square miles of Station 33's first due area includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333** and **Van 333**.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,800,725	\$ 2,114,968	\$ 2,368,207	\$ 2,521,160
Materials and Services	146,683	84,392	95,008	85,191
<b>Total Expenditures</b>	<b>\$ 1,947,408</b>	<b>\$ 2,199,359</b>	<b>\$ 2,463,215</b>	<b>\$ 2,606,351</b>

### Station 33 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

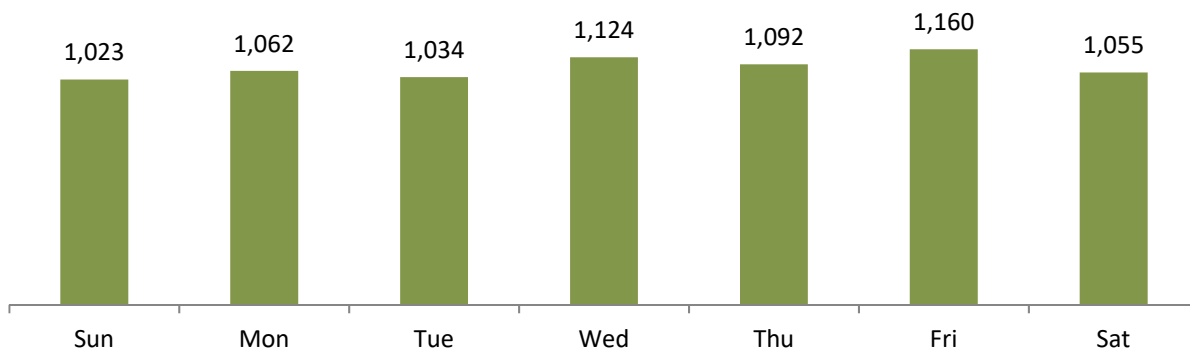
## Station 33 – Sherwood, continued

### Station 33 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	178	38	175	61	178	50	162	39	163	43
Overpressure	0	2	0	2	0	1	0	2	0	0
EMS/Rescue Call	1,027	846	1,159	991	1,219	1,079	1,211	1,079	1,295	1,102
Hazardous Condition	53	59	38	47	42	41	44	47	54	71
Service Call	71	90	55	90	91	110	82	108	81	101
Good Intent Call	25	204	10	171	16	198	16	155	15	185
False Call	0	128	0	89	0	88	0	102	0	125
Natural Condition	0	1	0	0	0	0	0	0	0	0
Other Situation	17	3	15	1	22	1	17	0	19	0
Total	1,371		1,452		1,568		1,532		1,627	

### Station 33 First-Due Area

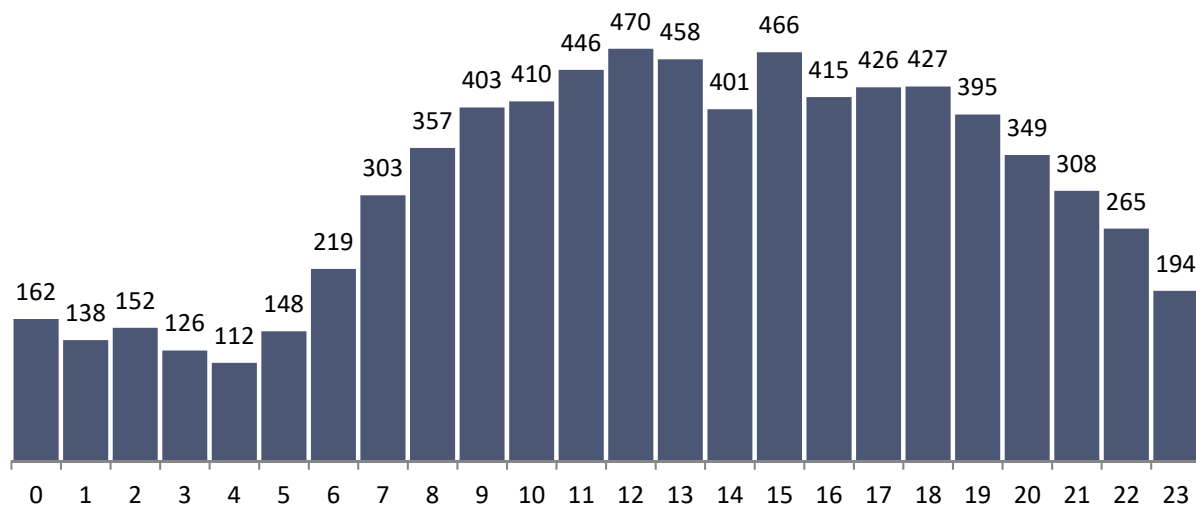
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



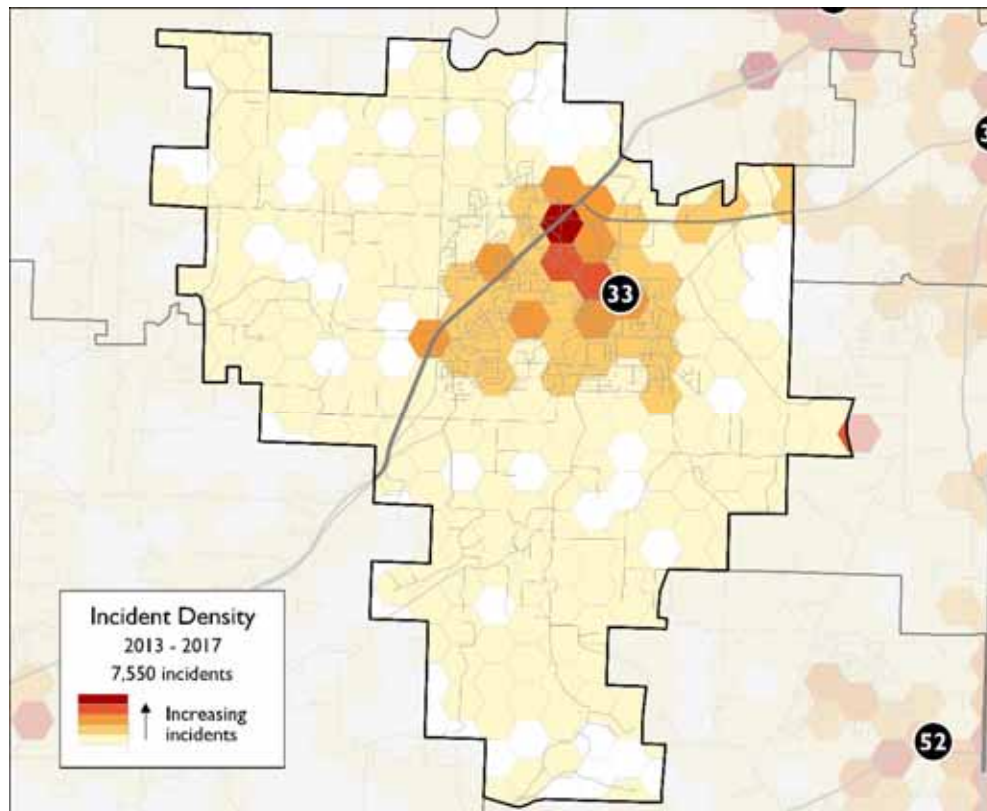
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

### Station 33 First-Due Area

#### Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



#### Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

# Station 33 – Sherwood, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10033</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 815,389	\$ 922,734	\$1,046,997	\$1,076,635	\$1,076,635	\$1,076,635
5003	Vacation Taken Union	132,954	137,944	147,784	150,152	150,152	150,152
5005	Sick Leave Taken Union	20,552	20,335	21,271	23,422	23,422	23,422
5007	Personal Leave Taken Union	13,360	11,947	15,329	15,825	15,825	15,825
5016	Vacation Sold at Retirement		34,334	1,321	7,139	7,139	7,139
5017	PEHP Vac Sold at Retirement	8,814		4,038	9,971	9,971	9,971
5020	Deferred Comp Match Union	43,981	49,085	57,711	61,547	61,547	61,547
5101	Vacation Relief	133,737	145,641	164,842	153,253	153,253	153,253
5105	Sick Relief	10,439	31,383	23,370	25,973	25,973	25,973
5106	On the Job Injury Relief	2,770	2,865	4,529	3,570	3,570	3,570
5107	Short Term Disability Relief		1,186	1,255	862	862	862
5110	Personal Leave Relief	8,574	21,726	17,109	19,203	19,203	19,203
5115	Vacant Slot Relief	17,084	21,903				
5117	Regular Day Off Relief		11,744	19,458	53,300	53,300	53,300
5118	Standby Overtime	686	965	992	1,231	1,231	1,231
5120	Overtime Union	16,608	22,904	12,533	13,910	13,910	13,910
5201	PERS Taxes	238,544	295,284	348,946	397,695	397,695	397,695
5203	FICA/MEDI	85,451	98,785	117,703	123,623	123,623	123,623
5206	Worker's Comp	26,064	25,138	33,853	35,552	35,552	35,552
5207	TriMet/Wilsonville Tax	8,401	10,107	11,507	12,341	12,341	12,341
5208	OR Worker's Benefit Fund Tax	463	519	517	515	515	515
5210	Medical Ins Union	208,696	239,923	304,542	322,841	322,841	322,841
5220	Post Retire Ins Union	6,700	7,150	8,400	8,400	8,400	8,400
5270	Uniform Allowance	1,458	1,366	4,200	4,200	4,200	4,200
	<b>Total Personnel Services</b>	<b>1,800,725</b>	<b>2,114,968</b>	<b>2,368,207</b>	<b>2,521,160</b>	<b>2,521,160</b>	<b>2,521,160</b>
5300	Office Supplies	215	368	560	560	560	560
5301	Special Department Supplies	2,793	3,628	3,990	3,990	3,990	3,990
5302	Training Supplies	19		100	100	100	100
5305	Fire Extinguisher			120			
5307	Smoke Detector Program	50	146	300	300	300	300
5320	EMS Supplies	12,473	12,308	20,000	10,300	10,300	10,300
5321	Fire Fighting Supplies	5,231	3,123	3,357	3,500	3,500	3,500
5325	Protective Clothing	3,172	787	3,500	4,200	4,200	4,200
5330	Noncapital Furniture & Equip	4,681		1,810	1,470	1,470	1,470
5350	Apparatus Fuel/Lubricants	8,350	10,376	14,000	15,000	15,000	15,000
5361	M&R Bldg/Bldg Equip & Improv	86,699	28,613	18,410	15,471	15,471	15,471
5365	M&R Firefight Equip	49	241	150	200	200	200
5366	M&R EMS Equip		64				

Station 33 – Sherwood, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5367	M&R Office Equip	1,169	1,319	1,650	1,650	1,650	1,650
5414	Other Professional Services	315	175	250	300	300	300
5415	Printing		19	25	25	25	25
5416	Custodial & Bldg Services	415	415	627	725	725	725
5432	Natural Gas	2,205	2,472	2,808	3,000	3,000	3,000
5433	Electricity	8,430	9,159	9,568	9,800	9,800	9,800
5434	Water/Sewer	6,961	7,931	9,651	9,700	9,700	9,700
5436	Garbage	1,508	1,486	1,872	1,900	1,900	1,900
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	593	408	800	1,200	1,200	1,200
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	727	686	560	700	700	700
5575	Laundry/Repair Expense	585	634	600	800	800	800
<b>Total Materials and Services</b>		<b>146,683</b>	<b>84,392</b>	<b>95,008</b>	<b>85,191</b>	<b>85,191</b>	<b>85,191</b>
<b>Total General Fund</b>		<b>\$1,947,408</b>	<b>\$2,199,359</b>	<b>\$2,463,215</b>	<b>\$2,606,351</b>	<b>\$2,606,351</b>	<b>\$2,606,351</b>



## Station 34 – Tualatin

Fund 10 • Directorate 04 • Division 62 • Department 034

### Station Description

**Station 34**, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990 and remodeled in 2010. The 9,500 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **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.

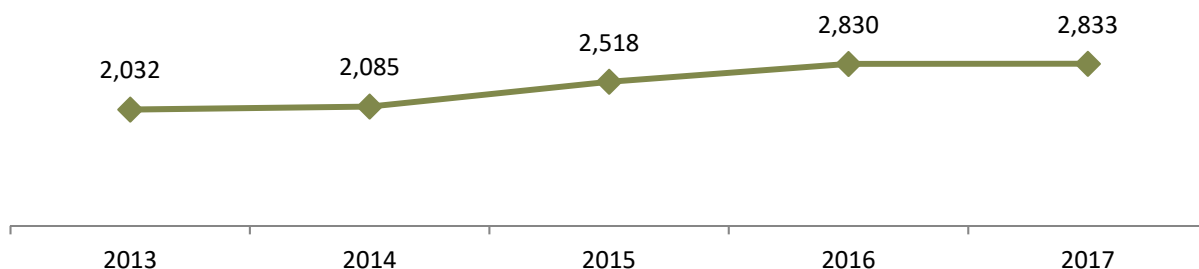
The 8.3 square miles of Station 34's first-due area includes most of Tualatin and Durham, all of Rivergrove, and a small southern corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,116,533	\$ 2,295,897	\$ 2,406,977	\$ 2,489,160
Materials and Services	139,607	88,485	104,402	99,317
<b>Total Expenditures</b>	<b>\$ 2,256,141</b>	<b>\$ 2,384,382</b>	<b>\$ 2,511,379</b>	<b>\$ 2,588,477</b>

### Station 34 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

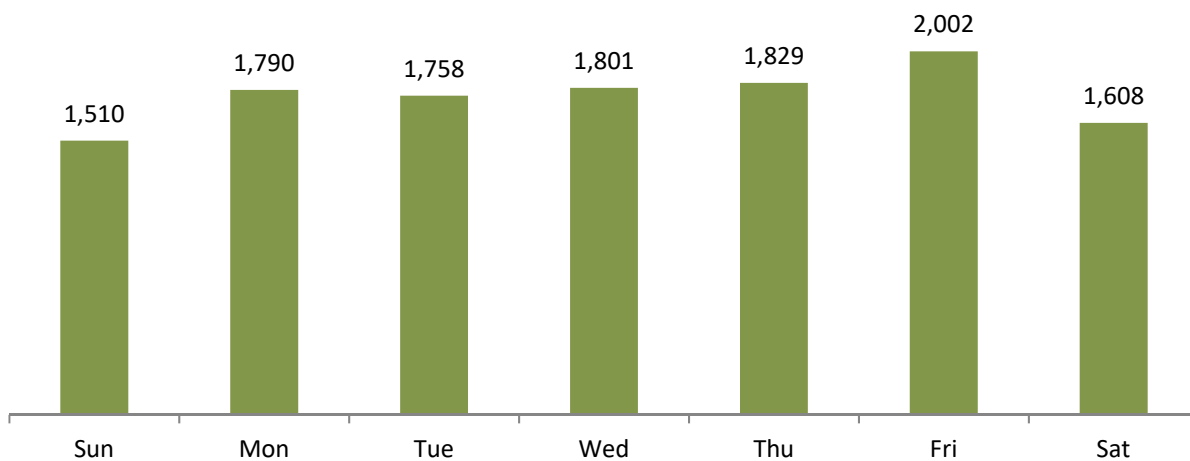
## Station 34 – Tualatin, continued

### Station 34 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	320	66	291	60	349	81	361	78	309	79
Overpressure	0	2	0	1	0	2	0	4	0	0
EMS/Rescue Call	1,563	1,156	1,640	1,283	1,993	1,639	2,308	1,890	2,330	1,939
Hazardous Condition	50	93	53	89	49	74	71	106	63	111
Service Call	56	106	63	110	70	102	63	110	89	126
Good Intent Call	11	419	9	374	19	420	8	441	16	386
False Call	0	188	0	166	0	200	0	200	0	191
Natural Condition	0	0	0	2	0	0	0	1	0	1
Other Situation	32	2	29	0	38	0	19	0	26	0
Total	2,032		2,085		2,518		2,830		2,833	

### Station 34 First-Due Area

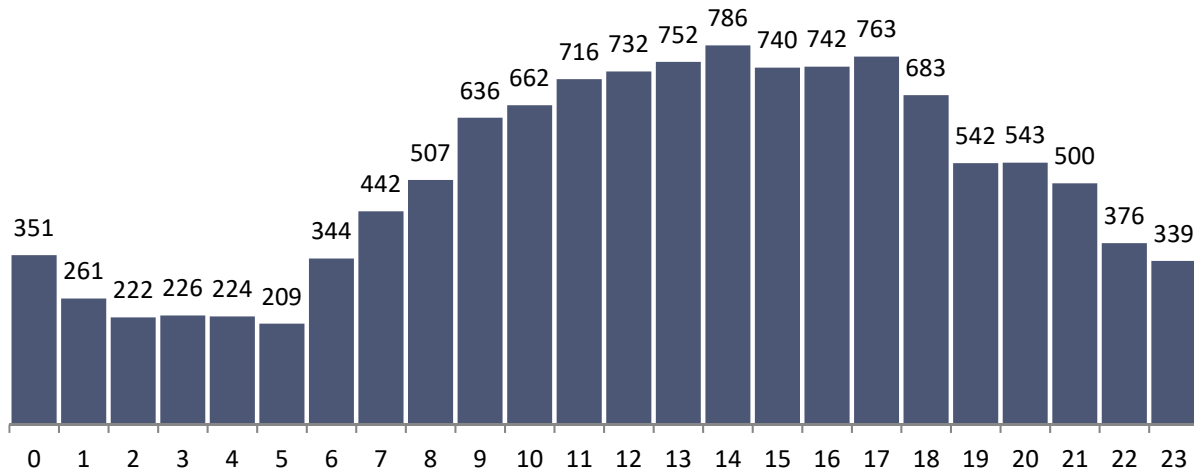
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



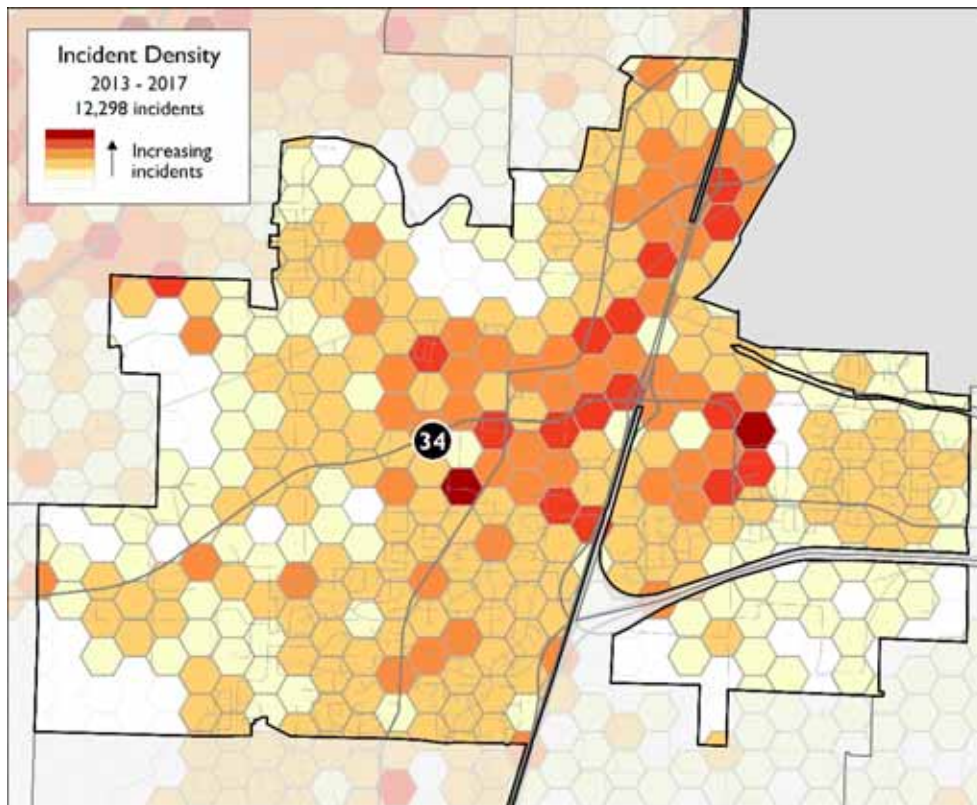
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 34 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 34 – Tualatin, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10034</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 971,998	\$ 944,436	\$1,079,180	\$1,070,528	\$1,070,528	\$1,070,528
5003	Vacation Taken Union	125,239	140,092	152,327	149,300	149,300	149,300
5005	Sick Leave Taken Union	12,013	25,043	21,925	23,289	23,289	23,289
5007	Personal Leave Taken Union	10,091	11,865	15,801	15,736	15,736	15,736
5016	Vacation Sold at Retirement			1,356	7,165	7,165	7,165
5017	PEHP Vac Sold at Retirement		45,017	4,144	10,007	10,007	10,007
5020	Deferred Comp Match Union	54,521	53,582	59,254	61,769	61,769	61,769
5101	Vacation Relief	178,761	170,126	169,251	153,805	153,805	153,805
5105	Sick Relief	18,069	24,094	23,994	26,067	26,067	26,067
5106	On the Job Injury Relief	1,286	2,001	4,649	3,583	3,583	3,583
5107	Short Term Disability Relief		2,363	1,268	865	865	865
5110	Personal Leave Relief	20,158	18,860	17,565	19,272	19,272	19,272
5115	Vacant Slot Relief	21,980	55,782				
5117	Regular Day Off Relief		41,729	19,979	53,492	53,492	53,492
5118	Standby Overtime	874	1,461	1,018	1,235	1,235	1,235
5120	Overtime Union	43,910	41,582	12,867	13,960	13,960	13,960
5201	PERS Taxes	269,321	312,373	359,391	396,239	396,239	396,239
5203	FICA/MEDI	104,145	107,668	121,227	123,170	123,170	123,170
5206	Worker's Comp	29,973	29,303	34,866	35,422	35,422	35,422
5207	TriMet/Wilsonville Tax	10,131	10,811	11,946	12,296	12,296	12,296
5208	OR Worker's Benefit Fund Tax	550	557	480	479	479	479
5210	Medical Ins Union	233,183	247,834	282,789	299,781	299,781	299,781
5220	Post Retire Ins Union	7,500	7,350	7,800	7,800	7,800	7,800
5270	Uniform Allowance	2,832	1,971	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>2,116,533</b>	<b>2,295,897</b>	<b>2,406,977</b>	<b>2,489,160</b>	<b>2,489,160</b>	<b>2,489,160</b>
5300	Office Supplies	661	342	520	520	520	520
5301	Special Department Supplies	4,619	4,895	3,705	3,705	3,705	3,705
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program		475	300	300	300	300
5320	EMS Supplies	13,095	12,854	20,000	20,000	20,000	20,000
5321	Fire Fighting Supplies	5,479	2,075	2,925	3,250	3,250	3,250
5325	Protective Clothing	2,927	11,648	3,250	3,900	3,900	3,900
5330	Noncapital Furniture & Equip	1,817		370	1,653	1,653	1,653
5350	Apparatus Fuel/Lubricants	4,632	8,891	13,000	13,000	13,000	13,000
5361	M&R Bldg/Bldg Equip & Improv	76,915	15,891	27,360	18,337	18,337	18,337
5365	M&R Firefight Equip	138	153	150	200	200	200
5367	M&R Office Equip	1,297	1,771	1,650	1,650	1,650	1,650

Station 34 – Tualatin, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414	Other Professional Services	63	317	400	300	300	300
5415	Printing		19	25	25	25	25
5416	Custodial & Bldg Services	665	422	667	770	770	770
5432	Natural Gas	4,067	4,477	5,100	5,355	5,355	5,355
5433	Electricity	11,953	12,269	12,730	13,367	13,367	13,367
5434	Water/Sewer	8,292	7,920	8,124	8,530	8,530	8,530
5436	Garbage	1,651	2,145	1,982	2,081	2,081	2,081
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	215	1,017	650	750	750	750
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	441	442	520	650	650	650
5575	Laundry/Repair Expense	635	425	454	454	454	454
	<b>Total Materials and Services</b>	<b>139,607</b>	<b>88,485</b>	<b>104,402</b>	<b>99,317</b>	<b>99,317</b>	<b>99,317</b>
	<b>Total General Fund</b>	<b>\$2,256,141</b>	<b>\$2,384,382</b>	<b>\$2,511,379</b>	<b>\$2,588,477</b>	<b>\$2,588,477</b>	<b>\$2,588,477</b>



## 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**.

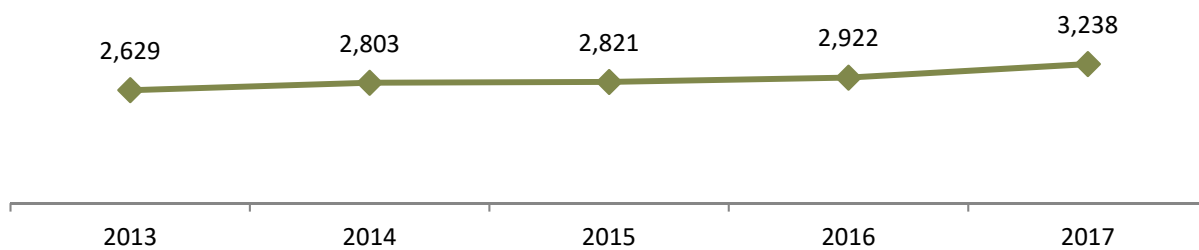
The 6.3 square miles of Station 35's first due area, includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a portion of northwest Tualatin.



## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,141,242	\$ 2,645,486	\$ 3,092,874	\$ 3,247,217
Materials and Services	87,055	190,630	151,230	104,097
<b>Total Expenditures</b>	<b>\$ 2,228,298</b>	<b>\$ 2,836,116</b>	<b>\$ 3,244,104</b>	<b>\$ 3,351,314</b>

## Station 35 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

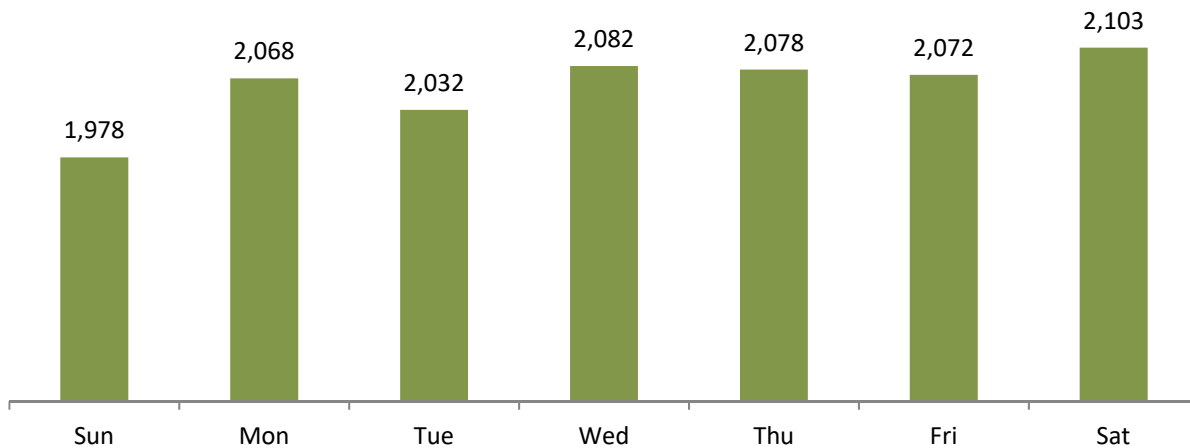
## Station 35 – King City, continued

### Station 35 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	159	40	147	40	154	48	192	60	195	58
Overpressure	0	1	0	3	0	0	0	1	0	1
EMS/Rescue Call	2,332	1,652	2,516	1,898	2,513	1,989	2,587	2,077	2,872	2,304
Hazardous Condition	30	32	33	46	40	57	37	44	51	69
Service Call	74	295	71	302	84	281	68	320	93	342
Good Intent Call	11	466	8	391	5	300	9	292	7	308
False Call	0	139	0	121	0	145	0	126	0	155
Natural Condition	0	1	0	1	0	0	0	0	0	1
Other Situation	23	3	28	1	25	1	29	2	20	0
Total	2,629		2,803		2,821		2,922		3,238	

### Station 35 First-Due Area

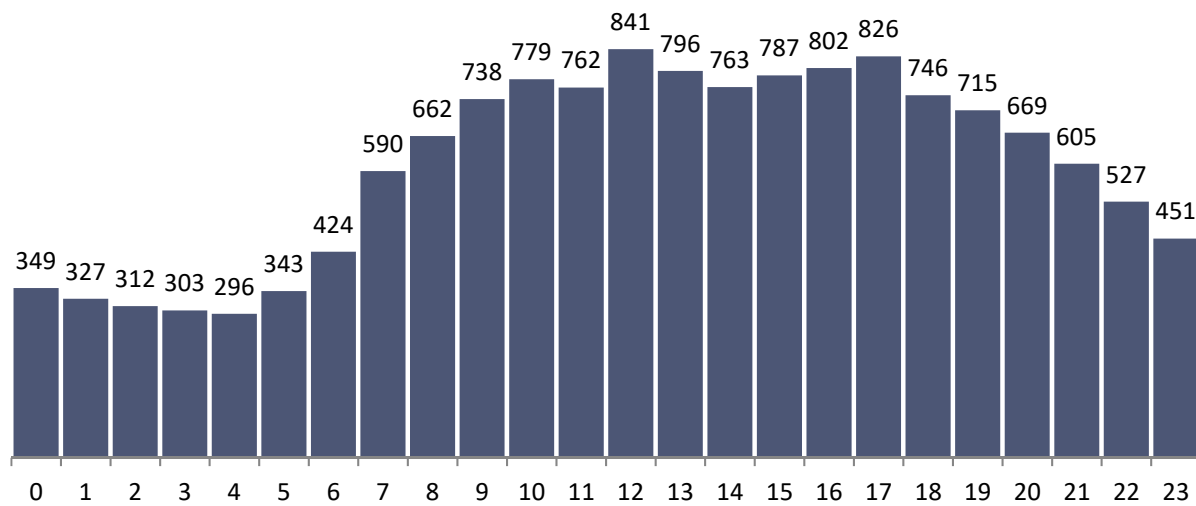
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



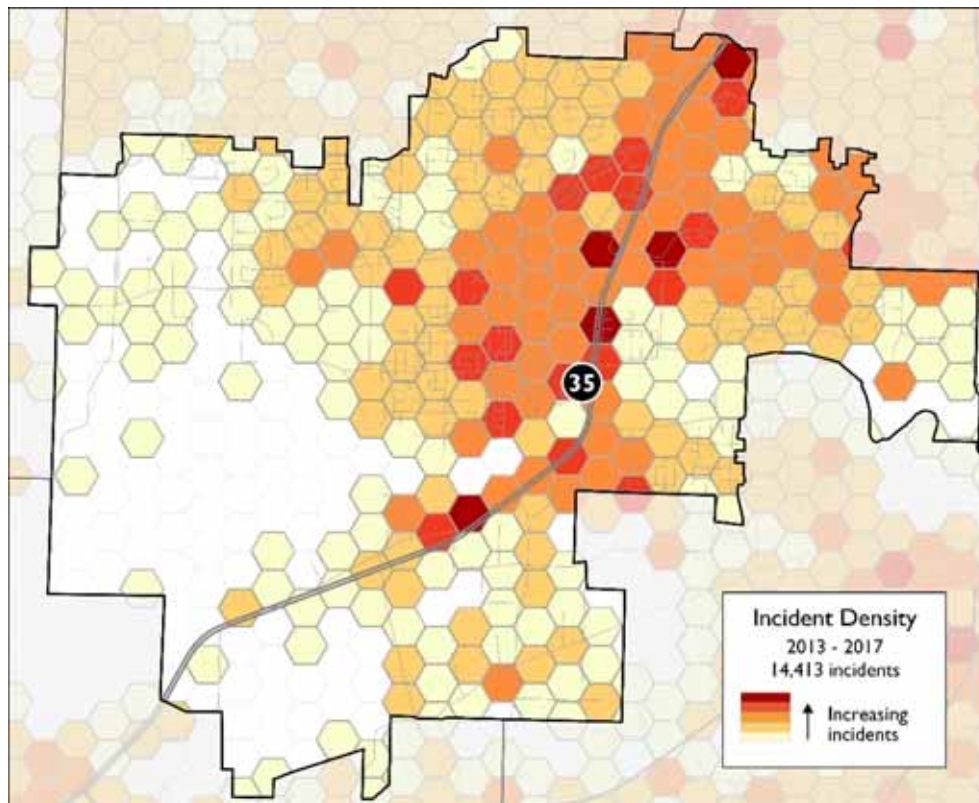
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

### Station 35 First-Due Area

#### Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



#### Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 35 – King City, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10035</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 971,903	\$1,184,536	\$1,376,313	\$1,390,991	\$1,390,991	\$1,390,991
5003	Vacation Taken Union	122,823	136,012	194,267	193,993	193,993	193,993
5005	Sick Leave Taken Union	17,075	30,985	27,961	30,260	30,260	30,260
5007	Personal Leave Taken Union	15,504	14,144	20,150	20,446	20,446	20,446
5016	Vacation Sold at Retirement			1,699	9,104	9,104	9,104
5017	PEHP Vac Sold at Retirement			5,195	12,714	12,714	12,714
5020	Deferred Comp Match Union	47,304	53,922	74,288	78,482	78,482	78,482
5101	Vacation Relief	165,717	159,005	212,200	195,419	195,419	195,419
5105	Sick Relief	36,205	26,413	30,082	33,119	33,119	33,119
5106	On the Job Injury Relief	4,629	3,810	5,828	4,552	4,552	4,552
5107	Short Term Disability Relief	1,424	2,602	1,615	1,099	1,099	1,099
5110	Personal Leave Relief	19,899	36,728	22,023	24,486	24,486	24,486
5115	Vacant Slot Relief	24,234	55,855				
5117	Regular Day Off Relief		34,624	25,048	67,965	67,965	67,965
5118	Standby Overtime	1,026	1,759	1,276	1,570	1,570	1,570
5120	Overtime Union	18,741	26,825	16,132	17,737	17,737	17,737
5201	PERS Taxes	265,522	348,506	456,798	512,365	512,365	512,365
5203	FICA/MEDI	104,317	127,346	154,082	159,268	159,268	159,268
5206	Worker's Comp	32,837	39,112	44,314	45,803	45,803	45,803
5207	TriMet/Wilsonville Tax	10,013	12,488	15,184	15,900	15,900	15,900
5208	OR Worker's Benefit Fund Tax	611	755	665	663	663	663
5210	Medical Ins Union	268,575	336,898	391,554	415,081	415,081	415,081
5220	Post Retire Ins Union	8,350	9,500	10,800	10,800	10,800	10,800
5270	Uniform Allowance	4,534	3,659	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>2,141,242</b>	<b>2,645,486</b>	<b>3,092,874</b>	<b>3,247,217</b>	<b>3,247,217</b>	<b>3,247,217</b>
5300	Office Supplies	555	501	720	720	720	720
5301	Special Department Supplies	4,250	5,953	5,130	5,130	5,130	5,130
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	538	631	300	300	300	300
5320	EMS Supplies	21,808	25,767	26,375	27,000	27,000	27,000
5321	Fire Fighting Supplies	4,156	2,453	4,050	4,500	4,500	4,500
5325	Protective Clothing	1,418	10,631	4,500	5,400	5,400	5,400
5330	Noncapital Furniture & Equip	2,293	500				
5350	Apparatus Fuel/Lubricants	11,578	12,548	15,000	14,000	14,000	14,000
5361	M&R Bldg/Bldg Equip & Improv	18,071	105,817	67,910	19,926	19,926	19,926
5365	M&R Firefight Equip	147	186	150	200	200	200
5367	M&R Office Equip	1,244	1,271	1,650	1,650	1,650	1,650
5414	Other Professional Services	146	471	350	400	400	400

# Station 35 – King City, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing	19		25	25	25	25
5416	Custodial & Bldg Services	486	243	560	642	642	642
5432	Natural Gas	2,636	3,467	3,536	3,713	3,713	3,713
5433	Electricity	8,458	7,960	8,840	9,282	9,282	9,282
5434	Water/Sewer	6,119	7,158	7,240	6,000	6,000	6,000
5436	Garbage	1,562	3,206	2,704	2,839	2,839	2,839
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	207	744	300	300	300	300
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	748	648	720	900	900	900
5575	Laundry/Repair Expense	573	443	650	650	650	650
<b>Total Materials and Services</b>		<b>87,055</b>	<b>190,630</b>	<b>151,230</b>	<b>104,097</b>	<b>104,097</b>	<b>104,097</b>
<b>Total General Fund</b>		<b>\$2,228,298</b>	<b>\$2,836,116</b>	<b>\$3,244,104</b>	<b>\$3,351,314</b>	<b>\$3,351,314</b>	<b>\$3,351,314</b>



### Station Description

This new station which is in design will be constructed in 2018-19 with expected opening in the summer or fall of 2019, depending up construction time lines. The station will serve the city of Rivergrove and the surrounding area and will have a community room. The budget for 2018-19 reflects the expected purchase of stand-up supplies and furnishings in advance of station opening.



\*Architectural rendering of finished station

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Materials and Services				\$ 74,515
<b>Total Expenditures</b>				<b>\$ 74,515</b>

## Station 39 – Rivergrove

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10039</b>	<b>General Fund</b>						
5300	Office Supplies				\$ 1,000	\$ 1,000	\$ 1,000
5301	Special Department Supplies				10,000	10,000	10,000
5320	EMS Supplies				11,500	11,500	11,500
5330	Noncapital Furniture & Equip				30,000	30,000	30,000
5361	M&R Bldg/Bldg Equip & Improv				20,215	20,215	20,215
5416	Custodial & Bldg Services				1,600	1,600	1,600
5500	Dues & Subscriptions				200	200	200
	<b>Total Materials and Services</b>				<b>74,515</b>	<b>74,515</b>	<b>74,515</b>
	<b>Total General Fund</b>				<b>\$ 74,515</b>	<b>\$ 74,515</b>	<b>\$ 74,515</b>

## Station 52 – Wilsonville

Fund 10 • Directorate 04 • Division 62 • Department 052

### Station Description

**Station 52**, located on SW Kinsman west of Interstate 5's main Wilsonville exit, was constructed in 1991 and seismically strengthened and remodeled in 2015. The 9,372 square foot station houses a total of **18 full-time personnel** (six personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52** and can also respond in **Brush Rig 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).

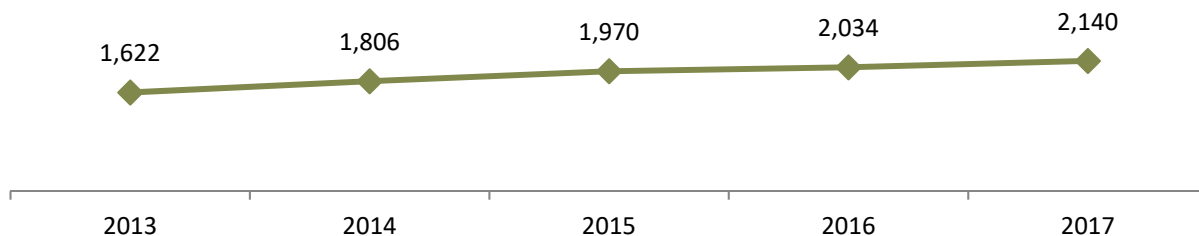
The 14.8 square miles of Station 52's first due area includes central and south Wilsonville plus unincorporated Clackamas County to the west near the Yamhill County border. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,529,480	\$ 2,706,127	\$ 3,022,443	\$ 3,313,472
Materials and Services	101,988	108,386	113,115	113,615
<b>Total Expenditures</b>	<b>\$ 2,631,468</b>	<b>\$ 2,814,513</b>	<b>\$ 3,135,558</b>	<b>\$ 3,427,087</b>

### Station 52 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

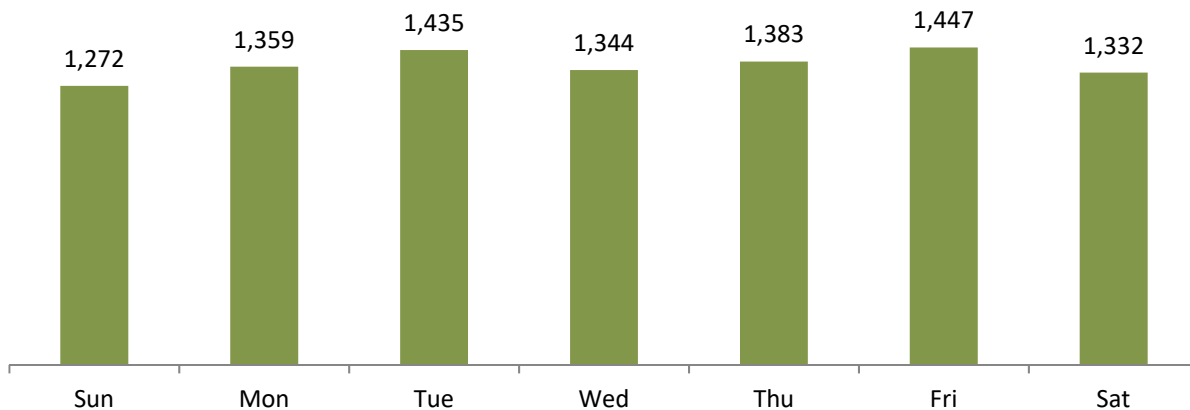
## Station 52 – Wilsonville, continued

### Station 52 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	183	46	155	39	167	63	193	58	209	46
Overpressure	0	6	0	2	0	4	0	1	0	2
EMS/Rescue Call	1,368	1,157	1,560	1,341	1,711	1,501	1,741	1,524	1,804	1,588
Hazardous Condition	14	22	19	27	26	23	21	27	24	27
Service Call	38	103	47	134	41	141	53	159	71	152
Good Intent Call	5	174	7	173	12	149	8	148	18	161
False Call	0	113	0	89	0	88	0	117	0	164
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	14	1	18	1	13	0	18	0	14	0
Total	1,622		1,806		1,970		2,034		2,140	

### Station 52 First-Due Area

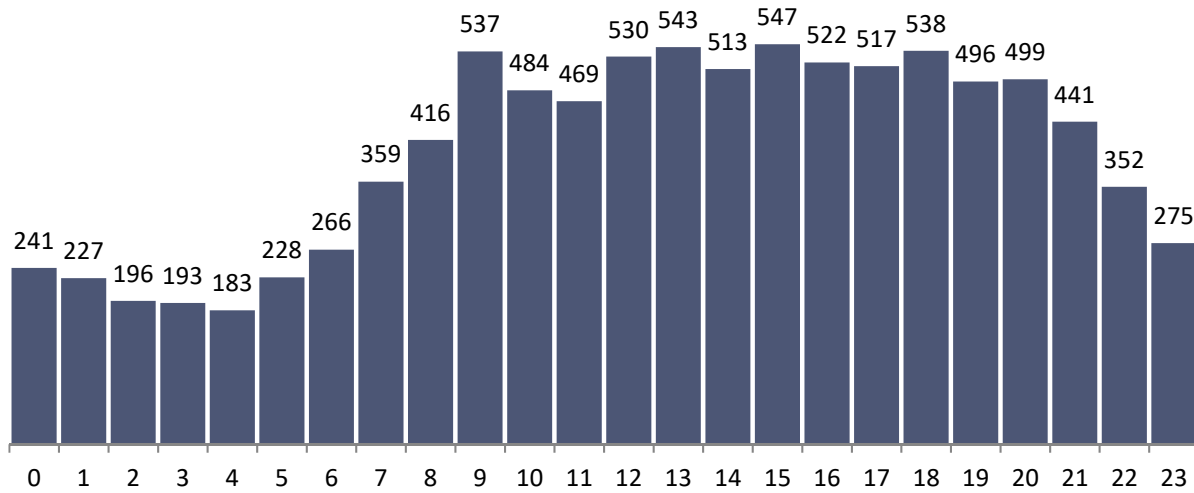
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



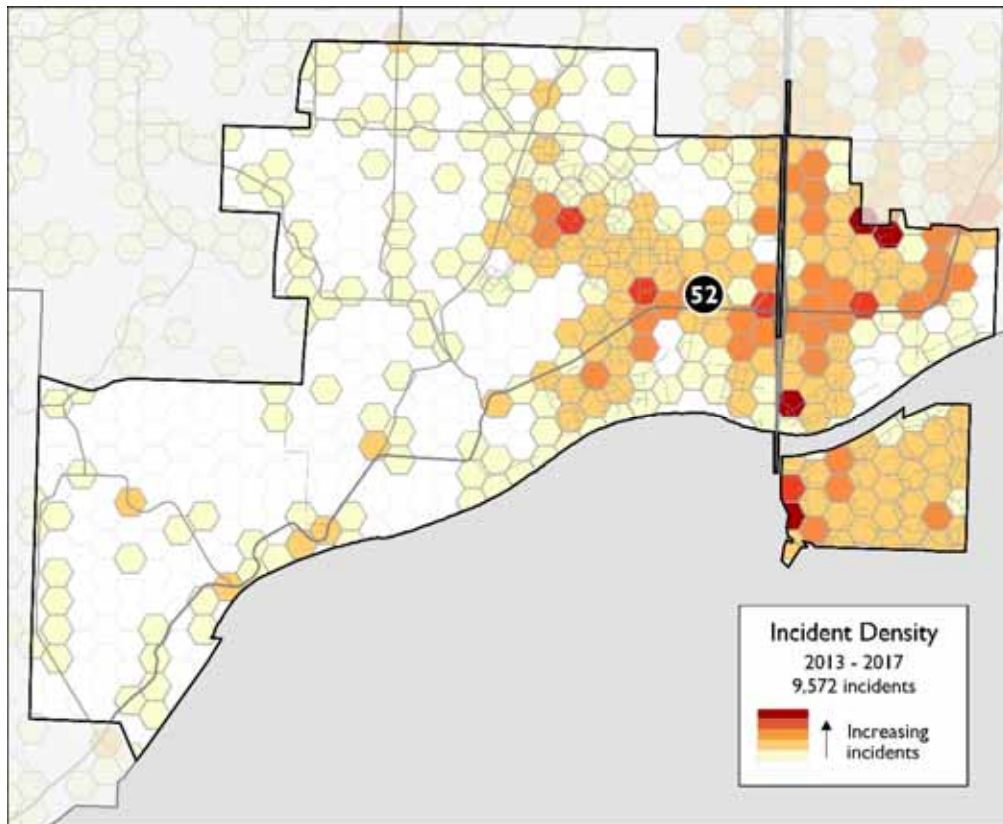
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

Station 52 First-Due Area

Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



Incident Density 2013–2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 52 – Wilsonville, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10052</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,164,602	\$1,226,966	\$1,340,361	\$1,423,435	\$1,423,435	\$1,423,435
5003	Vacation Taken Union	171,466	151,977	189,192	198,518	198,518	198,518
5005	Sick Leave Taken Union	18,695	34,538	27,230	30,966	30,966	30,966
5007	Personal Leave Taken Union	25,122	20,934	19,622	20,923	20,923	20,923
5016	Vacation Sold at Retirement		2,206	1,653	9,325	9,325	9,325
5017	PEHP Vac Sold at Retirement		23,535	5,056	13,023	13,023	13,023
5020	Deferred Comp Match Union	64,068	60,829	72,306	80,389	80,389	80,389
5101	Vacation Relief	160,227	151,517	206,538	200,169	200,169	200,169
5105	Sick Relief	22,102	16,721	29,279	33,924	33,924	33,924
5106	On the Job Injury Relief	4,301	17,604	5,672	4,663	4,663	4,663
5107	Short Term Disability Relief	2,644	2,295	1,571	1,125	1,125	1,125
5110	Personal Leave Relief	15,509	9,995	21,434	25,081	25,081	25,081
5115	Vacant Slot Relief	33,712	53,222				
5117	Regular Day Off Relief		10,723	24,380	69,617	69,617	69,617
5118	Standby Overtime	1,436	1,511	1,242	1,608	1,608	1,608
5120	Overtime Union	33,531	34,135	15,701	18,168	18,168	18,168
5201	PERS Taxes	317,422	363,025	444,813	524,423	524,423	524,423
5203	FICA/MEDI	124,437	129,600	150,038	163,016	163,016	163,016
5206	Worker's Comp	38,708	38,316	43,151	46,881	46,881	46,881
5207	TriMet/Wilsonville Tax	8,425	8,564	14,786	16,274	16,274	16,274
5208	OR Worker's Benefit Fund Tax	693	723	664	663	663	663
5210	Medical Ins Union	307,001	334,360	391,554	415,081	415,081	415,081
5220	Post Retire Ins Union	10,400	10,012	10,800	10,800	10,800	10,800
5270	Uniform Allowance	4,979	2,818	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>2,529,480</b>	<b>2,706,127</b>	<b>3,022,443</b>	<b>3,313,472</b>	<b>3,313,472</b>	<b>3,313,472</b>
5300	Office Supplies	419	703	720	720	720	720
5301	Special Department Supplies	5,262	4,933	5,130	5,130	5,130	5,130
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	163	125	300	300	300	300
5320	EMS Supplies	24,791	27,485	31,072	31,000	31,000	31,000
5321	Fire Fighting Supplies	3,736	3,615	4,050	4,500	4,500	4,500
5325	Protective Clothing	3,494	3,774	4,500	5,400	5,400	5,400
5330	Noncapital Furniture & Equip	572	1,358	1,984	1,700	1,700	1,700
5350	Apparatus Fuel/Lubricants	10,080	10,541	12,000	12,000	12,000	12,000
5361	M&R Bldg/Bldg Equip & Improv	23,972	20,192	12,810	13,597	13,597	13,597
5365	M&R Firefight Equip	98	347	150	200	200	200
5367	M&R Office Equip	1,419	1,410	1,650	1,650	1,650	1,650
5414	Other Professional Services	78	5	400	300	300	300

Station 52 – Wilsonville, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing		19	25	25	25	25
5416	Custodial & Bldg Services	640	449	640	733	733	733
5432	Natural Gas	3,368	4,870	4,888	5,000	5,000	5,000
5433	Electricity	10,490	10,295	10,712	11,000	11,000	11,000
5434	Water/Sewer	10,070	13,930	16,900	15,000	15,000	15,000
5436	Garbage	2,150	2,488	2,704	2,700	2,700	2,700
5480	Community/Open House/Outreach			200	200	200	200
5481	Community Education Materials	98	404	500	500	500	500
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	519	773	720	900	900	900
5575	Laundry/Repair Expense	527	636	740	740	740	740
<b>Total Materials and Services</b>		<b>101,988</b>	<b>108,386</b>	<b>113,115</b>	<b>113,615</b>	<b>113,615</b>	<b>113,615</b>
<b>Total General Fund</b>		<b>\$2,631,468</b>	<b>\$2,814,513</b>	<b>\$3,135,558</b>	<b>\$3,427,087</b>	<b>\$3,427,087</b>	<b>\$3,427,087</b>



## Station Description

**Station 55**, located on Hidden Springs Road just east of Rosemont Road, is a new station scheduled to be completed in the summer 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** and can also respond in **Engine 55** when needed. 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.

The 6.2 square miles of Station 55's first due area includes western portions of West Linn as well as unincorporated areas of Clackamas County towards the Stafford area. 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.



\*Architectural rendering of finished station

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services			\$ 626,853	\$ 2,262,299
Materials and Services			51,485	134,110
<b>Total Expenditures</b>			<b>\$ 678,338</b>	<b>\$ 2,396,409</b>

## Station 55 – Rosemont, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10055</b>	<b>General Fund</b>						
5001	Salaries & Wages Union			\$ 278,113	\$ 970,852	\$ 970,852	\$ 970,852
5003	Vacation Taken Union			39,258	135,399	135,399	135,399
5005	Sick Leave Taken Union			5,653	21,120	21,120	21,120
5007	Personal Leave Taken Union			4,073	14,271	14,271	14,271
5016	Vacation Sold at Retirement			353	6,496	6,496	6,496
5017	PEHP Vac Sold at Retirement			1,075	9,072	9,072	9,072
5020	Deferred Comp Match Union			15,331	55,999	55,999	55,999
5101	Vacation Relief			43,790	139,437	139,437	139,437
5105	Sick Relief			6,209	23,632	23,632	23,632
5106	On the Job Injury Relief			1,204	3,248	3,248	3,248
5107	Short Term Disability Relief			336	784	784	784
5110	Personal Leave Relief			4,546	17,472	17,472	17,472
5117	Regular Day Off Relief			5,170	48,495	48,495	48,495
5118	Standby Overtime			265	1,120	1,120	1,120
5120	Overtime Union			3,331	12,656	12,656	12,656
5201	PERS Taxes			92,698	359,319	359,319	359,319
5203	FICA/MEDI			31,270	111,694	111,694	111,694
5206	Worker's Comp			8,995	32,121	32,121	32,121
5207	TriMet/Wilsonville Tax			3,084	11,150	11,150	11,150
5208	OR Worker's Benefit Fund Tax			138	442	442	442
5210	Medical Ins Union			79,761	276,720	276,720	276,720
5220	Post Retire Ins Union			2,200	7,200	7,200	7,200
5270	Uniform Allowance				3,600	3,600	3,600
	<b>Total Personnel Services</b>			<b>626,853</b>	<b>2,262,299</b>	<b>2,262,299</b>	<b>2,262,299</b>
5300	Office Supplies				1,480	1,480	1,480
5301	Special Department Supplies			10,000	13,420	13,420	13,420
5302	Training Supplies				100	100	100
5305	Fire Extinguisher				120	120	120
5307	Smoke Detector Program				300	300	300
5320	EMS Supplies				17,500	17,500	17,500
5321	Fire Fighting Supplies				4,000	4,000	4,000
5325	Protective Clothing				3,600	3,600	3,600
5330	Noncapital Furniture & Equip			30,000	30,000	30,000	30,000
5350	Apparatus Fuel/Lubricants				10,000	10,000	10,000
5361	M&R Bldg/Bldg Equip & Improv			5,000	20,215	20,215	20,215
5365	M&R Firefight Equip				200	200	200
5367	M&R Office Equip				1,650	1,650	1,650
5414	Other Professional Services				100	100	100
5415	Printing				25	25	25

Station 55 – Rosemont, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5416	Custodial & Bldg Services			800	1,600	1,600	1,600
5432	Natural Gas			500	3,000	3,000	3,000
5433	Electricity			2,200	15,600	15,600	15,600
5434	Water/Sewer			2,785	5,100	5,100	5,100
5480	Community/Open House/Outreach				4,000	4,000	4,000
5481	Community Education Materials				500	500	500
5500	Dues & Subscriptions				100	100	100
5570	Misc Business Exp			200	800	800	800
5575	Laundry/Repair Expense				700	700	700
<b>Total Materials and Services</b>				<b>51,485</b>	<b>134,110</b>	<b>134,110</b>	<b>134,110</b>
<b>Total General Fund</b>				<b>\$ 678,338</b>	<b>\$2,396,409</b>	<b>\$2,396,409</b>	<b>\$2,396,409</b>



## 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.

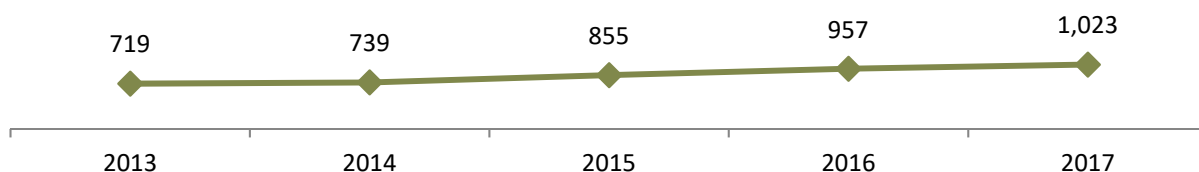
The 11.8 square miles of Station 56's first due area includes the south end of Tualatin, north side of Wilsonville, and unincorporated Washington and Clackamas counties. The South Operating Center (SOC) is also collocated with Station 56.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,008,964	\$ 2,161,292	\$ 2,085,683	\$ 2,233,960
Materials and Services	140,324	143,610	154,756	157,329
<b>Total Expenditures</b>	<b>\$ 2,149,288</b>	<b>\$ 2,304,902</b>	<b>\$ 2,240,439</b>	<b>\$ 2,391,289</b>

### Station 56 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

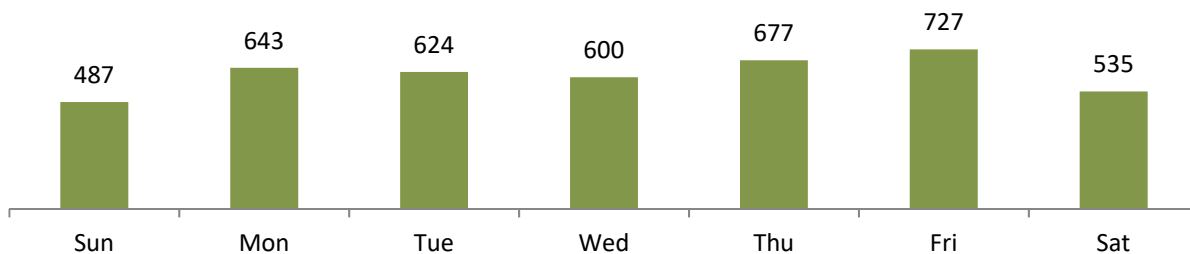
## Station 56 – Elligsen Road, continued

### Station 56 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	122	22	118	19	140	32	117	32	171	37
Overpressure	0	5	0	5	0	3	0	0	0	1
EMS/Rescue Call	527	401	538	447	660	540	748	628	770	660
Hazardous Condition	11	26	27	41	16	28	24	31	21	37
Service Call	24	50	35	54	18	66	35	66	32	45
Good Intent Call	11	140	5	115	11	107	9	141	9	141
False Call	0	74	0	56	0	77	0	59	0	100
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	24	1	16	2	10	1	24	0	20	2
Total	719		739		855		957		1,023	

### Station 56 First-Due Area

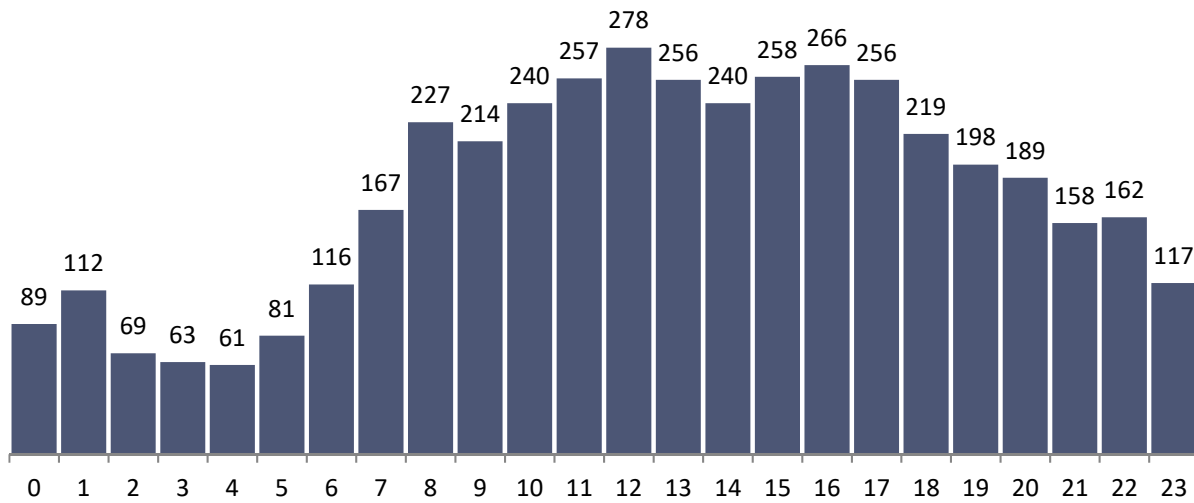
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



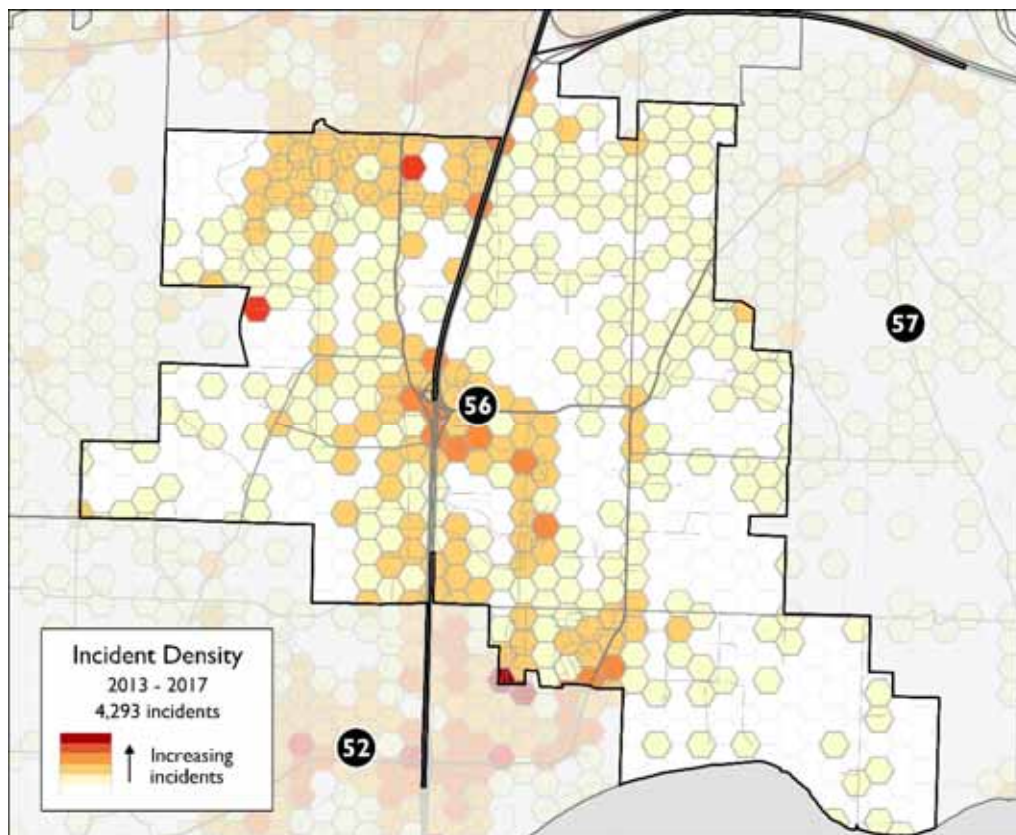
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 56 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 56 – Elligsen Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10056</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 880,775	\$ 918,992	\$ 925,883	\$ 956,976	\$ 956,976	\$ 956,976
5003	Vacation Taken Union	132,136	137,167	130,688	133,463	133,463	133,463
5005	Sick Leave Taken Union	15,244	11,823	18,809	20,818	20,818	20,818
5007	Personal Leave Taken Union	18,581	13,982	13,555	14,067	14,067	14,067
5016	Vacation Sold at Retirement			1,167	6,401	6,401	6,401
5017	PEHP Vac Sold at Retirement	40,523	4,516	3,569	8,940	8,940	8,940
5020	Deferred Comp Match Union	51,210	52,613	51,033	55,183	55,183	55,183
5101	Vacation Relief	161,514	182,493	145,772	137,406	137,406	137,406
5105	Sick Relief	28,065	42,893	20,666	23,287	23,287	23,287
5106	On the Job Injury Relief	1,834	4,632	4,004	3,201	3,201	3,201
5107	Short Term Disability Relief		2,677	1,109	773	773	773
5110	Personal Leave Relief	18,934	32,483	15,128	17,217	17,217	17,217
5115	Vacant Slot Relief	15,116	36,546				
5117	Regular Day Off Relief		18,664	17,207	47,789	47,789	47,789
5118	Standby Overtime	571	909	877	1,104	1,104	1,104
5120	Overtime Union	16,247	14,497	11,082	12,471	12,471	12,471
5201	PERS Taxes	265,706	300,983	308,576	354,161	354,161	354,161
5203	FICA/MEDI	94,201	102,160	104,086	110,091	110,091	110,091
5206	Worker's Comp	26,636	27,740	29,936	31,660	31,660	31,660
5207	TriMet/Wilsonville Tax	9,222	10,307	10,257	10,990	10,990	10,990
5208	OR Worker's Benefit Fund Tax	511	543	443	442	442	442
5210	Medical Ins Union	223,883	236,728	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	7,100	7,200	7,200	7,200	7,200	7,200
5270	Uniform Allowance	953	744	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>2,008,964</b>	<b>2,161,292</b>	<b>2,085,683</b>	<b>2,233,960</b>	<b>2,233,960</b>	<b>2,233,960</b>
5300	Office Supplies	220	215	480	480	480	480
5301	Special Department Supplies	3,514	2,831	3,420	3,420	3,420	3,420
5302	Training Supplies	67	11	100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	150		300	300	300	300
5320	EMS Supplies	10,437	11,542	11,036	11,000	11,000	11,000
5321	Fire Fighting Supplies	3,761	5,860	3,700	4,207	4,207	4,207
5325	Protective Clothing	3,202	6,435	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	747					
5350	Apparatus Fuel/Lubricants	8,424	9,880	10,000	11,000	11,000	11,000
5361	M&R Bldg/Bldg Equip & Improv	41,972	38,061	38,700	32,792	32,792	32,792
5365	M&R Firefight Equip	185	264	450	500	500	500
5367	M&R Office Equip	1,537	1,261	1,650	1,650	1,650	1,650
5414	Other Professional Services		155	250	300	300	300

# Station 56 – Elligsen Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	22,514	23,250	31,520	37,560	37,560	37,560
5432	Natural Gas	1,576	1,725	1,700	1,800	1,800	1,800
5433	Electricity	26,457	25,884	28,000	28,000	28,000	28,000
5434	Water/Sewer	11,474	12,431	16,000	16,000	16,000	16,000
5436	Garbage	2,811	2,912	3,100	3,250	3,250	3,250
5480	Community/Open House/Outreach	26		200	200	200	200
5481	Community Education Materials	470	49	350	250	250	250
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	695	583	480	600	600	600
5575	Laundry/Repair Expense	42	225	75	75	75	75
<b>Total Materials and Services</b>		<b>140,324</b>	<b>143,610</b>	<b>154,756</b>	<b>157,329</b>	<b>157,329</b>	<b>157,329</b>
<b>Total General Fund</b>		<b>\$2,149,288</b>	<b>\$2,304,902</b>	<b>\$2,240,439</b>	<b>\$2,391,289</b>	<b>\$2,391,289</b>	<b>\$2,391,289</b>



## Station 57 – Mountain Road

Fund 10 • Directorate 04 • Division 62 • Department 057

### Station Description

**Station 57**, located on SW Mountain Road, south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 57** and can also respond in **Heavy Brush 57** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

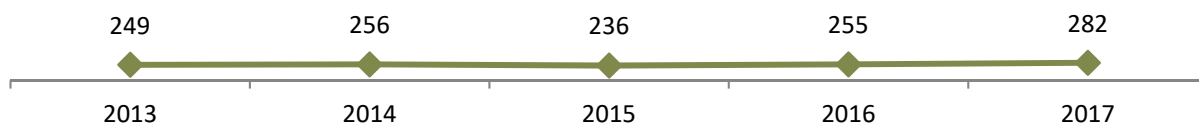
The 12.3 square miles of Station 57's first due area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,798,116	\$ 1,972,280	\$ 2,045,901	\$ 2,219,839
Materials and Services	75,710	88,599	60,338	62,460
<b>Total Expenditures</b>	<b>\$ 1,873,825</b>	<b>\$ 2,060,879</b>	<b>\$ 2,106,239</b>	<b>\$ 2,282,299</b>

### Station 57 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

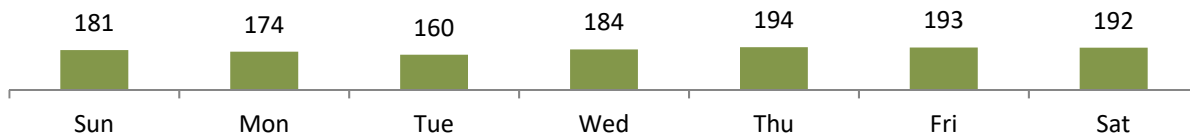
## Station 57 – Mountain Road, continued

### Station 57 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	57	13	73	20	58	14	52	7	61	15
Overpressure	0	1	0	2	0	0	0	1	0	0
EMS/Rescue Call	160	115	155	120	138	118	172	139	176	120
Hazardous Condition	6	8	10	13	9	9	13	15	9	19
Service Call	14	38	7	16	16	20	9	13	22	24
Good Intent Call	8	48	5	46	9	46	4	58	9	73
False Call	0	25	0	38	0	29	0	21	0	31
Natural Condition	0	0	0	1	0	0	0	1	0	0
Other Situation	4	1	6	0	6	0	5	0	5	0
Total	249		256		236		255		282	

### Station 57 First-Due Area

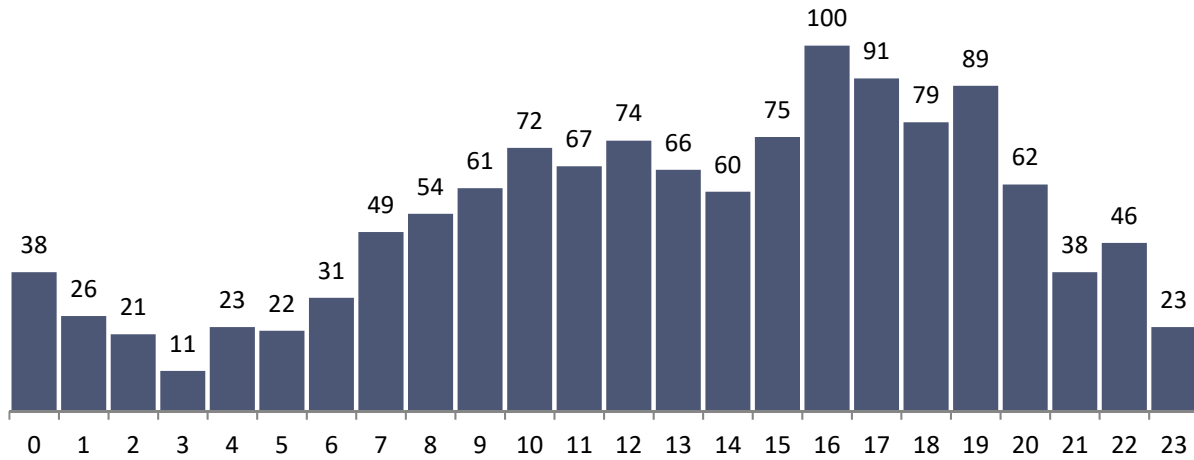
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



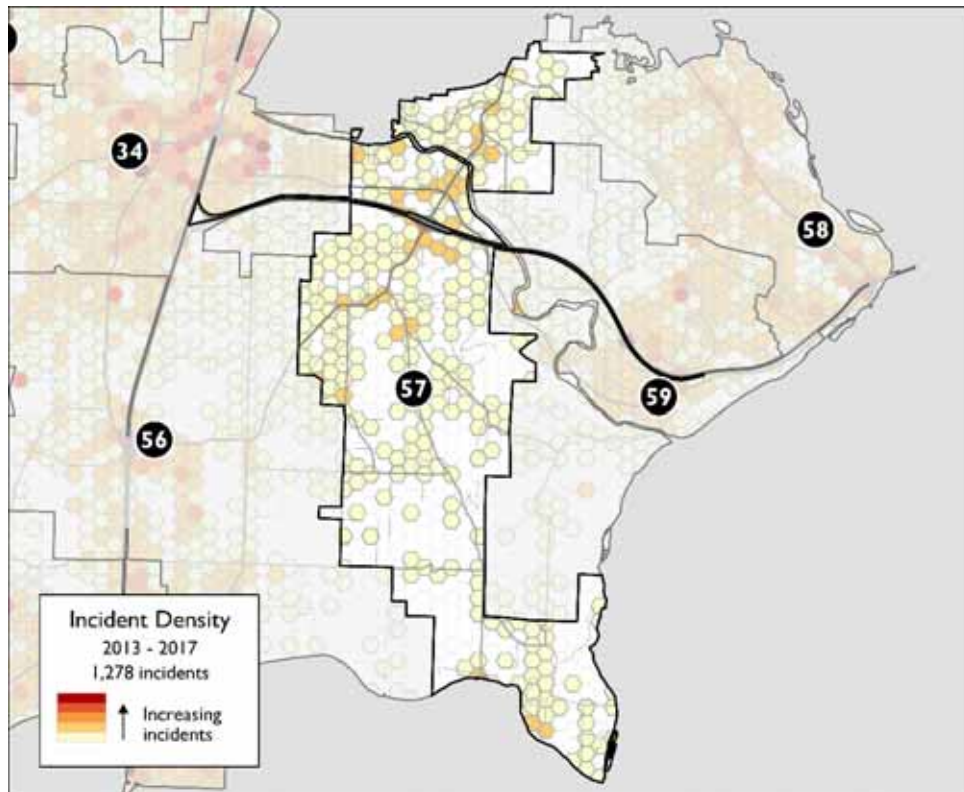
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 57 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 57 – Mountain Road, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10057</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 804,368	\$ 859,547	\$ 905,569	\$ 950,061	\$ 950,061	\$ 950,061
5003	Vacation Taken Union	153,119	135,184	127,821	132,499	132,499	132,499
5005	Sick Leave Taken Union	6,636	12,481	18,397	20,668	20,668	20,668
5007	Personal Leave Taken Union	10,361	15,584	13,257	13,965	13,965	13,965
5016	Vacation Sold at Retirement			1,142	6,354	6,354	6,354
5017	PEHP Vac Sold at Retirement		32,896	3,491	8,874	8,874	8,874
5020	Deferred Comp Match Union	43,770	45,068	49,914	54,777	54,777	54,777
5101	Vacation Relief	134,910	121,881	142,574	136,394	136,394	136,394
5105	Sick Relief	15,180	19,375	20,212	23,116	23,116	23,116
5106	On the Job Injury Relief	2,430	3,742	3,916	3,177	3,177	3,177
5107	Short Term Disability Relief			1,085	767	767	767
5110	Personal Leave Relief	8,754	18,981	14,796	17,090	17,090	17,090
5115	Vacant Slot Relief	18,731	42,831				
5117	Regular Day Off Relief		8,973	16,830	47,436	47,436	47,436
5118	Standby Overtime	1,156	1,119	858	1,096	1,096	1,096
5120	Overtime Union	11,563	18,485	10,839	12,379	12,379	12,379
5201	PERS Taxes	253,493	276,726	301,807	351,591	351,591	351,591
5203	FICA/MEDI	86,736	92,383	101,802	109,292	109,292	109,292
5206	Worker's Comp	26,096	24,587	29,279	31,430	31,430	31,430
5207	TriMet/Wilsonville Tax	8,274	9,114	10,033	10,911	10,911	10,911
5208	OR Worker's Benefit Fund Tax	448	484	443	442	442	442
5210	Medical Ins Union	204,989	224,974	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	6,500	6,600	7,200	7,200	7,200	7,200
5270	Uniform Allowance	600	1,265	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,798,116</b>	<b>1,972,280</b>	<b>2,045,901</b>	<b>2,219,839</b>	<b>2,219,839</b>	<b>2,219,839</b>
5300	Office Supplies	206	302	480	480	480	480
5301	Special Department Supplies	3,081	4,071	3,420	3,420	3,420	3,420
5302	Training Supplies	19		100	100	100	100
5305	Fire Extinguisher			120			
5307	Smoke Detector Program			300	300	300	300
5320	EMS Supplies	3,175	3,733	5,099	4,500	4,500	4,500
5321	Fire Fighting Supplies	3,018	2,397	2,700	3,207	3,207	3,207
5325	Protective Clothing	3,042	2,744	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	1,729	316	864	2,800	2,800	2,800
5350	Apparatus Fuel/Lubricants	2,448	3,699	5,000	5,250	5,250	5,250
5361	M&R Bldg/Bldg Equip & Improv	45,693	56,117	21,431	20,148	20,148	20,148
5365	M&R Firefight Equip		49	150	200	200	200
5367	M&R Office Equip	1,230	1,269	1,650	1,650	1,650	1,650
5414	Other Professional Services		26	125	100	100	100

# Station 57 – Mountain Road, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	343	241	344	500	500	500
5432 Natural Gas	3,501	4,564	4,500	4,725	4,725	4,725
5433 Electricity	5,568	5,421	6,500	6,825	6,825	6,825
5434 Water/Sewer		50				
5436 Garbage	1,857	2,742	3,000	3,150	3,150	3,150
5450 Rental of Equip	120	183				
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	168		200			
5500 Dues & Subscriptions	44	36	100	100	100	100
5570 Misc Business Exp	152	105	480	600	600	600
5575 Laundry/Repair Expense	317	536	550	580	580	580
<b>Total Materials and Services</b>	<b>75,710</b>	<b>88,599</b>	<b>60,338</b>	<b>62,460</b>	<b>62,460</b>	<b>62,460</b>
<b>Total General Fund</b>	<b>\$1,873,825</b>	<b>\$2,060,879</b>	<b>\$2,106,239</b>	<b>\$2,282,299</b>	<b>\$2,282,299</b>	<b>\$2,282,299</b>



## Station Description

**Station 58**, located on Failing Street just north of Highway 43, was originally constructed in the early 1950's and completely rebuilt on a nearby site in 2010. The 12,800 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 58** and can also respond in **Heavy Brush 58** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

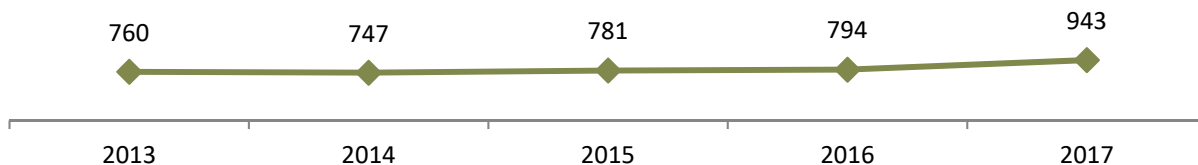
The 3.7 square miles of Station 58's first due area includes the eastern portion of West Linn. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's Mobile Command Center is located at Station 58 for use at incidents of extended duration.



## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 3,018,258	\$ 2,225,436	\$ 2,085,683	\$ 2,221,463
Materials and Services	89,213	66,708	83,708	83,806
<b>Total Expenditures</b>	<b>\$ 3,107,471</b>	<b>\$ 2,292,143</b>	<b>\$ 2,169,391</b>	<b>\$ 2,305,269</b>

## Station 58 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

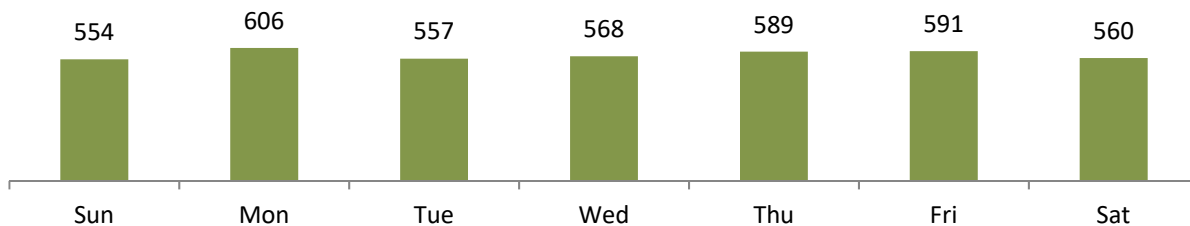
## Station 58 – Bolton, continued

### Station 58 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	83	23	75	23	90	25	75	17	85	33
Overpressure	0	2	0	2	0	2	0	2	0	0
EMS/Rescue Call	546	485	540	498	532	521	635	530	731	606
Hazardous Condition	17	24	23	37	27	36	24	37	53	45
Service Call	35	73	35	42	38	50	44	54	52	84
Good Intent Call	63	121	67	101	82	98	5	97	13	126
False Call	0	32	0	44	0	46	0	55	0	48
Natural Condition	0	0	0	0	0	3	0	0	0	1
Other Situation	16	0	7	0	12	0	11	2	9	0
Total	760		747		781		794		943	

### Station 58 First-Due Area

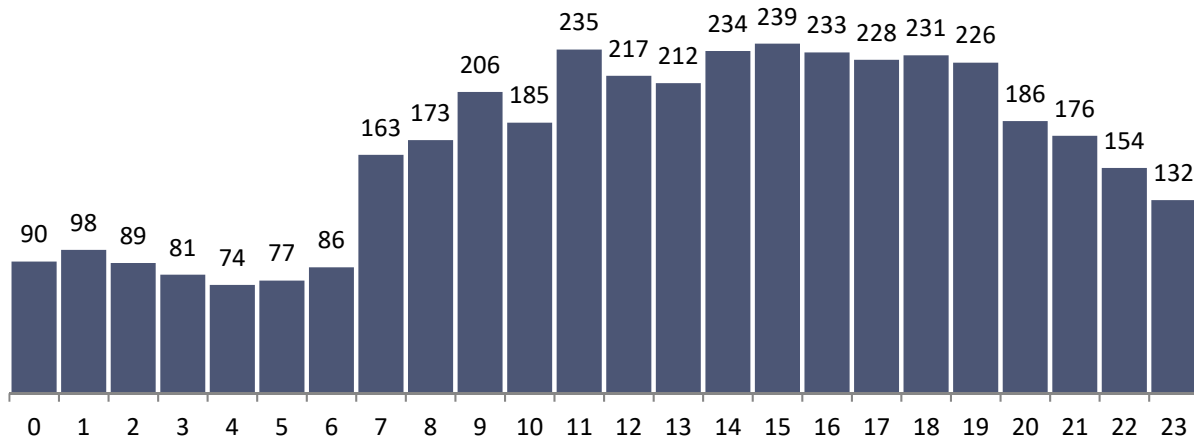
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



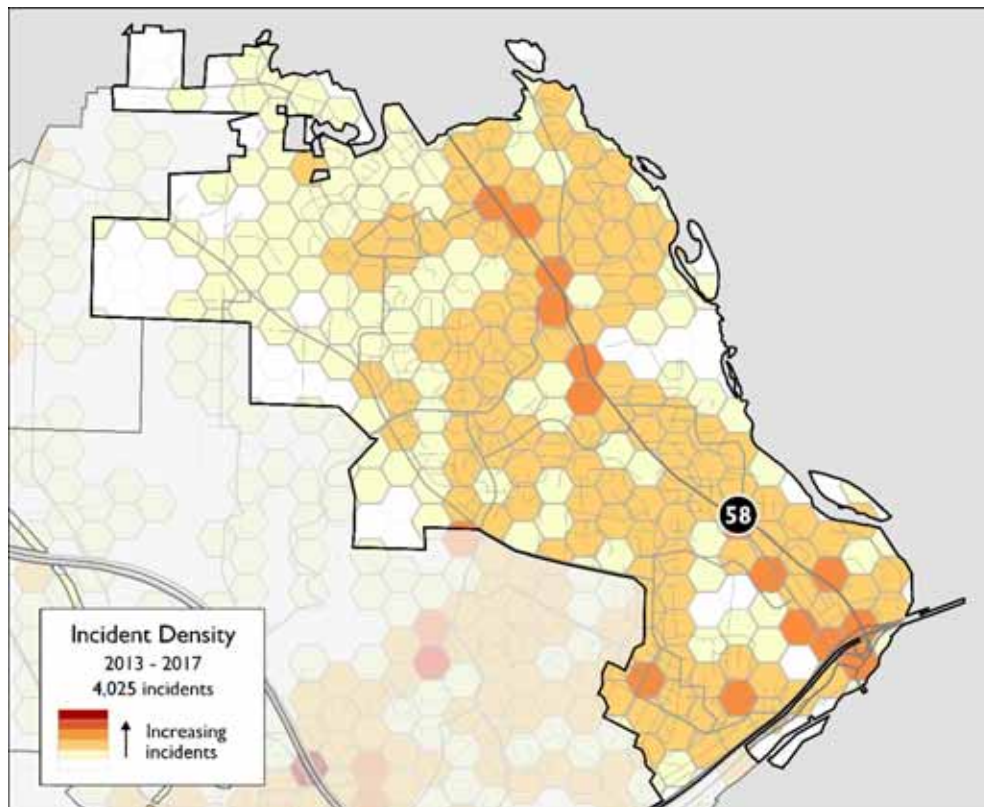
<sup>1</sup>NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 58 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 58 – Bolton, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10058</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,322,994	\$ 927,088	\$ 925,883	\$ 951,082	\$ 951,082	\$ 951,082
5003	Vacation Taken Union	191,092	157,538	130,688	132,641	132,641	132,641
5005	Sick Leave Taken Union	17,746	13,968	18,809	20,690	20,690	20,690
5007	Personal Leave Taken Union	17,171	10,328	13,555	13,980	13,980	13,980
5016	Vacation Sold at Retirement		33,313	1,167	6,354	6,354	6,354
5017	PEHP Vac Sold at Retirement	47,500	4,397	3,569	8,874	8,874	8,874
5020	Deferred Comp Match Union	72,346	50,243	51,033	54,777	54,777	54,777
5101	Vacation Relief	246,616	196,462	145,772	136,394	136,394	136,394
5105	Sick Relief	30,267	32,437	20,666	23,116	23,116	23,116
5106	On the Job Injury Relief	8,799	3,941	4,004	3,177	3,177	3,177
5107	Short Term Disability Relief		1,462	1,109	767	767	767
5110	Personal Leave Relief	30,849	24,723	15,128	17,090	17,090	17,090
5115	Vacant Slot Relief	24,888	29,061				
5117	Regular Day Off Relief		8,792	17,207	47,436	47,436	47,436
5118	Standby Overtime	1,840	1,994	877	1,096	1,096	1,096
5120	Overtime Union	50,476	28,327	11,082	12,379	12,379	12,379
5201	PERS Taxes	416,361	313,248	308,576	351,887	351,887	351,887
5203	FICA/MEDI	143,548	103,576	104,086	109,384	109,384	109,384
5206	Worker's Comp	40,356	27,606	29,936	31,457	31,457	31,457
5207	TriMet/Wilsonville Tax	13,980	10,700	10,257	10,920	10,920	10,920
5208	OR Worker's Benefit Fund Tax	778	533	443	442	442	442
5210	Medical Ins Union	327,866	238,151	261,036	276,720	276,720	276,720
5220	Post Retire Ins Union	10,500	6,950	7,200	7,200	7,200	7,200
5270	Uniform Allowance	2,283	598	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>3,018,258</b>	<b>2,225,436</b>	<b>2,085,683</b>	<b>2,221,463</b>	<b>2,221,463</b>	<b>2,221,463</b>
5300	Office Supplies	123	183	480	480	480	480
5301	Special Department Supplies	3,365	4,106	3,420	3,420	3,420	3,420
5302	Training Supplies		189	100	100	100	100
5305	Fire Extinguisher			100	100	100	100
5307	Smoke Detector Program	100	395	300	300	300	300
5320	EMS Supplies	9,757	5,851	8,000	8,000	8,000	8,000
5321	Fire Fighting Supplies	708	1,556	2,700	3,000	3,000	3,000
5325	Protective Clothing	(975)	3,539	3,000	3,600	3,600	3,600
5330	Noncapital Furniture & Equip	1,490		3,000	2,250	2,250	2,250
5350	Apparatus Fuel/Lubricants	6,895	7,950	6,600	9,900	9,900	9,900
5361	M&R Bldg/Bldg Equip & Improv	40,476	17,025	24,070	21,741	21,741	21,741
5365	M&R Firefight Equip		49	150	200	200	200
5367	M&R Office Equip	1,111	1,178	1,650	1,650	1,650	1,650

Station 58 – Bolton, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5414 Other Professional Services		17	125	100	100	100
5415 Printing		38	25	25	25	25
5416 Custodial & Bldg Services	1,168	790	1,168	1,340	1,340	1,340
5432 Natural Gas	2,654	2,947	3,240	3,240	3,240	3,240
5433 Electricity	17,659	16,506	19,020	18,000	18,000	18,000
5434 Water/Sewer	3,882	3,475	4,500	4,500	4,500	4,500
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	157	358	800	840	840	840
5500 Dues & Subscriptions	83	36	100	100	100	100
5570 Misc Business Exp	491	427	480	480	480	480
5575 Laundry/Repair Expense	68	93	480	240	240	240
<b>Total Materials and Services</b>	<b>89,213</b>	<b>66,708</b>	<b>83,708</b>	<b>83,806</b>	<b>83,806</b>	<b>83,806</b>
<b>Total General Fund</b>	<b>\$3,107,471</b>	<b>\$2,292,143</b>	<b>\$2,169,391</b>	<b>\$2,305,269</b>	<b>\$2,305,269</b>	<b>\$2,305,269</b>



## Station Description

**Station 59**, located on Willamette Falls Drive, south of Interstate 205 off of the 10th Street exit, was originally constructed in the 1940's or early 1950's and completely rebuilt in 2010. The 12,260 square foot station houses a total of **18 full-time personnel** (six personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 59**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two 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).

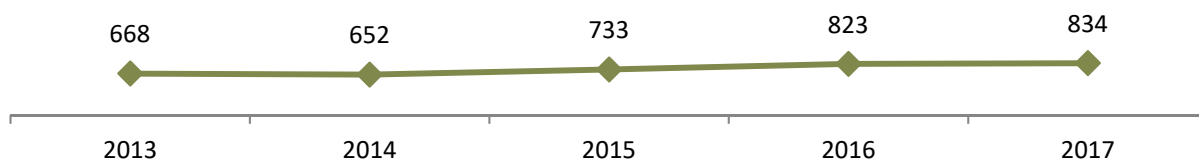
The 7.4 square miles of Station 59's first due area includes the southern portion of West Linn and an area of unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. One of the District's **Water Rescue Teams** is housed at Station 59 (in conjunction with Station 21).



## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 2,283,381	\$ 3,439,443	\$ 3,267,432	\$ 3,511,165
Materials and Services	74,226	83,276	105,899	121,972
<b>Total Expenditures</b>	<b>\$ 2,357,607</b>	<b>\$ 3,522,719</b>	<b>\$ 3,373,331</b>	<b>\$ 3,633,137</b>

## Station 59 First-Due Area Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: 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).

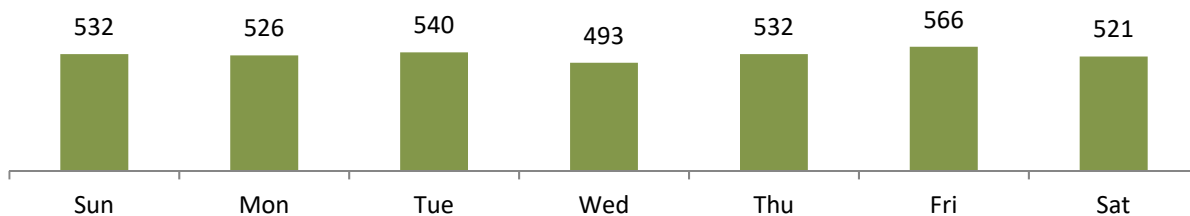
## Station 59 – Willamette, continued

### Station 59 First-Due Area Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2013		2014		2015		2016		2017	
	<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	19	93	24	135	34	109	23	98	21
Overpressure	0	1	0	2	0	1	0	0	0	1
EMS/Rescue Call	488	444	470	445	493	455	643	566	662	576
Hazardous Condition	11	15	12	26	20	20	13	15	27	28
Service Call	28	40	36	23	38	30	43	48	29	38
Good Intent Call	42	103	31	85	34	130	4	93	11	116
False Call	0	43	0	47	0	63	0	78	0	53
Natural Condition	0	0	0	0	0	0	0	0	0	1
Other Situation	13	3	10	0	13	0	11	0	7	0
Total	668		652		733		823		834	

### Station 59 First-Due Area

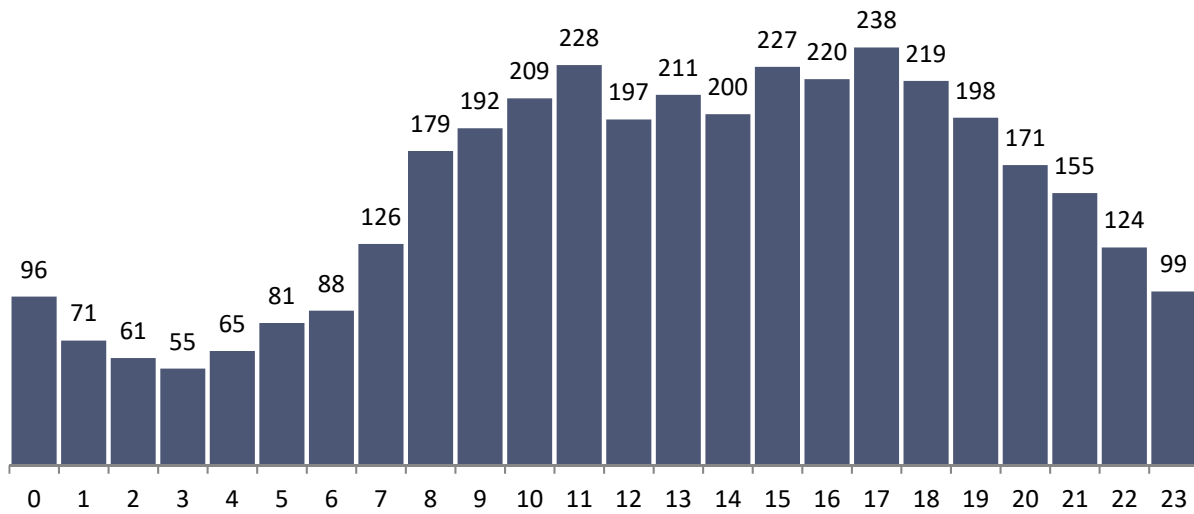
#### Incident Count by Day of Week, Calendar Years 2013–2017<sup>1</sup>



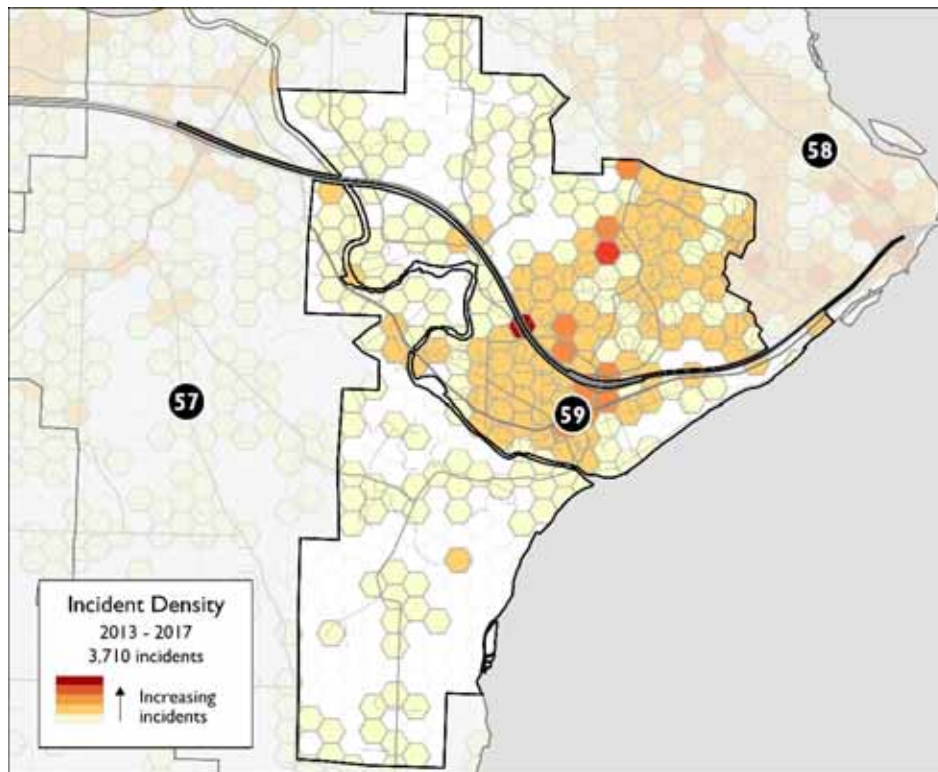
<sup>1</sup> NOTE: District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within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

# Station 59 First-Due Area

## Incident Count by Hour of Day, Calendar Years 2013–2017<sup>1</sup>



## Incident Density 2013-2017<sup>1</sup>



<sup>1</sup> NOTE: 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).

## Station 59 – Willamette, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10059</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,001,436	\$1,416,107	\$1,461,652	\$1,520,239	\$1,520,239	\$1,520,239
5003	Vacation Taken Union	153,274	219,441	206,312	212,018	212,018	212,018
5005	Sick Leave Taken Union	9,081	27,474	29,694	33,072	33,072	33,072
5007	Personal Leave Taken Union	10,242	24,792	21,398	22,346	22,346	22,346
5016	Vacation Sold at Retirement		25,129	1,830	9,985	9,985	9,985
5017	PEHP Vac Sold at Retirement	2,026	22,331	5,597	13,945	13,945	13,945
5020	Deferred Comp Match Union	48,363	66,311	80,038	86,081	86,081	86,081
5101	Vacation Relief	199,137	282,773	228,627	214,342	214,342	214,342
5105	Sick Relief	41,123	68,809	32,411	36,326	36,326	36,326
5106	On the Job Injury Relief	3,647	2,309	6,279	4,993	4,993	4,993
5107	Short Term Disability Relief	1,909	612	1,739	1,205	1,205	1,205
5110	Personal Leave Relief	38,070	49,530	23,727	26,857	26,857	26,857
5115	Vacant Slot Relief	17,317	65,701				
5117	Regular Day Off Relief		37,342	26,987	74,546	74,546	74,546
5118	Standby Overtime	1,045	2,619	1,375	1,722	1,722	1,722
5120	Overtime Union	34,919	57,864	17,380	19,454	19,454	19,454
5201	PERS Taxes	332,647	494,118	486,501	560,402	560,402	560,402
5203	FICA/MEDI	107,929	161,504	164,101	174,201	174,201	174,201
5206	Worker's Comp	29,404	40,102	47,195	50,097	50,097	50,097
5207	TriMet/Wilsonville Tax	10,889	16,618	16,171	17,390	17,390	17,390
5208	OR Worker's Benefit Fund Tax	551	801	664	663	663	663
5210	Medical Ins Union	230,572	345,383	391,554	415,081	415,081	415,081
5220	Post Retire Ins Union	7,400	10,250	10,800	10,800	10,800	10,800
5270	Uniform Allowance	2,402	1,522	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>2,283,381</b>	<b>3,439,443</b>	<b>3,267,432</b>	<b>3,511,165</b>	<b>3,511,165</b>	<b>3,511,165</b>
5300	Office Supplies	182	376	720	720	720	720
5301	Special Department Supplies	2,699	3,719	5,130	5,130	5,130	5,130
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	125		300	300	300	300
5320	EMS Supplies	9,324	20,023	30,000	25,000	25,000	25,000
5321	Fire Fighting Supplies	1,155	1,223	4,050	4,707	4,707	4,707
5325	Protective Clothing	383	4,149	4,500	5,400	5,400	5,400
5330	Noncapital Furniture & Equip			770	3,960	3,960	3,960
5350	Apparatus Fuel/Lubricants	5,917	11,064	9,000	12,000	12,000	12,000
5361	M&R Bldg/Bldg Equip & Improv	32,727	19,482	24,219	38,380	38,380	38,380
5365	M&R Firefight Equip	147	200	150	200	200	200
5367	M&R Office Equip	1,167	1,300	1,650	1,650	1,650	1,650
5414	Other Professional Services	47	86	125	100	100	100

Station 59 – Willamette, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5415	Printing			25	25	25	25
5416	Custodial & Bldg Services	1,073	741	1,740	1,230	1,230	1,230
5432	Natural Gas	1,969	1,825	2,100	2,100	2,100	2,100
5433	Electricity	14,022	15,497	14,500	15,600	15,600	15,600
5434	Water/Sewer	2,464	2,497	4,680	3,000	3,000	3,000
5480	Community/Open House/Outreach	133	63	200	200	200	200
5481	Community Education Materials	83	198	750	750	750	750
5500	Dues & Subscriptions	44	36	100	100	100	100
5570	Misc Business Exp	398	476	720	900	900	900
5575	Laundry/Repair Expense	167	319	250	300	300	300
<b>Total Materials and Services</b>		<b>74,226</b>	<b>83,276</b>	<b>105,899</b>	<b>121,972</b>	<b>121,972</b>	<b>121,972</b>
<b>Total General Fund</b>		<b>\$2,357,607</b>	<b>\$3,522,719</b>	<b>\$3,373,331</b>	<b>\$3,633,137</b>	<b>\$3,633,137</b>	<b>\$3,633,137</b>



## 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services		\$ 286	\$ 33,453	\$ 41,622
Materials and Services		28,788	52,678	50,540
<b>Total Expenditures</b>		<b>\$ 29,074</b>	<b>\$ 86,131</b>	<b>\$ 92,162</b>

## 2018-19 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 and 2018-19, Incident Management Team (IMT), and union personnel expenses are budgeted in 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. Account 5414 provides for Instructor costs for training needed of new and existing IMT members. Mileage reimbursement for chaplain responses is included in account 5462.



# EMS/Train/Vols Administration, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10560</b>	<b>General Fund</b>						
5120	Overtime Union			\$ 22,547	\$ 28,728	\$ 28,728	\$ 28,728
5121	Overtime Nonunion			1,000	1,000	1,000	1,000
5201	PERS Taxes			5,114	7,164	7,164	7,164
5203	FICA/MEDI			1,725	2,274	2,274	2,274
5206	Worker's Comp			497	832	832	832
5207	TriMet/Wilsonville Tax			170	224	224	224
5270	Uniform Allowance		\$ 86	2,400	1,400	1,400	1,400
	<b>Total Personnel Services</b>		<b>286</b>	<b>33,453</b>	<b>41,622</b>	<b>41,622</b>	<b>41,622</b>
5301	Special Department Supplies			650	500	500	500
5321	Fire Fighting Supplies			128	140	140	140
5325	Protective Clothing			500	500	500	500
5350	Apparatus Fuel/Lubricants			1,000	1,000	1,000	1,000
5414	Other Professional Services			2,000	6,000	6,000	6,000
5415	Printing			500			
5417	Temporary Services		21,818	36,000	30,000	30,000	30,000
5461	External Training			400	400	400	400
5462	Travel and Per Diem		6,167	9,500	10,300	10,300	10,300
5500	Dues & Subscriptions		125	400	300	300	300
5570	Misc Business Exp		678	1,600	1,400	1,400	1,400
	<b>Total Materials and Services</b>		<b>28,788</b>	<b>52,678</b>	<b>50,540</b>	<b>50,540</b>	<b>50,540</b>
	<b>Total General Fund</b>		<b>\$ 29,074</b>	<b>\$ 86,131</b>	<b>\$ 92,162</b>	<b>\$ 92,162</b>	<b>\$ 92,162</b>

## Program Description

The Emergency Medical Services (EMS) program is responsible to ensure the highest quality medical care is delivered to patients on emergency scenes by District responders, and now includes a second program, mobile integrated health.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,065,856	\$ 1,611,286	\$ 1,169,589	\$ 1,415,484
Materials and Services	314,097	243,215	381,623	473,091
<b>Total Expenditures</b>	<b>\$ 1,379,953</b>	<b>\$ 1,854,502</b>	<b>\$ 1,551,212</b>	<b>\$ 1,888,575</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00	2.00	1.00	1.00
Medical Services Chief	0.00	1.00	1.00	1.00
Medical Services Officer	4.00	4.00	3.00	3.00
Mobile Integrated Health (MIH)	0.00	1.00	0.00	0.00
EMS Specialist <sup>(1)</sup>	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>6.00</b>	<b>9.00</b>	<b>6.00</b>	<b>6.00</b>

<sup>(1)</sup> Previously EMS Assistant

## 2018-19 Significant Changes

Personnel costs reflect the transfer from the Training budget to the EMS program for the overtime for three ALS paramedic trainings for \$183,384, as well as budgeted salaries and wages for current employees including 2018-19 PERS and medical rate increases.

Materials and Services expenses for 5320 EMS Supplies includes EMS supplies for new units and District wide supplies and equipment. For 2018-19, account 5320 provides funding for IV pumps, a new medic unit, video laryngoscope blades and additional video laryngoscopes, and automatic defibrillators, among other items. Account 5366, accounts for the service contracts for 59 cardiac monitors. Medical supervision is provided for in Account 5413 (\$147,999). In addition, the District must recertify its Paramedics every two years and accordingly, the certification fees in account 5502 were increased as this is a recertification year.



### Status of 207-18 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: Increase required  
Measured By: Completed KPI that meet national standards, and generate meaningful outcome/feedback data to Operations and individual crews.  
Status: → Ongoing  
Status Report: Formalized several Process Action Teams that are responsible for the development of KPIs in the areas of airway management and cardiac arrest.

- 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.  
Status: → Ongoing  
Status Report: Completed all policy work associated with forming the Peer Review Committee, and formed the Process Action Teams responsible for managing frequent 9-1-1 users.

- 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.  
Status: → Ongoing  
Status Report: Developed transport KPIs, created several job aides and assisted with several transport focused training events.

## Status of 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:	None A new program. Revenue generated to offset costs. Prevention of 911 calls lower operational costs.
Measured By:	<ul style="list-style-type: none"> <li>• Amount of revenue generated.</li> <li>• Decrease in hospital and emergency department admissions.</li> <li>• Reduction of 911 calls.</li> <li>• Patient satisfaction surveys.</li> <li>• Cost avoidance.</li> </ul>
Status:	≠ No Longer Relevant
Status Report:	Contract MIH services with healthcare partners did not develop as expected. The same concepts will be used internally to better serve the existing patient population.

## Additional 2017-18 Accomplishments

- Purchased video laryngoscopes for improved airway management.
- Total EMS kit replacement to a modular task based and ergonomic design.
- Integrated the EMS and MIH Divisions.
- Continued integration of Newberg EMS Transport into TVF&R operations.
- Expanded EMS Protocol, added new ALS medications.



## Activities Summary

EMS Service Measures (Calendar year)	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Patient Care Reports Written	23,063	26,940	26,262	27,050	27,862
Number of EMS Responses	36,036	41,440	40,688	41,909	43,166
Cardiac Arrest Survival % V-Fib / Overall	33%/16%	38%/18%	40%/16%	41%/18%	45%-20%

### 2018-19 Tactics

- Define key performance indicators (KPI) for EMS services at the individual, unit, division, and system levels.

Goal/Strategy: Goal 2 - Strategy 2A,2D,2E,2H; Goal 3 – Strategy 3A  
Timeframe: 24 Months  
Partner(s): Information Technology, Records Manager, Hospital QI, Regional STEMI, Medical Director  
Budget Impact: None  
Measured By: Established additional 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 9-1-1 utilization groups.

Goal/Strategy: Goal 2 – Strategy 2F; Goal 3 – Strategy 3A  
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 9-1-1 calls placed by frequent callers, lower number of emergency department 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 2 – Strategy 2A; Goal 3 – Strategy 3A  
Timeframe: 24 Months  
Partner(s): Operations, Fire Chief's Office, County EMS Offices, Private Ambulance, Hospitals  
Budget Impact: Increase Required  
Measured By: Requisite scope of practice, tools, and training in place for additional service types. Improved relationships, service delivery, data sharing and billing processes.

- Diversify the level of EMS care provided by unit type.

Goal/Strategy: Goal 2-Strategy 2B; Goal 3-Strategy 3A  
Timeframe: 24 Months  
Partner(s): Operations, Fire Chief's Office, Training, Logistics  
Budget Impact: None  
Measured By: Deployment of response units with capability below and above the current Paramedic level of care. Example: Critical Care, and EMT units.

## Emergency Medical Services, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10520</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 386,786	\$ 425,573	\$ 299,130	\$ 262,938	\$ 262,938	\$262,938
5002	Salaries & Wages Nonunion	191,717	433,185	328,958	326,322	326,322	326,322
5003	Vacation Taken Union	47,865	54,337	19,392	37,901	37,901	37,901
5004	Vacation Taken Nonunion	11,108	25,724	22,376	25,381	25,381	25,381
5005	Sick Leave Taken Union	4,001	13,377	5,151	6,317	6,317	6,317
5006	Sick Taken Nonunion	5,273	8,000	5,945	7,252	7,252	7,252
5007	Personal Leave Taken Union	4,430	5,829	2,727	3,158	3,158	3,158
5008	Personal Leave Taken Nonunion	3,558	4,964	3,147	3,626	3,626	3,626
5009	Comp Taken Union	2,123	1,284				
5010	Comp Taken Nonunion	791	488				
5015	Vacation Sold	6,729	22,788	13,446	20,281	20,281	20,281
5017	PEHP Vac Sold at Retirement	5,060	40,072	8,740	10,212	10,212	10,212
5018	Comp Time Sold Union		193				
5020	Deferred Comp Match Union	21,622	24,086	16,320	15,468	15,468	15,468
5021	Deferred Comp Match Nonunion	16,965	40,087	31,507	31,546	31,546	31,546
5120	Overtime Union	2,981	1,751	9,504	193,392	193,392	193,392
5121	Overtime Nonunion		1,260	1,488	3,184	3,184	3,184
5201	PERS Taxes	132,986	211,695	169,514	213,489	213,489	213,489
5203	FICA/MEDI	47,380	67,671	55,239	68,942	68,942	68,942
5206	Worker's Comp	19,350	16,482	15,042	20,520	20,520	20,520
5207	TriMet/Wilsonville Tax	4,791	7,220	5,808	7,149	7,149	7,149
5208	OR Worker's Benefit Fund Tax	182	245	180	180	180	180
5210	Medical Ins Union	79,931	93,343	65,259	69,183	69,183	69,183
5211	Medical Ins Nonunion	39,107	78,253	69,775	69,774	69,774	69,774
5220	Post Retire Ins Union	2,500	2,700	1,800	1,800	1,800	1,800
5221	Post Retire Ins Nonunion	1,800	3,450	2,700	2,700	2,700	2,700
5230	Dental Ins Nonunion	3,929	6,922	6,180	5,443	5,443	5,443
5240	Life/Disability Insurance	1,761	3,977	4,186	3,626	3,626	3,626
5270	Uniform Allowance	1,513	2,892	1,500	1,800	1,800	1,800
5290	Employee Tuition Reimburse	13,855	6,629	3,375	2,700	2,700	2,700
5295	Vehicle/Cell Allowance	5,760	6,810	1,200	1,200	1,200	1,200
	<b>Total Personnel Services</b>	<b>1,065,856</b>	<b>1,611,286</b>	<b>1,169,589</b>	<b>1,415,484</b>	<b>1,415,484</b>	<b>1,415,484</b>
5300	Office Supplies	199	467	600	600	600	600
5301	Special Department Supplies	22	204				
5302	Training Supplies	36	327	800	800	800	800
5320	EMS Supplies	113,498	4,575	96,287	109,006	109,006	109,006
5321	Fire Fighting Supplies	31	433	1,125	1,350	1,350	1,350
5325	Protective Clothing	1,458	642	1,250	1,500	1,500	1,500
5330	Noncapital Furniture & Equip	2,190	2,034		4,800	4,800	4,800

## Emergency Medical Services, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5350	Apparatus Fuel/Lubricants	1,470	3,965	3,600	4,320	4,320	4,320
5366	M&R EMS Equip	35,452		42,816	42,816	42,816	42,816
5400	Insurance Premium			500	500	500	500
5413	Consultant Fees	82,209	93,946	171,999	147,999	147,999	147,999
5414	Other Professional Services	7,833	36,450	24,530	38,700	38,700	38,700
5415	Printing	76	57				
5418	Trustee/Administrative Fees	54,670	8,960				
5461	External Training	2,276	15,266	7,670	9,890	9,890	9,890
5462	Travel and Per Diem	2,658	10,795	15,072	22,672	22,672	22,672
5471	Citizen Awards	182	115		100	100	100
5472	Employee Recog & Awards		1,800	1,900	1,900	1,900	1,900
5484	Postage UPS & Shipping	47	47				
5500	Dues & Subscriptions	1,321	2,480	5,724	6,038	6,038	6,038
5502	Certifications & Licensing	7,130	60,057	7,050	78,800	78,800	78,800
5570	Misc Business Exp	426	565	300	900	900	900
5571	Planning Retreat Expense	438	31	400	400	400	400
<b>Total Materials and Services</b>		<b>313,624</b>	<b>243,215</b>	<b>381,623</b>	<b>473,091</b>	<b>473,091</b>	<b>473,091</b>
<b>Total General Fund</b>		<b>\$1,379,480</b>	<b>\$1,854,502</b>	<b>\$1,551,212</b>	<b>\$1,888,575</b>	<b>\$1,888,575</b>	<b>\$1,888,575</b>

## Program Description

The Training Division manages continuing education for all suppression and medical personnel at Tualatin Valley Fire and Rescue. It delivers emergency medical training, including all Emergency Medical Technician (EMT) Basic and Paramedic recertification, and Advanced Life Support (ALS) training. The Training Division provides the classes for emergency personnel required by local, state, and federal regulations. It also reviews, develops, and coordinates instruction on organizational procedures. This division is most closely aligned with the District's key strategic goal regarding *"Performance: Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response."*

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,529,092	\$ 1,735,097	\$ 2,520,875	\$ 1,835,305
Materials and Services	338,332	329,447	363,928	556,635
<b>Total Expenditures</b>	<b>\$ 1,867,424</b>	<b>\$ 2,064,544</b>	<b>\$ 2,884,803</b>	<b>\$ 2,391,940</b>

## Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Division Chief	1.00	1.00	2.00	1.00
Training Officers	5.00	6.00	6.00	6.00
Operations Technician	1.00	1.00	1.00	0.00
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>10.00</b>	<b>11.00</b>	<b>9.00</b>



## 2018-19 Significant Changes

Within Personnel Services, Union Overtime for ALS in-service attendance for paramedics for three four-hour sessions was transferred to the EMS program budget. Remaining Union Overtime budget provides for EMS Critical Skills instructor cost (\$20,736), apparatus operator in-service (\$23,112), training of 12 TDA operators (\$25,920), company officer in-service (\$28,536), EVOC Train the Trainer instruction and recruit driving skills (\$17,280), and other training classes for line personnel to teach, evaluate, and take skills training in specialized areas. One Division Chief position was eliminated upon retirement and on Operations Technician that was reduced in prior years but inadvertently left in the budget was removed.

The Materials and Services budget, Account 5302, Training Supplies, including \$33,825 for scrap automobiles used for extrication training drills and \$12,000 for EMS skills cadaver training; among other items used for specific drills and prop support. EMS Supplies, account 5320, includes two training video laryngoscopes, an IV pump and six replacement EMS Kits, all of which are for training purposes. Account 5330 includes replacement lunchroom tables and chairs. 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 2018-19 replacement of the training tower windows for \$41,300, the setup of three bays from temp stations to support/protect training apparatus (\$85,000), and the installation concrete safety barriers (\$24,800). Account 5414, Other Professional Services, includes funding for outside instructor fees and roof engineer consultation. 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 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.
Status:	→ Ongoing
Status Report:	The Training and Operations Committee has defined many KPIs related to the three playbooks: Individual Fireground Task (formally Individual Performance Standards), Company Task and Fireground. Staff started developing a strategy to leverage OPS QI to extract data to inform additional KPI development. Staff also collaborated with the EMS Division to define KPIs through data analysis.

## Status of 2017-18 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report:
 

- Analyzation of individual, company and system performance at each and every EMS and Fire training module/block. Performance is measured against adopted KPIs, Individual task sheets, Company task sheets and the appropriate playbook.
- After action reviews are completed after each EMS and Fire training module block. This information is pushed out to Operations to provide transparency about where improvement is needed and drive the focus of future training initiatives.

- 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.  
 Status: → Ongoing  
 Status Report: Multiple videos and written updates were produced and distributed, with the focus on the Training Division priorities and timelines for training initiatives.

### Status of 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.  
Status: → Ongoing  
Status Report: Examples of the multiple training interfaces conducted with government and private partners include: Beaverton Police, Washington County Police, Northwest Natural, PGE, Hillsboro Fire and Clackamas County Fire District #1.

- 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 and 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.  
Status: → Ongoing  
Status Report: A major accomplishment was the adoption of SOG 11.1.14, which outlines development programs and probationary processes. Additionally, a BC Boot-camp was launched in late Fall 2017. Significant work was completed to improve the ODP and AODP programs, which are both in the active enrollment phase.

## Additional 2017-18 Accomplishments

- Built and executed the first Paramedic Academy (17-02), which ran parallel with the 17-01 Fire Academy.
- Created a defined Emergency Vehicle Operations Program on which Operations personnel received training.
- Rolled out a series of training modules to support the new hose and nozzle package and deployment.
- Significantly improved the structure and content of the ODP and AODP programs.
- We Delivered a BC Boot-camp and Medic Unit Boot-camp.

## Activities Summary

## Training Hours by Method of Delivery

Method of Delivery	FY 2014-15	FY 2015-16	FY 2016-17
<b>Fire</b>			
Lecture	7,375	10,292	8,678
Practical	19,892	25,374	39,336
Self-Study	2,755	6,403	6,788
Video	4,324	4,647	4,913
Webinar	47	124	101
<b>EMS</b>			
Lecture	7,228	5,173	4,258
Practical	11,983	8,435	13,054
Self-Study	1,523	3,927	3,541
Video	3,829	2,533	3,873
Webinar	21	27	59
<b>Academy</b>			
Lecture	1,523	2,057	1,812
Practical	2,521	2,372	5,689
Self-Study	1,328	2,221	819
Video	261	255	307
Webinar	0	0	0
<b>Specialty</b>			
Lecture	2,611	2,853	2,661
Practical	6,943	8,530	3,724
Self-Study	207	284	229
Video	774	509	765
Webinar	4	0	4
<b>Total Hours Delivered</b>	<b>75,149</b>	<b>86,016</b>	<b>100,611</b>

### 2018-19 Tactics

- Identify and develop key performance indicators (KPIs) for Fire and EMS training standards by using a combination of: Content experts, industry standards, data analysis, and Training and Operations Committee initiatives.

Goal/Strategy: Goal 2 – Strategy 2A  
Timeframe: 24 months  
Partner(s): Operations, Ops QI, EMS Division, EMS QI  
Budget Impact: Increase required  
Measured By: KPI standards that define operational success established and evaluated.

- Analyze and improve existing promotional development programs (i.e., AODP, LTODP, BCDP). Establish a defined framework for the Captain Development program that mirrors the existing development programs.

Goal/Strategy: Goal 2 – Strategy 2H  
Timeframe: 24 months  
Partner(s): Operations, Human Resources, Local 1660  
Budget Impact: Increase required  
Measured By: Defined Development Programs that build a foundation for successful promotional processes and probationary periods.

- Develop training programs that address ongoing safety trends or gaps. Focus on vehicle and equipment damage through EVOC driver training, AODP, and case studies. Respond to emerging identified or potential safety issues as needed.

Goal/Strategy: Goal 1 – Strategy 1F; Goal 2  
Timeframe: 24 months  
Partner(s): Operations, OPS QI, EMS QI, Occupational Health and Wellness, Human Resources  
Budget Impact: Increase required  
Measured By: Defined training programs and initiatives that focus on reducing safety issues or trends implemented.

- Develop a plan to establish decentralized training for Fire and EMS. Invest in satellite training props and facilities.

Goal/Strategy: Goal 2 – Strategy 2B and 2G; Goal 3 – Strategy 3A  
Timeframe: 24 months  
Partner(s): Operations, Fire Chief's Office, Facilities, Fleet, EMS Division  
Budget Impact: Increase required  
Measured By: Resources in place with the ability to deliver training away from the Training Center.

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10540</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 514,127	\$ 564,345	\$ 543,026	\$ 525,876	\$ 525,876	\$ 525,876
5002	Salaries & Wages Nonunion	240,873	237,405	479,229	265,752	265,752	265,752
5003	Vacation Taken Union	56,045	63,631	38,194	77,168	77,168	77,168
5004	Vacation Taken Nonunion	14,933	26,332	32,184	20,670	20,670	20,670
5005	Sick Leave Taken Union	1,832	3,167	10,146	12,861	12,861	12,861
5006	Sick Taken Nonunion	1,784	6,717	8,551	5,906	5,906	5,906
5007	Personal Leave Taken Union	3,360	3,594	5,371	6,431	6,431	6,431
5008	Personal Leave Taken Nonunion	1,339	3,201	4,526	2,953	2,953	2,953
5009	Comp Taken Union	140	6,288				
5010	Comp Taken Nonunion		1,072				
5015	Vacation Sold	3,364		13,297	6,833	6,833	6,833
5016	Vacation Sold at Retirement			96,482			
5017	PEHP Vac Sold at Retirement	11,248	3,081	14,345	14,872	14,872	14,872
5019	Comp Time Sold Nonunion		643				
5020	Deferred Comp Match Union	26,890	29,777	29,839	30,936	30,936	30,936
5021	Deferred Comp Match Nonunion	19,412	20,605	41,200	22,408	22,408	22,408
5120	Overtime Union	147,581	219,340	347,398	209,560	209,560	209,560
5201	PERS Taxes	210,167	246,783	422,291	296,736	296,736	296,736
5203	FICA/MEDI	68,780	80,078	123,200	87,896	87,896	87,896
5206	Worker's Comp	27,960	22,137	31,554	25,290	25,290	25,290
5207	TriMet/Wilsonville Tax	7,040	8,149	12,680	9,067	9,067	9,067
5208	OR Worker's Benefit Fund Tax	320	350	330	270	270	270
5210	Medical Ins Union	105,070	119,414	130,518	138,366	138,366	138,366
5211	Medical Ins Nonunion	47,865	51,652	103,663	58,887	58,887	58,887
5220	Post Retire Ins Union	3,350	3,600	3,600	3,600	3,600	3,600
5221	Post Retire Ins Nonunion	2,700	2,700	4,500	2,700	2,700	2,700
5230	Dental Ins Nonunion	4,604	4,532	9,289	4,514	4,514	4,514
5240	Life/Disability Insurance	2,263	2,311	6,842	2,953	2,953	2,953
5270	Uniform Allowance	2,207	1,094	2,800	2,800	2,800	2,800
5290	Employee Tuition Reimburse	3,437	3,100				
5295	Vehicle/Cell Allowance	400		5,820			
	<b>Total Personnel Services</b>	<b>1,529,092</b>	<b>1,735,097</b>	<b>2,520,875</b>	<b>1,835,305</b>	<b>1,835,305</b>	<b>1,835,305</b>
5300	Office Supplies	1,638	1,793	3,000	1,800	1,800	1,800
5301	Special Department Supplies	7,021	9,371	6,444	7,050	7,050	7,050
5302	Training Supplies	60,074	67,921	62,100	73,725	73,725	73,725
5305	Fire Extinguisher			500	800	800	800
5320	EMS Supplies	3,003	6,426	7,500	23,000	23,000	23,000
5321	Fire Fighting Supplies	206	894	7,750	1,750	1,750	1,750

## Training, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5325	Protective Clothing	5,572	3,075	1,939	2,885	2,885	2,885
5330	Noncapital Furniture & Equip	1,509			6,000	6,000	6,000
5350	Apparatus Fuel/Lubricants	7,894	9,530	8,004	8,400	8,400	8,400
5361	M&R Bldg/Bldg Equip & Improv	93,823	85,670	120,681	271,031	271,031	271,031
5365	M&R Firefight Equip	407					
5367	M&R Office Equip	5,247	6,009	5,364	5,352	5,352	5,352
5400	Insurance Premium		216	550	550	550	550
5414	Other Professional Services	52,728	2,781	11,860	18,880	18,880	18,880
5415	Printing	390		300	600	600	600
5416	Custodial & Bldg Services	22,968	23,819	27,840	32,814	32,814	32,814
5432	Natural Gas	9,119	14,430	14,300	14,729	14,729	14,729
5433	Electricity	38,858	42,389	46,280	47,666	47,666	47,666
5436	Garbage	15,462	16,983	15,600	16,068	16,068	16,068
5450	Rental of Equip	2,265	3,791	4,390	4,390	4,390	4,390
5461	External Training	2,548	23,220	5,835	6,460	6,460	6,460
5462	Travel and Per Diem	4,155	4,773	8,466	6,866	6,866	6,866
5484	Postage UPS & Shipping		392	200	100	100	100
5500	Dues & Subscriptions	1,114	1,069	1,295	1,145	1,145	1,145
5502	Certifications & Licensing	360	139	200	300	300	300
5570	Misc Business Exp	1,216	4,114	2,400	3,120	3,120	3,120
5571	Planning Retreat Expense	371	263	650	650	650	650
5575	Laundry/Repair Expense	384	378	480	504	504	504
<b>Total Materials and Services</b>		<b>338,332</b>	<b>329,447</b>	<b>363,928</b>	<b>556,635</b>	<b>556,635</b>	<b>556,635</b>
<b>Total General Fund</b>		<b>\$1,867,424</b>	<b>\$2,064,544</b>	<b>\$2,884,803</b>	<b>\$2,391,940</b>	<b>\$2,391,940</b>	<b>\$2,391,940</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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 1,693,322	\$ 1,648,331	\$ 1,766,168	\$ 949,740
Materials and Services	196,865	188,349	215,810	130,520
<b>Total Expenditures</b>	<b>\$ 1,890,186</b>	<b>\$ 1,836,681</b>	<b>\$ 1,981,978</b>	<b>\$ 1,080,260</b>

## 2018-19 Significant Changes

The budget reflects plans for the training of 12 new recruits and training officer time allocated for instruction, down from 24 in the prior year. 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. EMS supplies also includes \$16,000 for a cadaver lab for the recruit academy, in addition to disposable EMS supplies used in the academy.



### Status of 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.  
Status: ✓ Complete  
Status Report: An after action report was completed on the 17-01 Fire Academy and the 17-02 Paramedic Academy. Parts of the analysis contrasted other academy delivery models as well.

### Additional 2017-18 Accomplishments

- Built and executed the first Paramedic Academy (17-02), which ran parallel with the 17-01 Fire Academy. Academy Cadre staff conducted an after action analysis of the academy models.



### 2018-19 Tactics

- Conduct an after action analysis of the 18-01 Firefighter Academy and 18-02 Paramedic Academy

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): Occupational Health, Operations  
Budget Impact: None  
Measured By: Completion of a well-authored and thorough analysis that informs future academy delivery models.

## Recruits, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10545</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 956,594	\$ 878,298	\$ 902,920	\$ 428,038	\$ 428,038	\$ 428,038
5003	Vacation Taken Union	42,485	36,563	37,520	59,696	59,696	59,696
5004	Vacation Taken Nonunion		770				
5005	Sick Leave Taken Union	13,344	9,689	5,401	9,312	9,312	9,312
5007	Personal Leave Taken Union	5,337	1,515	3,893	6,292	6,292	6,292
5016	Vacation Sold at Retirement	2,057	8,298	200	598	598	598
5017	PEHP Vac Sold at Retirement	2,187		611	835	835	835
5020	Deferred Comp Match Union	22,135	19,743	14,652	5,156	5,156	5,156
5101	Vacation Relief	12,051	11,166	41,852	12,837	12,837	12,837
5105	Sick Relief		1,339	5,934	2,176	2,176	2,176
5106	On the Job Injury Relief			1,150	299	299	299
5107	Short Term Disability Relief			319	72	72	72
5110	Personal Leave Relief		1,462	4,344	1,609	1,609	1,609
5115	Vacant Slot Relief	1,312	1,371				
5117	Regular Day Off Relief			4,941	4,465	4,465	4,465
5118	Standby Overtime	326	218	253	103	103	103
5120	Overtime Union	47,526	70,124	74,352	57,664	57,664	57,664
5201	PERS Taxes	124,429	131,551	249,105	144,990	144,990	144,990
5203	FICA/MEDI	79,266	75,029	84,025	45,070	45,070	45,070
5206	Worker's Comp	18,336	30,989	24,166	12,961	12,961	12,961
5207	TriMet/Wilsonville Tax	7,724	7,475	8,280	4,499	4,499	4,499
5208	OR Worker's Benefit Fund Tax	562	490	389	184	184	184
5210	Medical Ins Union	316,058	313,806	228,406	115,300	115,300	115,300
5220	Post Retire Ins Union	3,500	3,188	6,300	3,000	3,000	3,000
5270	Uniform Allowance	38,093	45,250	67,155	34,584	34,584	34,584
	<b>Total Personnel Services</b>	<b>1,693,322</b>	<b>1,648,331</b>	<b>1,766,168</b>	<b>949,740</b>	<b>949,740</b>	<b>949,740</b>
5300	Office Supplies	17	251	960	480	480	480
5301	Special Department Supplies	1,775	3,143	6,840	3,420	3,420	3,420
5302	Training Supplies	11,309	9,510	8,190	8,420	8,420	8,420
5305	Fire Extinguisher			1,440	720	720	720
5320	EMS Supplies	4,420	16,386	13,500	22,000	22,000	22,000
5321	Fire Fighting Supplies	12,078	20,475	24,600	12,300	12,300	12,300
5325	Protective Clothing	161,719	130,458	149,880	75,180	75,180	75,180
5330	Noncapital Furniture & Equip	92					
5365	M&R Firefight Equip	2,511	5,453	3,000	3,000	3,000	3,000
5366	M&R EMS Equip		64				
5570	Misc Business Exp	827	2,068	2,000	2,300	2,300	2,300
5575	Laundry/Repair Expense	2,115	542	5,400	2,700	2,700	2,700
	<b>Total Materials and Services</b>	<b>196,865</b>	<b>188,349</b>	<b>215,810</b>	<b>130,520</b>	<b>130,520</b>	<b>130,520</b>
	<b>Total General Fund</b>	<b>\$1,890,186</b>	<b>\$1,836,681</b>	<b>\$1,981,978</b>	<b>\$1,080,260</b>	<b>\$1,080,260</b>	<b>\$1,080,260</b>



## 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 collocated with career personnel, and Volunteer Firefighters are assigned to standalone Volunteer Fire Station 72 in the Skyline area. 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 32,439	\$ 68,224	\$ 71,800	\$ 66,800
Materials and Services	121,613	160,146	188,565	148,273
<b>Total Expenditures</b>	<b>\$ 154,052</b>	<b>\$ 228,370</b>	<b>\$ 260,365</b>	<b>\$ 215,073</b>



### 2018-19 Significant Changes

The District budget for volunteers includes funding for all volunteer groups including the former District 2 volunteers and City of Newberg volunteers. Certain supplies for Volunteer Fire Station 72 are included in the station's budget. Account 5150, Pension Benefit, accounts for contributions to the District's Length of Service Award Plan for volunteers, which is a defined contribution plan. Account 5240 accounts for group insurance policies for the District volunteers. Account 5270 allows for uniform replacements as needed for all volunteers in the District. 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 maintenance for Station 72 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 5474 reflects funding for the annual Volunteer Awards Banquet. Account 5480 reflects funding for Station 72 open house supplies.

### Status of 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.  
  
Status: ✓ Complete  
Status Report: Station 372 was operational and staffed as of October 2017. Continued effort will be made in fiscal year 2018-19 toward staffing on a consistent basis.

- 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.  
  
Status: → Ongoing  
Status Report: Eight New Volunteers were onboarded in fiscal year 2017-18. Active recruitment will continue in fiscal year 2018-19 to meet District needs.

## 2018-19 Tactics

- Finalize deployment of scheduled Volunteers out of companies 320 and 372.

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): Operations, Logistics  
Budget Impact: None  
Measured By: Consistent minimum staffing by Companies 320 and 372.  
At least quarterly reporting on staffing performance.

- Recruit Volunteers to meet the District's operational need.

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): Operations, Logistics, Human Resources  
Budget Impact: None  
Measured By: Number of additional volunteers on boarded, consistent with the continued ability to staff volunteer functions.



## Volunteers, continued

		2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
<b>10550</b>	<b>General Fund</b>						
5150	Pension Benefit	\$ 12,501	\$ 32,330	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
5240	Life/Disability Insurance	12,946	13,720	15,000	15,000	15,000	15,000
5270	Uniform Allowance	5,955	22,174	21,800	16,800	16,800	16,800
5290	Employee Tuition Reimburse	1,038		5,000	5,000	5,000	5,000
	<b>Total Personnel Services</b>	<b>32,439</b>	<b>68,224</b>	<b>71,800</b>	<b>66,800</b>	<b>66,800</b>	<b>66,800</b>
5300	Office Supplies	44	106	740	540	540	540
5301	Special Department Supplies	1,737	4,171	5,710	5,960	5,960	5,960
5302	Training Supplies			1,600	850	850	850
5305	Fire Extinguisher			250	150	150	150
5320	EMS Supplies	581	347	4,000	4,000	4,000	4,000
5321	Fire Fighting Supplies	3,038	6,330	6,350	6,500	6,500	6,500
5325	Protective Clothing	22,335	47,719	31,500	36,800	36,800	36,800
5330	Noncapital Furniture & Equip		5,528	3,000			
5350	Apparatus Fuel/Lubricants	2,417	2,759	5,000	5,000	5,000	5,000
5361	M&R Bldg/Bldg Equip & Improv	11,550	9,955	24,378	3,000	3,000	3,000
5363	Vehicle Maintenance	8,107	4,171	8,000	8,000	8,000	8,000
5365	M&R Firefight Equip	6,550	8,509	200	200	200	200
5367	M&R Office Equip			1,650	1,650	1,650	1,650
5414	Other Professional Services	2,250	38	3,000			
5415	Printing	215	114	325	325	325	325
5416	Custodial & Bldg Services			400			
5417	Temporary Services	7,645	9,125	10,000	12,000	12,000	12,000
5432	Natural Gas	3,140	3,424	5,640	900	900	900
5433	Electricity	5,677	6,581	9,720	600	600	600
5434	Water/Sewer	96	96	96	108	108	108
5436	Garbage	680	343	360			
5450	Rental of Equip	870	546	876			
5461	External Training	959	3,739	6,900	6,900	6,900	6,900
5462	Travel and Per Diem	17,389	17,387	23,200	18,200	18,200	18,200
5472	Employee Recog & Awards	492	526	1,000	1,000	1,000	1,000
5474	Volunteer Awards Banquet	8,304	8,671	9,500	9,500	9,500	9,500
5480	Community/Open House/Outreach			3,000	200	200	200
5481	Community Education Materials	891	608	1,450	1,150	1,150	1,150
5484	Postage UPS & Shipping			100			
5500	Dues & Subscriptions	1,157	744	1,180	1,240	1,240	1,240
5501	Volunteer Assn Dues	12,000	16,000	12,000	16,000	16,000	16,000
5502	Certifications & Licensing	45	213	1,000	1,000	1,000	1,000
5570	Misc Business Exp	3,445	2,271	5,240	5,300	5,300	5,300
5571	Planning Retreat Expense			500	500	500	500
5575	Laundry/Repair Expense		125	700	700	700	700
	<b>Total Materials and Services</b>	<b>121,613</b>	<b>160,146</b>	<b>188,565</b>	<b>148,273</b>	<b>148,273</b>	<b>148,273</b>
	<b>Total General Fund</b>	<b>\$ 154,052</b>	<b>\$ 228,370</b>	<b>\$ 260,365</b>	<b>\$ 215,073</b>	<b>\$ 215,073</b>	<b>\$215,073</b>

## Fund Description

The Apparatus Fund is a special revenue fund designated for the purchase of emergency response apparatus. Requirements for this fund are generally in accordance with the District's long-term capital replacement plan. The General Fund's local option tax levy provides property tax resources to be transferred to this fund to provide apparatus funding.

The apparatus replacement section of the Capital Plan is affected by several factors and the plan is reviewed and updated annually. Planning factors include the extended order-to-receipt time of approximately nine months for fire engines and ladder trucks, as the apparatus are constructed to District specifications; as well as apparatus deployment needs of Integrated Operations as they adjust units deployed to meet increased population and response needs. An ongoing Apparatus Planning Committee is utilized to keep up-to-date and prepared for the future. Apparatus are relocated throughout the District to make best use of their particular technical support capabilities, such as a narrow turning radius, water supply capabilities, rural/urban interface abilities and all terrain capabilities, and based upon continued analysis of best deployment models. The apparatus response requirements for industrial areas, residential areas, and wildland areas differ.

Funding for the ongoing requirements has been provided by working capital brought forward from the prior fiscal year, transfers from the General Fund, interest earnings on invested funds, and any proceeds from the sale of emergency response vehicles purchased from this fund.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Capital Outlay	\$ 471,639	\$ 97,981	\$ 2,265,000	\$ 1,528,500
Contingency			500,000	539,050
<b>Total Expenditures</b>	<b>\$ 471,639</b>	<b>\$ 97,981</b>	<b>\$ 2,765,000</b>	<b>\$ 2,067,550</b>

## Long-term Planning

Apparatus replacement requires long-term financial planning. Below is a schedule of anticipated apparatus replacement and additional units, excluding forecasted inflation, which is largely expected to be funded through the Apparatus Fund utilizing local option levy revenues.

Apparatus	2019-20	2020-21	2021-22	2022-23	2023-24
Engines	\$ 1,270,000	\$ 1,270,000	\$ 1,270,000	\$ 635,000	\$ 1,670,000
Trucks	1,000,000				1,000,000
Elevated Waterway Units			835,000		
Medic Units				860,000	
Tender					870,000
Special Purpose	90,000	90,000	90,000	333,000	45,000
<b>Total</b>	<b>\$ 2,360,000</b>	<b>\$ 1,360,000</b>	<b>\$ 2,195,000</b>	<b>\$ 1,828,000</b>	<b>\$ 3,585,000</b>

## Apparatus Fund, continued

### Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-2019 Estimated
Engines	\$ 27,784	\$ 29,141	\$ 35,392	\$ 42,500	49,000
Trucks	56,210	56,999	60,035	66,000	72,500
Aerial Pumpers	55,708	66,425	73,458	80,500	88,000
Light/Heavy Brush Rigs	7,248	6,591	4,636	6,000	6,600
Specialty <sup>1</sup>	9,904	18,300	12,201	14,000	15,400
Medics/Rescue	11,993	6,768	8,381	10,000	12,000
Cars <sup>2</sup>	3,566	2,897	2,852	3,500	3,850
Tenders	3,611	7,082	3,540	6,000	6,600
Code 3 Staff Vehicles	2,337	2,569	3,053	3,520	3,900
Battalion Chief Vehicles	10,343	10,107	6,241	7,000	7,700
Other Staff Vehicles	2,815	2,398	3,018	3,500	3,900

<sup>1</sup> Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, and Rehab units.

<sup>2</sup> Response vehicle (Car) staffed with a single Paramedic for incidents that are not life or property threatening.

These costs are budgeted within Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 10% to 15%. This increase is directly caused by rising costs in maintenance parts, fuel, lubricants, and outsourced vendor labor rates. Although fleet maintenance costs will occasionally flat line and/or decrease from time to time, this condition is normally short-lived due to several reasons.

When new apparatus are purchased, they come with a manufacturer's warranty that allows certain maintenance work to be performed at no cost to the District. Depending upon how many apparatus and how close together the purchases are, this can create a lower cost effect.

Fleet and Integrated Operations evaluate need versus costs to consider the value in keeping or redeploying aging apparatus 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 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 3,832,927	\$ 5,133,766	5,067,145	Beginning Fund Balance	\$ 2,864,568	\$ 2,864,568	\$ 2,864,568
22,478	55,037	17,500	Temporary Investments Earnings	15,080	15,080	15,080
			Surplus Property Income	2,500	2,500	2,500
1,750,000		1,000,000	Transfer from Other Funds	1,000,000	1,000,000	1,000,000
<b>\$ 5,605,405</b>	<b>\$ 5,188,803</b>	<b>6,084,645</b>	<b>Total Resources</b>	<b>\$ 3,882,148</b>	<b>\$ 3,882,148</b>	<b>\$ 3,882,148</b>
<b>Requirements</b>						
\$ 458,349	\$ 97,981	2,265,000	Fire Apparatus	\$ 1,528,500	\$ 1,528,500	\$ 1,528,500
13,290			Firefighting Equipment			
471,639	97,981	2,265,000	Total Capital Outlay	1,528,500	1,528,500	1,528,500
		500,000	Contingency	539,050	539,050	539,050
471,639	97,981	2,765,000	Total Expenditures	2,067,550	2,067,550	2,067,550
5,133,766	5,090,823	3,319,645	Reserved for Future Expenditures	1,814,598	1,814,598	1,814,598
<b>\$ 5,605,405</b>	<b>\$ 5,188,803</b>	<b>6,084,645</b>	<b>Total Requirements</b>	<b>\$ 3,882,148</b>	<b>\$ 3,882,148</b>	<b>\$ 3,882,148</b>



## Fund Description

The Capital Improvements Fund accounts for capital expenditures used to support day-to-day operations that the District classifies as “small capital” items or “operating capital” items. This fund accounts for the purchase of equipment and furniture that is not funded through general obligation bonds under Oregon law, and equipment that generally must be regularly replaced, such as firefighting equipment or computers. The renewal of the 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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Capital Outlay	\$ 1,340,515	\$ 910,902	\$ 1,659,366	\$ 1,628,480
Contingency			645,054	521,500
<b>Total Expenditures</b>	<b>\$ 1,340,515</b>	<b>\$ 910,902</b>	<b>\$ 2,304,420</b>	<b>\$ 2,149,980</b>

## 2018-19 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	Mobile Training Trailer: 20 ft flatbed trailer with multiple Fire & EMS props to be used for simulations and skill-based training. This allows for training to take place at the station level and increase response reliability.	30,000
Training	Station 21's training facility needs upgrades. These upgrades would include (but not limited to) anchor points, ventilation prop improvement, interior search prop and window bailout modification.	25,000
Training	Purchase 3 high fidelity mannequins (1 adult, 1 child and 1 pediatric) that are compatible with our SimView Mobil System. This will allow us to collect valuable data to evaluate system and individual performance.	21,000
Training	Forcible Entry Door Prop - The forcible entry props that were built by fleet four years ago are very heavy, aging and showing significant wear. These new forcible entry props break down, which make them lighter and mobile. This aligns with our model of moving to more decentralized training and maintaining response reliability.	15,000
Training	Maintenance and upgrades to hazmat training props at the TC: Many of the current hazmat training props are in very poor condition due to exposure to the weather, age and lack of upkeep. This request would allow for them to be updated, painted and modernized to allow for high fidelity training.	10,000
<b>Total 5603 - TC Training Props:</b>		<b>101,000</b>

### 5615 Vehicles & Apparatus

22571 Fleet Maintenance		
Fleet Maintenance	Replacement - AFMs and Fire Investigation Vehicles (Pickups); These replacement requests (vehicles 1-652, 1-655, 1-658, 1-659, 1-662) 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 - Staff Pool vehicles; These replacement requests (vehicles 1-540, 1-604, 1-656, 1-600) are in line with the scheduled replacement plan. The vehicles will have an estimated 80,000 - 100,000 miles at time of replacement, replacement has been deferred for an average of 9 extra years to achieve full utilization of the vehicles. Operating costs included in the budget.	112,000
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 - 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.	35,000
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
<b>Total 5615 - Vehicles &amp; Apparatus:</b>		<b>456,850</b>

### 5620 Firefighting Equip

22200 Integrated Operations Admin

## Capital Improvements Fund, continued

Integrated Operations Admin	Extrication: Items needed to bring Truck 20's extrication complement to standard. Truck 20 has been utilizing the loaner tools and they are becoming unreliable due to age and may not be able to continue to be repaired.	43,000
Integrated Operations Admin	Extrication: Carry forward. Replacement pumps for Truck 51 per the Operations Capital Plan. Purchased deferred due to damaged pump that needed to be replaced in FY17-18.	12,000
22571 Fleet Maintenance		
Fleet Maintenance	Carry Over - Pumper Engines (round one). 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. The first two units will not arrive at TVF&R until Sept. / Oct. of 2018.	12,380
Fleet Maintenance	Equipment for new Medic unit. Setup equipment including brackets, fabrication and decals for proposed new Medic unit. Set up supplies including; fabrication of brackets, securing systems to store medic equipment and PPE, tire chains and miscellaneous equipment. Installation of decals and miscellaneous consumables as needed.	10,000
Fleet Maintenance	Medic SCBA's	6,700
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
22622 Technical Rescue Team		
Technical Rescue Team	Structural Collapse - Holmatro lifting bags. Budget Pre-Plan item. Currently we carry a full set of Holmatro lifting bags on USAR51 to ensure lifting capabilities in the event of a catastrophic event or natural disaster. The set carried on USAR51 was purchased in 2009 and has reached the manufacturers recommendation of 10 years for safe use. The new set of airbags will be placed on HR51 and the set on HR51 will be moved to USAR 51, which is standard practice. This gives us two units within the District to provide lifting capabilities and provides for back-up bags if a bag is needing serviced.	12,000
Technical Rescue Team	Structural Collapse - Budget Pre-Plan item. The tech team currently has three search cameras that were received with a grant in 2005 and expected to have an estimated 15-year life span. It was noted this year that the batteries, which are interchangeable, were not holding a charge as long as expected. Upon research we found that the batteries are not able to be replaced since they are no longer produced. We had our current batteries rebuilt to bridge the time it will take to replace the cameras. This money is allocated to replace 1 of 3 cameras this year with the other two cameras being replaced in year 2 and year 3 respectively. We have confirmed with the manufacturer that the batteries will be interchangeable as we replace in succession all three cameras. These cameras are instrumental in searching rubble piles or unstable structures due to collapse and are deemed unsafe to enter without stabilizing. They also have uses in RIT, MVC's, and entanglements.	7,200
Technical Rescue Team	Confined Space - This purchase replaces our oldest con-space communications module that was purchased in 1997. It is a Budget Pre-Plan item. The module is our main source of communication that utilizes communication lines that go in with the rescuer and allows direct, hands-free communication between rescuer(s) and communications manager. Current system is starting to show wear (communication is scratchy) due to use and 20-year-old technology.	6,500
<b>Total 5620 - Firefighting Equip:</b>		<b>112,050</b>

## Capital Improvements Fund, continued

### 5625 EMS Equip

22520 Emergency Medical Services		
Emergency Medical Services	Amount estimated to budget for new medic unit. Items needed are as follows: Power load system= \$22,000 PowerPro gurney= \$19,000 Suction unit= \$8,000	49,000
Emergency Medical Services	This request is for the new Stryker Power Load system in two TVFR ambulances; Rescue 20 and Rescue 21. These systems greatly reduce the risk of back, neck, knee and shoulder injuries for responders. The cost of one significant back injury could be more than the total cost of this purchase.	44,000
Emergency Medical Services	Purchase of two new Power Load gurneys to replace older MXPro gurneys that will not work with power load system. This is for R20 and R21.	38,000
<b>Total 5625 - EMS Equip:</b>		<b>131,000</b>

### 5630 Office Equip & Furn

22039 Station 39 Rivergrove		
Station 39 Rivergrove	Office furniture for the new station.	25,000
Station 39 Rivergrove	Community Room furniture for the new station.	10,000
22055 Station 55 Rosemont		
Station 55 Rosemont	Office furniture for the new station.	25,000
Station 55 Rosemont	Community Room furniture for the new station.	10,000
<b>Total 5630 - Office Equip &amp; Furn:</b>		<b>70,000</b>

### 5635 Building Equipment

22051 Station 51 Tigard		
Station 51 Tigard	Replace generator, generator can only run for 10-12 hours before it will shut off, it is not large enough to run the building including the HVAC system. It is a design flaw in the generator, they will over heat. Generator would need to cool for 2 to 3 hours before it would come back on. Also, we are starting to see metal in the oil which means pistons, rods etc. are going bad or crankshaft, gears. Current generator is 29 years old. it is a 35KW and we are going to a 100KW	50,000
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
<b>Total 5635 - Building Equipment:</b>		<b>90,000</b>

### 5640 Physical Fitness Equip

22470 Occupational Health/Wellness		
Occupational Health/Wellness	Physical Fitness Equipment: Logistics Building	17,550
Occupational Health/Wellness	Physical Fitness Equipment: District Standard \$15,000	15,000
Occupational Health/Wellness	Physical Fitness Equipment: OHW Clinic Physical therapy room PT/ Athletic Trainer equipment	11,480
<b>Total 5640 - Physical Fitness Equip:</b>		<b>44,030</b>

### 5650 Communications Equip

22175 Communications		
Communications	New - Communications equipment for Pumper Apparatus (round two). 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; multiband mobile radio \$5,400 ea; Portable radio chargers four (4) per pumper @ \$250 ea.;	41,000

## Capital Improvements Fund, continued

	MDC and mounting hardware \$6,800 ea, OMG \$1,900 ea, antennas and hardware \$400 ea; Firecom system \$5,000 ea.	
Communications	Communications package for new medic. MDC and mounting hardware (\$6,800/ea.), OMG (\$1,900/ea.). One multiband, dual head Mobile Radio per medic (\$5,800/ea.). One VHF Mobile Radio per medic (\$1,500/ea.). Two multi-band portable radios and vehicle chargers (\$5,500/ea.) and antennas and hardware (\$400/ea.).	27,400
Communications	Portable radios for front line pumper stationed at St55	18,800
Communications	Replacement - Comms equipment and high visibility lighting package for (5) Fire Investigation vehicles. Request to purchase communications equipment to include; High visibility lighting (red/amber) \$1,500 per vehicle; tablet mount \$250.	8,750
22451 Media Services		
Media Services	Unmanned Aerial System (aka drone). The current UAS within Media Services has performed well during our initial proof-of-concept period and could add value with both the Tech Team and HazMat Team. We are currently coordinating with Ops on possible deployment models.	13,600
	<b>Total 5650 - Communications Equip:</b>	<b>109,550</b>
<b>5655 Data Processing Software</b>		
22200 Integrated Operations Admin		
Integrated Operations Admin	Incident Intelligence System (2iS) application/ software development for in-field incident data collection and analytics.	180,000
Integrated Operations Admin	EGIS system customization per the 2018 Scope of Work.	85,000
22215 Information Technology		
Information Technology	OnSceneRMS estimated cost for engineering of potential new enhancements.	35,000
	<b>Total 5655 - Data Processing Software:</b>	<b>300,000</b>
<b>5660 Computer Equip</b>		
22215 Information Technology		
Information Technology	Server hardware refresh: Replacement for virtual server hardware. Current system hosts 80 virtual servers. Total replacement will be for six physical servers with newer processors and 50% more total memory.	108,000
Information Technology	Phase II of the Juniper Switch replacement project.	
	Phase I was all of the station switches in FY18. All core switching, rack distribution and floor switching equipment is scheduled to be replaced with current generation hardware. Hardware that is directly attachable to the Comcast network could be potentially covered by Grant Funds (~\$25,000).	91,000
Information Technology	Physical VMware View server: Additional physical server dedicated to host View desktops if additional stations/demands require. This placeholder is for one new purpose-built View server which will provide the required support.	15,000
	<b>Total 5660 - Computer Equip:</b>	<b>214,000</b>
	<b>Total Capital Improvements Fund Capital Outlays:</b>	<b>1,628,480</b>

# Capital Improvements Fund, continued

Historical Data			Budget for Next Year 2018-19			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 8,493,453	\$ 8,426,644	\$ 6,907,518	Beginning Fund Balance	\$ 5,034,697	\$ 5,034,697	\$ 5,034,697
9,530	20,825	2,500	Surplus Property Income	2,500	2,500	2,500
50,291	88,505	65,000	Interest Income	52,276	52,276	52,276
493,393	297,604		Program Fees			
1,000,000			Transferred from Other Funds			
<b>\$ 10,046,667</b>	<b>\$ 8,833,578</b>	<b>\$ 6,975,018</b>	<b>Total Resources</b>	<b>\$ 5,089,473</b>	<b>\$ 5,089,473</b>	<b>\$ 5,089,473</b>
<b>Requirements</b>						
<b>Capital Outlay</b>						
\$ 20,489	\$ 12,817	\$ 8,000	TC Training Props	\$ 101,000	\$ 101,000	\$ 101,000
	68,388		Building & Improvements			
223,646	124,179	462,200	Vehicles & Apparatus	456,850	456,850	456,850
344,559	71,768	262,470	Firefighting Equipment	112,050	112,050	112,050
144,564	1,208	155,722	EMS Equipment	131,000	131,000	131,000
172,637	1,406	201,000	Office Equipment & Furniture	70,000	70,000	70,000
50,570	34,375	62,000	Building Equipment	90,000	90,000	90,000
26,960	37,680	20,974	Physical Fitness Equipment	44,030	44,030	44,030
		8,000	Shop Equipment	0	0	0
209,487	272,459	114,000	Communications Equipment	109,550	109,550	109,550
239,138	243,664	365,000	Data Processing Software	300,000	300,000	300,000
187,973	42,958		Computer Equipment	214,000	214,000	214,000
1,620,023	910,902	1,659,366	Total Capital Outlay	1,628,480	1,628,480	1,628,480
		800,000	Transfers Out			
		645,054	Contingency	521,500	521,500	521,500
1,620,023	910,902	3,104,420	Total Expenditures	2,149,980	2,149,980	2,149,980
8,426,644	7,922,676	3,870,598	Reserved for Future Expenditures	2,939,493	2,939,493	2,939,493
<b>\$ 10,046,667</b>	<b>\$ 8,833,578</b>	<b>\$ 6,975,018</b>	<b>Total Requirements</b>	<b>\$ 5,089,473</b>	<b>\$ 5,089,473</b>	<b>\$ 5,089,473</b>

## Fund Description

This special revenue fund type was opened in 2017-18 through the supplemental budget process. Program revenue dedicated to the Mobile Emergency Responder radio Coverage (MERRC) program and associated expenditures are accounted for within this fund.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Capital Outlay			\$ 1,150,000	\$ 300,000
Contingency				30,000
<b>Total Expenditures</b>			<b>\$ 1,150,000</b>	<b>\$ 330,000</b>

## 2018-19 Significant Changes

The fund was created through charges to newly constructed commercial buildings in lieu of installing in-building typical code required fixed in-building emergency radio communication equipment. The budget for 2018-19 reflects expected expenditures on equipment for this program.



# MERRC Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
			Interest Income	10,000	10,000	10,000
		\$ 350,000	Program Fees	300,000	300,000	300,000
		800,000	Operating Transfers In			
		<b>\$1,150,000</b>	<b>Total Resources</b>	<b>\$ 1,410,000</b>	<b>\$ 1,410,000</b>	<b>\$ 1,410,000</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
		\$ 1,150,000	Communications Equipment	\$ 300,000	\$ 300,000	\$ 300,000
		1,150,000	Total Capital Outlay	300,000	300,000	300,000
			Contingency	30,000	30,000	30,000
		1,150,000	Total Expenditures	330,000	330,000	330,000
			Committed for Future Expenditures	1,080,000	1,080,000	1,080,000
		<b>\$ 1,150,000</b>	<b>Total Requirements</b>	<b>\$ 1,410,000</b>	<b>\$ 1,410,000</b>	<b>\$ 1,410,000</b>

## 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 was closed at the end of the fiscal year 2016-17. Since 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.

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Proposed Budget
Personnel Services	\$ 252,972			
Materials and Services	28,249	\$ 16,816		
<b>Total Expenditures</b>	<b>\$ 281,221</b>	<b>\$ 16,816</b>		

### Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Emergency Management Director	1.00	1.00		
<b>Total Full-Time Equivalents (FTE)</b>	<b>1.00</b>	<b>1.00</b>		

## Emergency Management Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 19,464			Beginning Fund Balance			
233,508			Charges for Services			
28,249	\$ 16,816		Operating Transfers In			
<b>\$ 281,221</b>	<b>16,816</b>		<b>Total Resources</b>			
			<b>Requirements</b>			
\$ 252,972			Personnel Services			
28,249	16,816		Materials and Services			
			Ending Fund Balance			
<b>\$ 281,221</b>	<b>\$ 16,816</b>		<b>Total Requirements</b>			

### Fund Description

This fund has been created to account for grant funds awarded to the District in order to separately account for and manage the flow of funds and associated audit requirements.

### Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Personnel Services		\$ 427,021	\$ 2,050,028	\$ 1,196,709
Materials and Services		17,100	203,000	145,000
Capital Outlay	\$ 288,196	1,037,373	278,000	
<b>Total Expenditures</b>	<b>\$ 288,196</b>	<b>\$ 1,481,493</b>	<b>\$ 2,531,028</b>	<b>\$ 1,341,709</b>

### Grant Descriptions

The 2018-19 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 for the final half-year of the grant. At the grant end period, the funding for these firefighters will move to the General Fund in each of the respective station's budgets. Hazardous Materials Emergency Preparedness (HMEP) grant program for training staff and equipment, and other grants applied for are also budgeted.

## Grants Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 90,959	\$ (1)		Beginning Fund Balance			
197,236	1,450,721	\$ 2,531,028	Grant Revenue	\$ 1,341,709	\$ 1,341,709	\$ 1,341,709
<b>\$ 288,195</b>	<b>\$ 1,450,720</b>	<b>\$ 2,531,028</b>	<b>Total Resources</b>	<b>\$ 1,341,709</b>	<b>\$ 1,341,709</b>	<b>\$ 1,341,709</b>
			<b>Requirements</b>			
	\$ 427,021	\$ 2,050,028	Personnel Services	\$ 1,196,709	\$ 1,196,709	\$ 1,196,709
	17,100	203,000	Materials and Services	145,000	145,000	145,000
<b>\$ 288,196</b>	<b>1,037,373</b>	<b>278,000</b>	Capital Outlay			
288,196	1,481,493	2,531,028	Total Expenditures	1,341,709	1,341,709	1,341,709
(1)	(30,773)		Reserved for Future Expenditures			
<b>\$ 288,195</b>	<b>\$ 1,450,720</b>	<b>\$ 2,531,028</b>	<b>Total Requirements</b>	<b>\$ 1,341,709</b>	<b>\$ 1,341,709</b>	<b>\$ 1,341,709</b>

## Fund Description

The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund capital projects provided the authorization for all outstanding bond issuances.

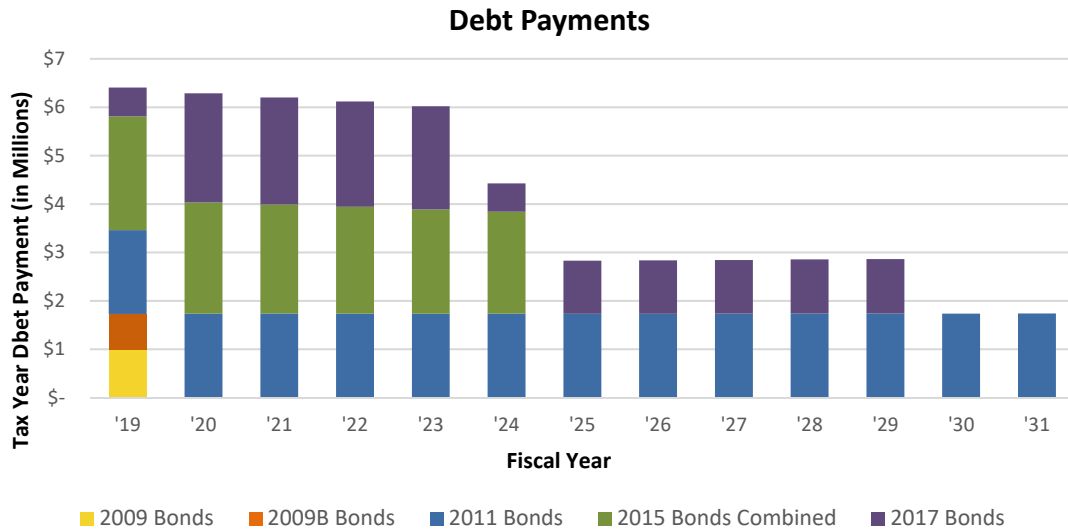
The General Obligation Bond Series issued in March 2009, in the amount of \$14,000,000, mature in increments of \$960,000 beginning in March 2010, and continue through March 2019 since they were refinanced in 2017-18. These bonds had an effective interest rate of 3.7% and coupons ranged from 3.0% to 4.375%. The General Obligation Bond Series issued in June 2009 for \$15,000,000, maturing through June 2019 also refinanced had an effective true interest cost to the District of 3.83%. Coupons ranged 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%. On October 8, 2017, the District issued \$12,310,000 of General Obligation Refunding Bonds to refinance \$13,670,000 of outstanding 2009 & 2009B Bonds. The remaining 2009 & 2009B bonds outstanding will be paid in fiscal year 2018-19. The combined sale had an effective interest rate of 1.64% and will mature in fiscal year 2028-29.

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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
2017 Debt Service			\$ 463,828	\$ 593,850
2015 Debt Service	\$ 1,122,226	\$ 1,130,200	2,396,750	2,349,750
2011 Debt Service	1,736,162	1,732,462	1,733,963	1,734,563
2009 Debt Service, Series B	1,100,723	1,100,523	730,000	728,000
2009 Debt Service	1,302,000	1,270,800	1,135,800	998,400
2007 Debt Service	1,080,000	1,040,000		
<b>Total Expenditures</b>	<b>\$ 6,341,111</b>	<b>\$ 6,273,985</b>	<b>\$ 6,460,341</b>	<b>\$ 6,404,563</b>

## Debt Service Fund, continued



## Maturity Schedules

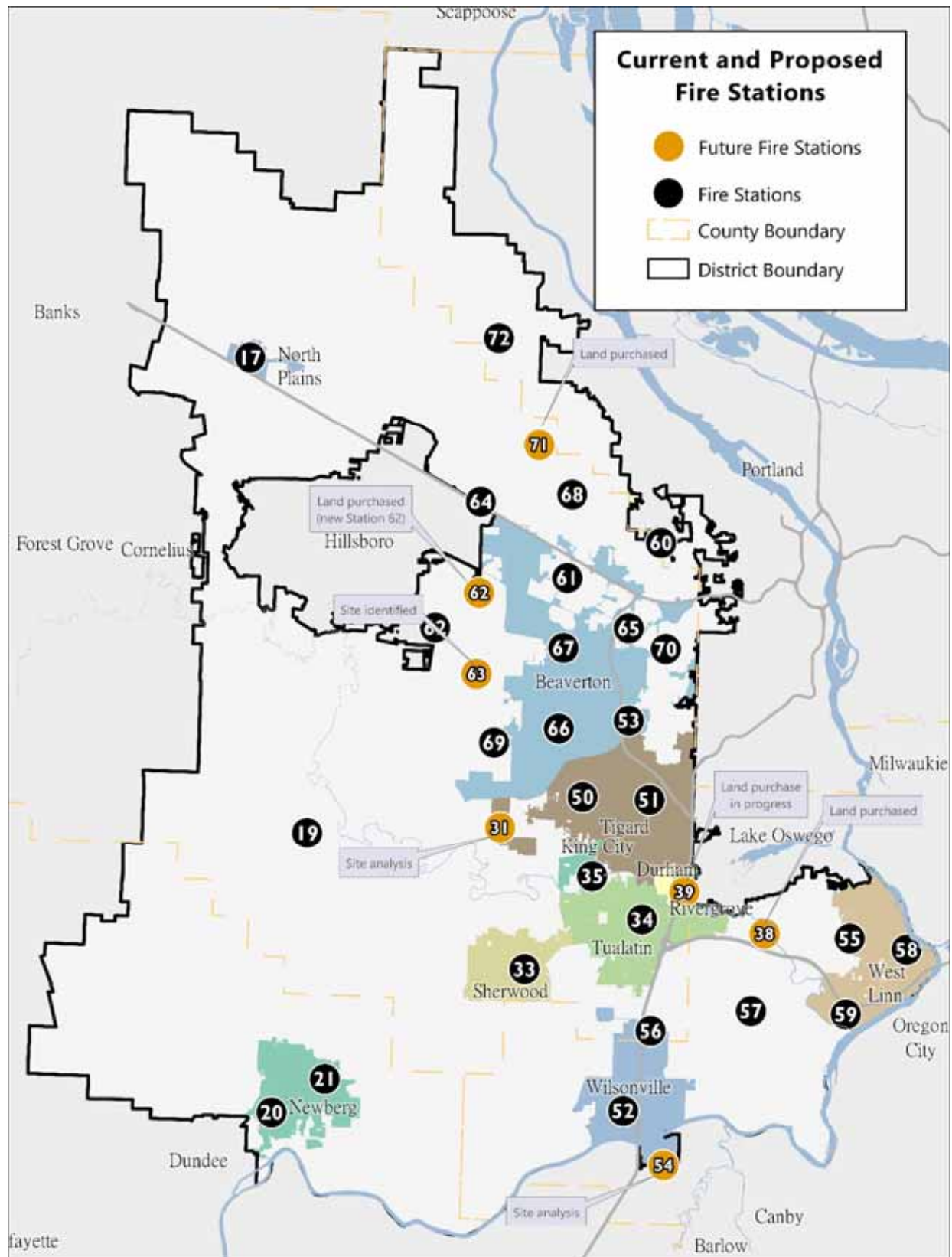
Series 2009			Series 2009 B		Series 2011	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest
2018-19	\$ 960,000	\$ 38,400	\$ 700,000	\$ 28,000	\$ 1,010,000	\$ 724,563
2019-20					1,050,000	684,163
2020-21					1,095,000	642,163
2021-22					1,135,000	598,363
2022-23					1,180,000	552,963
2023-31					11,610,000	2,262,698
	\$ 960,000	\$ 38,400	\$ 700,000	\$ 28,000	\$ 17,080,000	\$ 5,464,913

Series 2015 Refunding			Series 2015 New		Series 2017 Refunding	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest
2018-19	\$ 1,360,000	\$ 305,675	\$ 550,000	\$ 134,075		\$ 593,850
2019-20	1,365,000	251,275	570,000	112,075	\$ 1,660,000	593,850
2020-21	1,370,000	196,675	595,000	89,275	1,700,000	510,850
2021-22	1,380,000	141,875	620,000	65,475	1,750,000	425,850
2022-23	1,385,000	86,675	640,000	40,675	1,795,000	338,350
2023-31	1,390,000	31,275	670,000	15,075	5,165,000	969,650
	\$ 8,250,000	\$ 1,013,450	\$ 3,645,000	\$ 456,650	\$ 12,070,000	\$ 3,432,400

# Debt Service Fund, continued

Historical Data			Budget for Next Year 2018-19			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 1,355,457	\$ 1,432,449	\$ 1,107,576	Beginning Fund Balance (Cash Basis) or			
73,074	78,027	60,000	Working Capital (Accrual Basis)	\$ 296,181	\$ 296,181	\$ 296,181
11,486	39,124	7,275	Previously Levied Taxes Estimated to be Rec'd	60,000	60,000	60,000
1,214	2,058	250	Temporary Investments Earnings	31,650	31,650	31,650
1,093	333	350	Interest on Taxes	250	250	250
		14,581,850	Tax in Lieu of Property Tax	350	350	350
			Other Proceeds			
1,442,323	1,551,992	15,757,301	Total Resources, Except Taxes to be Levied	388,431	388,431	388,431
		5,407,385	Taxes Necessary to Balance	6,313,057	6,313,057	6,313,057
6,331,236	5,996,648		Taxes Collected in Year Levied			
\$7,773,560	\$7,548,640	\$21,164,686	Total Resources	\$6,701,488	\$6,701,488	\$6,701,488
			Requirements			
		\$ 174,362	Materials and Services			
		14,409,383	Payment to Escrow			
			Bond Principal Payments			
\$ 1,000,000	\$ 1,000,000		2007 - April 1			
960,000	960,000	\$ 960,000	2009 - March 1	\$ 960,000	\$ 960,000	\$ 960,000
630,000	655,000	675,000	2009B - June 15	700,000	700,000	700,000
935,000	950,000	980,000	2011 - June 1	1,010,000	1,010,000	1,010,000
55,000	235,000	1,365,000	2015 Refunding - June 1	1,360,000	1,360,000	1,360,000
440,000	380,000	535,000	2015 - June 1	550,000	550,000	550,000
		240,000	2017 - March 1			
4,020,000	4,180,000	4,755,000	Total Principal	4,580,000	4,580,000	4,580,000
			Bond Interest Payments			
40,000	20,000		2007 - Oct 1			
40,000	20,000		2007 - April 1			
171,000	155,400	138,600	2009 - Sep 1	19,200	19,200	19,200
171,000	155,400	37,200	2009 - March 1	19,200	19,200	19,200
235,361	222,761	27,500	2009B - Dec 15	14,000	14,000	14,000
235,361	222,762	27,500	2009B - June15	14,000	14,000	14,000
400,581	391,231	376,982	2011 - Dec 1	362,281	362,281	362,281
400,581	391,231	376,982	2011 - June 1	362,282	362,282	362,282
242,805	176,838	173,313	2015 Refunding - Dec 1	152,837	152,837	152,837
177,663	176,838	173,313	2015 Refunding - June 1	152,838	152,838	152,838
119,395	80,762	75,063	2015 - Dec 1	67,037	67,037	67,037
87,363	80,762	75,063	2015 - June 1	67,038	67,038	67,038
		223,828	2017 Refunding - Dec 30	296,925	296,925	296,925
			2017 Refunding - June 30	296,925	296,925	296,925
2,321,111	2,093,985	1,705,341	Total Interest	1,824,563	1,824,563	1,824,563
			Reserves			
		120,600	Unappropriated Balance for Next Year			
			2009 - Sep 1			
			2017 Refunding - Sep 1	296,925	296,925	296,925
1,432,449	1,274,655	120,600	Total Unappropriated Ending Fund Balance	296,925	296,925	296,925
\$ 7,773,560	\$ 7,548,640	\$21,164,686	Total Requirements	\$ 6,701,488	\$ 6,701,488	\$6,701,488







## 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	2015-16 Actual	2016-17 Actual	2017-18 Revised Budget	2018-19 Adopted Budget
Capital Outlay	\$ 2,572,609	\$ 6,369,399	\$ 27,198,465	\$ 13,072,000
Contingency			4,336,624	2,052,771
<b>Total Expenditures</b>	<b>\$ 2,572,609</b>	<b>\$ 6,369,399</b>	<b>\$ 31,535,089</b>	<b>\$ 15,124,771</b>

## 2018-19 Project Descriptions

### 5601 Land

Station 31 West Bull Mt	Land acquisition and due diligence costs for future station 31. Minimal operating budget impact until station will be constructed and/or staffed.	\$ 832,000
Station 39 Rivergrove	Legal fees and land acquisition costs for future station 39.	390,000
Station 54 Charbonneau	Cost related to due diligence, land and building acquisition for future station 54. Minimal operating budget impact until station will be constructed and/or staffed.	1,100,000
Station 63 185th	Land acquisition and due diligence costs for future station 63. Minimal operating budget impact until station will be constructed and/or staffed.	850,000
<b>Total 5601 - Land:</b>		<b>3,172,000</b>

### 5610 Building & Bldg Improv

Station 39 Rivergrove	Permitting and construction costs for future station 39. Future operating costs will be standard station operating costs and transferred staff.	6,555,000
Station 54 Charbonneau	Costs for design, permitting and remodel of existing structure for future station 54. Future operating costs will be standard station operating costs and transferred staff.	500,000
Station 55 Rosemont	Cost to finish construction of new station 55. Operating budget costs are on page 387.	600,000
Station 61 Butner Road	Convert patio area to female locker room bathroom facility. No significant operating budget impact.	185,000
Station 62 Aloha	Initial conceptual design and estimating for future station 62. Operating budget impact not expected to change from current station 62.	100,000
Logistics Administration	Tenant improvements for new Logistics building purchased in fiscal year 17-18. Operating budget impacts are expected to be identified after project completion. All functions and staff will move from an existing site.	1,500,000
<b>Total 5610 - Building &amp; Bldg Improv:</b>		<b>9,440,000</b>

## Property and Building Fund, continued

### 2018-19 Project Descriptions, continued

#### 5630 Office Equip & Furniture

Logistics Administration	Furniture, fixtures and equipment for new Logistics building. Operating budget impacts are expected to be identified after project completion. All functions and staff will move from an existing site.	460,000
<b>Total 5630 – Office Equip &amp; Furniture:</b>		<b>460,000</b>
<b>Total Property and Building Fund Capital Outlays:</b>		<b>\$13,072,000</b>

#### Status of 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.  
 Status: → Ongoing  
 Status Report: Station 39 property acquisition is likely to be completed pending outcome of condemnation proceedings. Stations 54 and 63 will continue into 2018-19.

- 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.  
 Status: → Ongoing  
 Status Report: Construction substantially completed. Construction punch list, TVF&R fit out items, and crew move in may be rolled to early fiscal year 2018-19.

- 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.  
 Status: → Ongoing  
 Status Report: Site search and initial contact with property owners is in progress. Site acquisition will continue in fiscal year 2018-19.

## Status of 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.  
 Status: → Ongoing  
 Status Report: Conditional use and architectural review applications and approval complete. Permits submitted. Construction will start in fiscal year 2018-2019.

- 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.  
 Status: ≠ No Longer Relevant  
 Status Report: Station 38 LU application, design, and permitting deferred.

- 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.  
 Status: ✓ Complete  
 Status Report: Station 64 architectural 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.  
 Status: ✓ Complete  
 Status Report: Station 69 architectural remodel completed.

### Additional 2017-18 Accomplishments

- TVF&R received \$10,905.32 Energy Trust reimbursements for energy efficiency at Station 64, Station 69, and Station 72.
- TVF&R received \$50,560 of the \$777,000 grant funds awarded under the Seismic Rehabilitation Grant Program for construction phase work on Station 64.
- TVF&R received \$57,600 of the \$576,000 grant funds awarded under the Seismic Rehabilitation Grant Program for construction phase work on Station 69.

### 2018-19 Tactics

- Complete land acquisition for Stations 31 and 63.

Goal/Strategy: Goal 3 – Strategy 3C  
Timeframe: 12 months  
Partner(s): Internal planning section, land use planners, architects, engineers, contractors.  
Budget Impact: Increase required  
Measured By: Acquisition of two new sites completed.

- Complete acquisition of property with existing structure for Station 54 conversion and architectural remodel.

Goal/Strategy: Goal 3 – Strategy 3C  
Timeframe: 12 months  
Partner(s): Logistics, Finance, Integrated Operations, land use planners, architects, engineers, contractors.  
Budget Impact: Increase required  
Measured By: Acquisition of existing property completed. Station 54 remodel design, conditional use application and permitting completed. NOTE: Depending on property acquisition and approval dates, construction may continue through fiscal year 2019-20.

- Complete Station 39 construction.

Goal/Strategy: Goal 2  
Timeframe: 12 months  
Partner(s): Logistics, Finance, Integrated Operations, architects, engineers, contractors  
Budget Impact: Increase required  
Measured By: Station 39 construction completed.

## Property and Building Fund, continued

Historical Data			Budget for Next Year 2018-19			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Revised Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$10,284,207	\$12,482,461	\$16,881,191	Beginning Fund Balance - Working Capital	\$12,869,951	\$ 12,869,951	\$ 12,869,951
60,198	155,671	115,670	Temporary Investments Earnings	102,162	102,162	102,162
2,266	993,523		Miscellaneous Revenue			
4,101,085	5,512,967	6,113,228	Transfers from Other Funds	3,771,427	3,771,427	3,771,427
607,315		8,455,000	Surplus Property			
<b>\$15,055,071</b>	<b>\$19,144,623</b>	<b>\$ 1,565,089</b>	<b>Total Resources</b>	<b>\$16,743,540</b>	<b>\$16,743,540</b>	<b>\$16,743,540</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
	\$ 14,881	\$ 932,000	Station 31	\$ 832,000	\$ 832,000	\$ 832,000
\$ 72,774			Station 33			
137,665			Station 35			
809,612	1,182	100,000	Station 38			
114,549	587,114	7,217,023	Station 39	6,945,000	6,945,000	6,945,000
23,404			Station 52			
29,077		1,200,000	Station 54	1,600,000	1,600,000	1,600,000
856,814	1,837,647	7,705,914	Station 55	600,000	600,000	600,000
11,147			Station 56			
21,127			Station 57			
			Station 61	185,000	185,000	185,000
33,707	823,103	100,000	Station 62	100,000	100,000	100,000
452	49,514	1,700,000	Station 63	850,000	850,000	850,000
	809,511	937,824	Station 64			
	851,735	975,704	Station 69			
8,161	1		Station 71			
268,855	1,394,711	290,000	Station 72			
85,265			Facilities			
		440,000	OHW			
		5,600,000	Logistics	1,960,000	1,960,000	1,960,000
2,572,609	6,369,399	27,198,465	Total Capital Outlay	13,072,000	13,072,000	13,072,000
		4,366,624	Contingency	2,052,771	2,052,771	2,052,771
2,572,609	6,369,399	31,565,089	Total Expenditures	15,124,771	15,124,771	15,124,771
12,482,461	12,775,224		Reserved for Future Expenditures	1,618,769	1,618,769	1,618,769
<b>\$15,055,071</b>	<b>\$19,144,623</b>	<b>\$31,565,089</b>	<b>Total Requirements</b>	<b>\$ 16,743,54</b>	<b>\$16,743,540</b>	<b>\$16,743,540</b>



## 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Capital Outlay	\$ 4,245,432	\$ 4,498,646		
<b>Total Expenditures</b>	<b>\$ 4,245,432</b>	<b>\$ 4,498,646</b>		

What the bond paid for:

### Apparatus and Response Vehicles ~ \$13 million

- 9 Engines
- 2 Ladder Trucks
- 2 Tiller Trucks
- 10 Medic Units
- 2 Water Tenders
- 1 Heavy Rescue
- 2 Rehab Units
- 3 Light Brush Rigs
- 4 Response Cars
- 1 Water Rescue Boat
- 10 Code 3 Response/Other Vehicles



### New Land and Stations ~ \$37 million

- Station 50, Walnut
- Station 53, Progress
- Station 56, Elligsen Road/South Operating Center
- Station 58, Bolton
- Station 59, Willamette
- Station 65, West Slope
- Station 68, Bethany
- Station 70, Raleigh Hills
- Station 71, Kaiser Road (land only)



## Capital Projects Fund, continued

### Station Safety/Seismic/Remodels ~ \$14 million

- Station 34, Tualatin
- Station 35, King City
- Station 51, Tigard
- Station 52, Wilsonville
- Station 62, Aloha
- Station 64, Somerset
- Station 66, Brockman
- Station 69, Cooper Mountain



### Other ~ \$16 million

- Relocation of Command & Business Operating Center
- Training Center improvements
- Station 31, West Bull Mountain, initial planning



<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 8,669,428	\$ 4,459,798		Beginning Fund Balance -			
30,572	27,373		Working Capital			
	7,750		Temporary Investments Earnings			
5,230	3,725		Surplus Property			
			Miscellaneous			
<b>\$ 8,705,230</b>	<b>\$ 4,498,646</b>		<b>Total Resources</b>			
			<b>Requirements</b>			
\$ 2,263,362	\$ 4,495,956		Buildings and Improvements			
12,821	2,690		Land and Improvements			
1,969,249			Fire Apparatus			
4,245,432	4,498,646		Total Expenditures			
4,459,798			Reserved for Future Expenses			
<b>\$ 8,705,230</b>	<b>\$ 4,498,646</b>		<b>Total Requirements</b>			

## Fund Description

This fund is intended to satisfy claims arising out of losses within the District's deductible limits of insurance coverage for automobiles, emergency apparatus, property claims, and general liabilities. Insurance claim payments, and earnings on temporary investments provide resources for the fund.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Materials and Services	\$ 26,878	\$ 106,784	\$ 629,500	\$ 619,800
<b>Total Expenditures</b>	<b>\$ 26,878</b>	<b>\$ 106,784</b>	<b>\$ 629,500</b>	<b>\$ 619,800</b>

## Risk Management

The District utilizes the resources of this fund in order to reduce the costs of purchased property and casualty insurance policies, by allowing for levels of increased deductibles and retained risk within the policies. The District's insurance agent's actuaries have determined the size of this fund is appropriate for the District's combined insurance risks. The District annually reviews its risk management, insurance, and loss prevention programs with the goal of limiting exposure to all types of losses, improving the work environment, and increasing safety for District employees.

The policy adopted by the Board of Directors mandates that a program for risk management be adopted that is consistent with legal requirements and is within the ability of the District to finance. Board Policy states that the District shall purchase the necessary insurance or set aside adequate reserves to self-insure. Coverage must be adequate to protect:

1. Itself as a corporate body;
2. Its Board of Directors;
3. Its individual members; and
4. Its employees.

These groups are to be insured against financial loss arising out of any claim, demand, suit, or judgment by reason of alleged negligence or other act resulting in accidental injury to any person or damage to property within or outside the District, while performing their duties within the scope of their obligations as members of boards or commissions or as employees or Volunteers.

The District purchases insurance for or self-insures:

1. All real and personal property of the District;
2. Losses due to employee dishonesty, injury, or death;
3. Losses from claims associated with employee practices related to civil rights, sexual harassment and other related issues, and a program of benefits for employees within the limits established from time to time by the Board of Directors;
4. Flood, earthquake, and natural disasters; and
5. Workers' compensation insurance for employees and Volunteer firefighters.

### Risk Management, 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 \$87,393,299 with a \$10,000 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 \$10,000 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: \$1,000 deductible for comprehensive coverage and \$2,000 deductible limits for collision. Cyber Insurance coverage was added in January 2018, with a \$1,000,000 limit. Crime policy coverage is set at \$2,500,000.

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>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 613,121	\$ 653,426	\$ 625,000	Beginning Fund Balance	\$ 615,000	\$ 615,000	\$ 615,000
3,770	6,783	4,500	Temporary Investments Earnings	4,800	4,800	4,800
63,412	43,540		Insurance Refunds			
<b>\$ 680,303</b>	<b>\$ 703,748</b>	<b>\$ 629,500</b>	<b>Total Resources</b>	<b>\$ 619,800</b>	<b>\$ 619,800</b>	<b>\$ 619,800</b>
			<b>Requirements</b>			
\$ 26,878	\$ 106,784	\$ 629,500	Property & Liability Losses	\$ 619,800	\$ 619,800	\$ 619,800
653,426	596,965		Ending Fund Balance			
<b>\$ 680,303</b>	<b>\$ 703,748</b>	<b>\$ 629,500</b>	<b>Total Requirements</b>	<b>\$ 619,800</b>	<b>\$ 619,800</b>	<b>\$ 619,800</b>



## Fund Description

The Pension Trust Fund is a non-governmental *fiduciary-type fund* that has been maintained for the benefit of employees who retired prior to the District's integration into the Oregon Public Employee Retirement System on July 1, 1981.

## Budget Summary

Expenditures	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 347,682	\$ 340,898	\$ 367,058	\$ 344,464
<b>Total Expenditures</b>	<b>\$ 347,682</b>	<b>\$ 340,898</b>	<b>\$ 367,058</b>	<b>\$ 344,464</b>

## Trust Management

The Board of Directors controls the Pension Plan, while the District's Fire Chief/Administrator serves as advisor to the Board and authorizes increases in benefit payments.

Day-to-day administration of the plan, including payments to retirees, is managed by the District's Finance Directorate. As all trust funds have been utilized, the District is now making contributions to the Trust Fund in order to meet pension benefits each month.

## Pension Benefit

Two groups of retirees are covered under the Pension Trust Fund. One group consists of those individuals who retired prior to amending the plan in 1976. The second group is those individuals affected by the Amended and Restated Plan of 1976, and who retired on or before July 15, 1983.

The original 1973 retirement plan stipulates that the retirees receive a benefit of sixty percent of their current salary range for the job classification held at time of retirement. Spousal benefits are equal to 100% of the retiree's benefit. Thus, their benefit increases are directly tied to raises of the existing employee group. There are four beneficiaries under this plan.

Under the 1976 Amended and Restated Plan, benefits were determined by multiplying a percent, which is the value of the number of years of completed service, times two percent per year, by the final average salary. The cost of living increases for the retirees under the 1976 Amended and Restated Plan are limited to two percent per year. There are one beneficiary and one recipient under this plan.

## Pension Trust Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 347,682	\$ 368,767	\$ 367,058	Transfer from Other Funds	\$ 344,464	\$ 344,464	\$ 344,464
<b>\$ 347,682</b>	<b>\$ 368,767</b>	<b>\$ 367,058</b>	<b>Total Resources</b>	<b>\$ 344,464</b>	<b>\$ 344,464</b>	<b>\$ 344,464</b>
			<b>Requirements</b>			
\$ 347,682	\$ 340,898	\$ 367,058	Pension Benefit Costs	\$ 344,464	\$ 344,464	\$ 344,464
	27,869		Unappropriated Ending Fund Balance			
<b>\$ 347,682</b>	<b>\$ 368,767</b>	<b>\$ 367,058</b>	<b>Total Requirements</b>	<b>\$ 344,464</b>	<b>\$ 344,464</b>	<b>\$ 344,464</b>

## Fund Description

The Volunteer LOSAP Fund accounts for remaining plan assets and liabilities, and the monthly benefit payments to volunteers under the former 1992 and 1998 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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 9,300	\$ 10,075	\$ 337,376	\$ 373,423
<b>Total Expenditures</b>	<b>\$ 9,300</b>	<b>\$ 10,075</b>	<b>\$ 337,376</b>	<b>\$ 373,423</b>

## Pension Benefit

In addition to monthly plan benefits paid, for 2018-19 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 2018-19</i>			
Actual Second Preceding Year 2015-16	Actual First Preceding Year 2016-17	Adopted Budget This Year 2017-18	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$ 322,197	\$ 323,423	\$ 326,176	Working Capital (Accrual Basis)	\$ 359,061	\$ 359,061	\$ 359,061
10,526	29,328	11,200	Earnings from Investments	14,362	14,362	14,362
			Transfer from Other Funds			
<b>\$ 332,723</b>	<b>\$ 352,751</b>	<b>\$ 337,376</b>	<b>Total Resources</b>	<b>\$ 373,423</b>	<b>\$ 373,423</b>	<b>\$ 373,423</b>
			<b>Requirements</b>			
\$ 9,300	\$ 10,075	\$ 337,376	Pension Benefit Costs	\$ 373,423	\$ 373,423	\$ 373,423
323,423	342,676		Unappropriated			
			Ending Fund Balance			
<b>\$ 332,723</b>	<b>\$ 352,751</b>	<b>\$ 337,376</b>	<b>Total Requirements</b>	<b>\$ 373,423</b>	<b>\$ 373,423</b>	<b>\$ 373,423</b>

## Property Tax Levies and Collections

### Tualatin Valley Fire and Rescue Property Tax Levies and Collections Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2017	\$ 106,867,213	\$ 101,985,120	95.43%	\$ 1,358,642	\$ 103,343,762	96.70%
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

Source: District financial statements, current and prior years

### Total Tax Levy compared to Total Tax Collected



## 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
2017	\$ 48,857,960,074	\$ 74,802,031,793	\$ 1,508,758,508	\$ 1,533,847,394	\$ 62,197,982	\$ 84,509,484
2016	46,770,392,287	66,942,316,620	1,443,660,193	1,469,896,613	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

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		
2017	\$ 1,391,276,864	\$ 1,416,551,352	\$ 51,820,193,428	\$ 77,836,940,023	66.58 %	\$2.10
2016	1,291,141,760	1,463,290,805	49,554,196,913	69,940,122,868	70.85	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

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 2017				Year 2008			
	Rank <sup>(1)</sup>		Taxable Assessed Value <sup>(2)</sup>	Percentage of Total Taxable Assessed Valuation	Rank <sup>(1)</sup>		Taxable Assessed Value <sup>(2)</sup>	Percentage of Total Taxable Assessed Valuation
<b>Private enterprises:</b>								
Nike, Inc.	1	\$	554,903,560	1.07 %	1	\$	344,981,746	0.93 %
Comcast Corporation	2		349,799,300	0.68				
Pacific Realty Associates	4		247,560,027	0.48	4		179,658,874	0.49
Intel Corporation	6		173,736,260	0.34	6		170,616,681	0.46
PPR Washington Square, LLC	7		146,992,934	0.28				
BV Centercal, LLC	8		138,496,812	0.27				
Frontier Communications	9		137,936,000	0.27				
LAM Research Corporation	10		111,939,596	0.22				
Verizon Communications					2		244,346,253	0.66
Maxim Integrated Products, Inc.					8		134,951,810	0.36
Sprint Nextel Corporation					9		123,559,664	0.33
Tektronix, Inc.					7		137,497,082	0.37
PS Business Parks					10		98,541,817	0.27
<b>Public utilities:</b>								
Portland General Electric	3		277,292,521	0.54	3		201,752,800	0.55
Northwest Natural Gas Co	5		227,164,170	0.44	5		170,896,690	0.46
All other taxpayers			<u>49,454,372,248</u>	<u>95.41</u>			<u>35,190,079,164</u>	<u>95.12</u>
Total Assessed Value <sup>(2)</sup>		\$	<u>51,820,193,428</u>	100.00 %		\$	<u>36,996,882,581</u>	100.00 %

Source: Washington County Department of Assessment and Taxation

<sup>(1)</sup> Principal taxpayers are in Washington County only.

<sup>(2)</sup> Total assessed value is reflective of TVF&R's portion of the totals collectible for Washington, Clackamas and Multnomah counties.

Tualatin Valley Fire and Rescue  
**Demographic and Economic Statistics**  
 Last Ten Fiscal Years

Fiscal Year	Population <sup>(1)</sup>	Per Capita Income <sup>(2)</sup>	Total Personal Income (in thousands) <sup>(2)</sup>	School Enrollment <sup>(3)</sup>	Unemployment <sup>(4)</sup>
2017	491,376 <sup>(5)</sup>	\$ 51,909	\$ 25,506,837	57,592	3.10 %
2016	459,234	51,909	23,838,402	56,519	4.10
2015	454,598	51,909	23,597,728	56,036	4.60
2014	450,008	49,553	22,229,246	57,221	5.90
2013	445,464	46,123	20,546,136	57,147	6.60
2012	440,966	46,508	20,508,447	56,410	6.90
2011	436,513	44,011	19,211,374	56,768	7.70
2010	432,106	40,950	17,694,741	55,672	9.15
2009	427,346	41,079	17,554,952	54,519	7.68
2008	422,987	43,438	18,373,719	54,480	4.42

<sup>(1)</sup> Portland State University/TVFR Planning Department

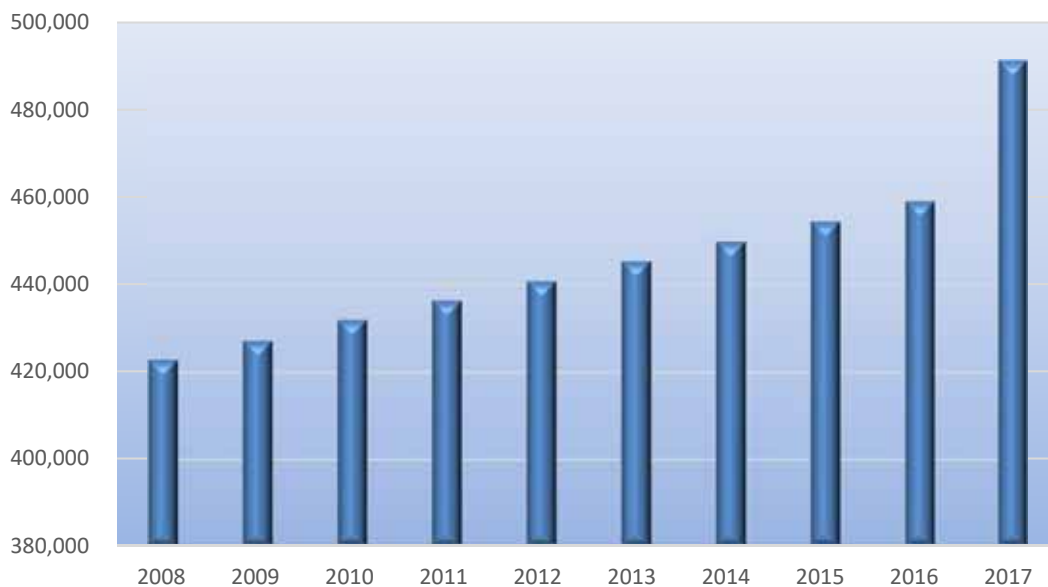
<sup>(2)</sup> Bureau of Economic Analysis (Washington County Only) Latest information through 2015 (reported March 2016)

<sup>(3)</sup> Oregon Dept of Education (Beaverton, Sherwood and Tigard/Tualatin School Districts)

<sup>(4)</sup> State of Oregon Employment Department (Washington County Only)

<sup>(5)</sup> Includes all area served. District – 446,375, former Washington County Fire District 2 – 14,939 and City of Newberg and Newberg Rural Fire Protection District – 30,062.

### Population Served





## 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
- 23 MERRC 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

## Chart of Accounts, continued

### Departments, continued

065	Station 65 - West Slope
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
072	Station 72 - Skyline
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 &amp; 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 &amp; 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
- 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  
 3229 Nena Springs Fire  
 3230 Milli Fire  
 3231 Chetco Bar Fire  
 3232 Eagle Creek Fire  
 3233 EMAC – Northern California  
 3234 EMAC – Southern California  
 3235 EMAC – Southern California #2

3307 Pick-Up Trucks  
 3310 Medic Units

## Chart of Accounts, continued

### Project, continued

3316	Tenders
3322	Pumpers (Round-3)
3323	Pumpers (Round-4)
3324	Tractor Drawn Aerial Trucks (Bond)
3329	Fire Investigation Vehicles
3330	Light Brush Apparatus
3331	Chief Response Vehicle Replacement
3332	DC Response Vehicles
3334	FJ Cruisers
3335	Squad
3336	Water Rescue Boat
3337	EMS Vehicle
3338	Two Truck
3339	Volunteer UTV
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
3447	Paramedic Recruitments
3450	Washington County FD2
3460	Newberg Fire
3470	Incident Management Team
3475	Mobile Emergency Responder Radio Coverage
3503	Station 56 – South Operating Center
3505	Station 65 – West Slope
3506	Station 68 – Bethany
3509	Station 71 – Kaiser
3510	170 <sup>th</sup> Property Expenses
3511	Clinton St Property Expenses
3513	Station 35 – King City
3515	Station 51 – Tigard

## Project, continued

3516	Station 52 – Wilsonville
3517	Station 62 – Aloha
3518	Station 64 – Somerset
3520	Station 69 – Cooper Mountain
3525	Station 70 – Raleigh Hills
3526	Station 38 – Borland
3527	Station 31 – West Bull Mountain
3528	Station 54 – Charbonneau
3529	Station 55 – Rosemont
3530	Station 63 – 185 <sup>th</sup>
3531	Station 67 – Farmington Road
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 – 185 <sup>th</sup> Land
3718	Station 39 – Rivergrove Land
3719	Station 62 – New Location Land
8010	Energy Upgrades
8200	Facility General Maintenance
8800	Emergency Events

## Category

00	Contract (Construction/Land Purchase)
01	Professional and Tech Services
02	Attorney Fees
03	Permits and Fees
04	Architectural Services
05	Project Management
06	Temporary Quarters
07	Project Contingency
08	Demolition



## Glossary

<b>Account</b>	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
<b>Accrual Basis of Accounting</b>	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
<b>Ad Valorem</b>	In proportion to value. A basis for levying tax upon property.
<b>Alarm</b>	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
<b>AED</b>	Automated external defibrillator - a device that automatically analyzes the heart rhythm and if it detects a problem that may respond to an electrical shock, then permits a shock to be delivered to restore a normal heart rhythm.
<b>Alarm Assignment</b>	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD) based upon the type of incident dispatched.
<b>ALS</b>	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including IV therapy, administration of antiarrhythmic and other specified medications and solutions.
<b>AMP</b>	Asset Management Program. Business model that assists with management of Integrated Operations assets.
<b>AODP</b>	Apparatus Operator Development Program
<b>Appropriation</b>	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.
<b>ARU</b>	Alternate response vehicle, e.g., Car.
<b>ASA</b>	Ambulance Service Area
<b>Assess</b>	To establish an official property value for taxation.
<b>Assessed Valuation</b>	The total taxable value placed on real estate and other property as a basis for levying taxes.
<b>Assets</b>	Property owned by a government that has monetary value.
<b>Auxiliary Volunteer</b>	A group of "on-call" citizens, who assist with various department functions, e.g., maintaining and operating the antique fire apparatus, providing rehabilitation services at incidents, assisting the Community Service Division at various events, and performing clerical duties.
<b>AVL</b>	Automatic Vehicle Location. Means for determining and transmitting the geographic location of a vehicle in real time using global positioning systems (GPS).
<b>Balanced Budget</b>	Resources equal the requirements in every fund.
<b>Battalion</b>	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.
<b>BC</b>	Battalion Chief

## Glossary, continued

<b>Battalion Chief</b>	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.
<b>Behavioral Health</b>	Refers to the reciprocal relationship between human behavior and the well-being of the body, mind, and spirit. In the Fire District, this relates to interpersonal and group coaching, counseling, and Critical Incident Stress Debriefing (CISD).
<b>BLS</b>	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
<b>Bond</b>	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
<b>Bonded Debt</b>	The portion of indebtedness represented by outstanding bonds.
<b>Box Alarm</b>	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
<b>Brush Rig</b>	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
<b>Budget</b>	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
<b>Budget Document</b>	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years’ actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
<b>Budget Message</b>	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit’s experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
<b>Budgetary</b>	The control or management of a governmental unit or enterprise in accordance with an Control approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

<b>BUG</b>	Broadband Users Group. The District is part of an intergovernmental agreement with several neighboring cities and special districts to share the use of a public communication network, Internet access, communication devices, and equipment.
<b>CAD</b>	Computer Aided Dispatch. Method of dispatching emergency response apparatus and personnel via a mobile data terminal.
<b>Capital Assets</b>	Assets with initial value greater than \$5,000 and having a useful life greater than one year. Capital assets are also referred to as fixed assets.
<b>Capital Budget</b>	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. A Capital Program is sometimes referred to as a Capital Budget. <i>See also Capital Program.</i>
<b>Capital Outlay</b>	Expenditures for the acquisition of capital assets.
<b>Capital Projects</b>	Projects that purchase or construct capital assets.
<b>Capital Projects Fund</b>	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.
<b>Capital Program</b>	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures
<b>Captain</b>	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
<b>Category A Zones</b>	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
<b>Category B Zones</b>	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
<b>Category C Zones</b>	Property within the District's service area, but outside the Urban Growth Boundary that is primarily agricultural land with relatively low population density and low risk structures.
<b>CCFD#1</b>	Clackamas Fire District #1
<b>CDC</b>	Center for Disease Control
<b>CFAI</b>	Commission on Fire Accreditation International
<b>Code 1</b>	Non-emergency response mode; lights and sirens are not used and traffic laws are followed.
<b>Code 3</b>	Use of red lights and sirens by apparatus during emergency response.
<b>COML</b>	Communication Unit Leader.
<b>Company</b>	A work unit comprised of a piece of apparatus and its assigned crew.
<b>Core Volunteer</b>	A group of trained citizen firefighters who are "on call" to augment the District's career firefighters.
<b>CPR</b>	Cardiopulmonary Pulmonary Resuscitation

## Glossary, continued

<b>CPSE</b>	Center for Public Safety Excellence
<b>CRR</b>	Community Risk Reduction. The coordinated effort of Integrated Operations to identify and prioritize risks within a 'first due' area and develop interventions to minimize the probability, occurrence, or impact of a risk.
<b>Current Liabilities</b>	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
<b>Current Taxes</b>	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.
<b>Debt</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, Certificates of Participation, and General Long-Term Debt.</i>
<b>Debt Limit</b>	The maximum amount of gross or net debt that is legally permitted.
<b>Debt Service Fund</b>	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial, and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
<b>Delinquent Taxes</b>	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years Tax Levies.</i>
<b>DPSST</b>	Department of Public Safety, Standards, and Training
<b>Depreciation</b>	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
<b>Dispatch</b>	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
<b>Division</b>	The District is divided into two administrative geographic areas (Integrated Operations Divisions), called Divisions. Three battalions report to the two Divisions.
<b>Division Chief</b>	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.
<b>Door-to-Balloon</b>	Time from arrival of a STEMI patient at the ER door till their blocked coronary vessel is opened by the "balloon" procedure in the cath lab, which restores blood flow.
<b>E-GIS</b>	Enterprise GIS is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.
<b>EMC</b>	Emergency Management Cooperative

<b>EMD</b>	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.
<b>EMT</b>	Emergency Medical Technician. One who is trained and adept at different levels of medical skills. The state of Oregon has three levels: EMT-Basic, EMT- Intermediate, and Paramedic.
<b>EOP</b>	Emergency Operations Plan
<b>ERP</b>	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
<b>Evolution-Data Optimized</b>	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
<b>Engine</b>	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
<b>Engineer</b>	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
<b>EOC</b>	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
<b>Equipment</b>	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations (e.g., machinery, tools, trucks, cars, furniture, and furnishings).
<b>EVOC</b>	Emergency Vehicle Operations Course
<b>Expenditures</b>	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
<b>Expenses</b>	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.
<b>FEMA</b>	Federal Emergency Management Agency
<b>Firefighter</b>	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
<b>Fiscal Year</b>	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
<b>FireRMS</b>	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
<b>First Due Area</b>	Clusters of G-Zones that are assigned to the station that can travel faster to a specified point within that zone.

## Glossary, continued

<b>FirstNet</b>	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.
<b>First Pass</b>	The first attempt to place an endotracheal tube into a patients trachea.
<b>Fixed Assets</b>	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Initial costs must exceed \$5,000 and have a life greater than one year.
<b>FMZ</b>	Fire Management Zone. The State of Oregon is segmented into a grid system based on one and one quarter mile sections. This grid system is a tool for map navigation and reference purposes.
<b>FOC</b>	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
<b>FSA</b>	Flexible Spending Account
<b>FSAB</b>	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training), whose standards are set forth by the state of Oregon, that determines the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from Firefighter to Fire Marshal.
<b>FTE</b>	Full Time Equivalent employee, based on the hours worked by a full-time employee in that job classification.
<b>FTEP</b>	Field Training Evaluation Program
<b>FTO</b>	Field Training Officer
<b>Function</b>	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
<b>Fund</b>	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.
<b>Fund Balance</b>	The excess of the assets of a fund over its liabilities and reserves, except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
<b>G-Zone</b>	Geographic zones distributed throughout the entire District that are the basis for establishing response orders in CAD.
<b>General Fund</b>	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
<b>General Long-Term Debt</b>	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
<b>General Obligation Bonds</b>	Bonds for which payment the full faith and credit of the issuing body are pledged.
<b>GIS</b>	Geographic Information Systems

<b>GEMT Funds</b>	GEMT draws funds from the federally-backed Medicaid entitlement program, allowing public EMS providers the ability to collect a percentage of their uncompensated costs for providing care to Medicaid patients.
<b>GFOA</b>	Government Finance Officers Association
<b>Gross Bonded Debt</b>	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.
<b>Hazardous Material</b>	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
<b>Heavy Rescue</b>	The District has two Heavy Rescues. They have specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, they become the Technical Rescue Team, which have specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
<b>HFD</b>	Hillsboro Fire Department
<b>HRA</b>	Health Reimbursement Arrangement
<b>IAFC</b>	International Association of Fire Chiefs
<b>IC</b>	Incident Command.
<b>IMT</b>	Incident Management Team
<b>Incident</b>	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
<b>Incident Support Volunteer</b>	Incident Support Volunteers provide support functions on emergency scenes such as rehabilitation and air management.
<b>In-service</b>	Training session/class held for District employees.
<b>Interface</b>	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
<b>Internet</b>	An electronic communications network that connects computer networks and organizational computer facilities around the world.
<b>Intranet</b>	Internal communications network based upon Internet technology used for departmental exchanges of information.
<b>Internal Control</b>	<p>A plan of organization for purchasing, accounting, and other financial activities that, among other things, provides that:</p> <ul style="list-style-type: none"> <li>▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end;</li> <li>▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and,</li> <li>▶ Records and procedures are arranged appropriately to facilitate effective control.</li> </ul>
<b>Just Culture</b>	A system used to implement organizational improvement through a set of design laws that influence the District's ability to create desired outcomes.

## Glossary, continued

<b>Kelly Day</b>	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
<b>KPI</b>	Key Performance Indicator
<b>LOFD</b>	Lake Oswego Fire Department
<b>Lateral Entry</b>	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
<b>Lieutenant</b>	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
<b>Light Brush</b>	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.
<b>Mass Casualty Incident (MCI)</b>	An emergency incident with ten or more patients needing medical care.
<b>Maverick Map</b>	A package of features, revolving around an accurate digital map, which improves the efficiency and the effectiveness of emergency service delivery and administration.
<b>Medic</b>	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units staffed during peak hours.
<b>Mobile Data Computer</b>	Also referred to as an MDC.
<b>Mobile Emergency Responder Radio Coverage</b>	Also referred to as MERRC.
<b>MET</b>	Medical Equipment Technician
<b>MIH</b>	Mobile Integrated Health
<b>Modified Accrual Basis</b>	The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
<b>Multiple Patient Scene (MPS)</b>	An emergency incident with fewer than ten patients needing medical care.
<b>Munis</b>	The District’s integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
<b>NAPSG Net Bonded Debt</b>	National Alliance for Public Safety GIS Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.

<b>NFIRS</b>	National Fire Incident Reporting System
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>OCEM</b>	Office of Consolidated Emergency Management
<b>ODP</b>	Officer Development Program
<b>Occupancy</b>	The use to which property is put into: an occupied building or part of a building (as an apartment or office).
<b>OFCA</b>	Oregon Fire Chiefs Association. A membership organization that strives to provide leadership and valued services to support fire chiefs and administrative officers throughout the state.
<b>OFSOA</b>	Oregon Fire Service Office Administrators. A networking and educational organization for administrative personnel serving Oregon Fire Service agencies - from Fire Chiefs and Administrative Assistants to Entry Level Clerk positions.
<b>OMG</b>	Onboard Mobile Gateway
<b>OMM</b>	Onboard Mobility Manager
<b>OnSceneRMS</b>	Computer program acquired in 2007, used to track incident response information.
<b>Operating Budget</b>	A budget that applies to all outlays other than capital outlays. <i>See Budget.</i>
<b>Operating Center</b>	Also known as a Division Office, Operating Centers were established in the North and South areas of the District to better serve their service areas. Each Operating Center acts as a headquarters for a Division Chief, fire prevention and Integrated Operations personnel, a Public Affairs Officer, and support staff.
<b>Operating Expenses</b>	Expenses for general governmental purposes.
<b>Operating Statement</b>	A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet that shows financial position at a given moment in time.
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Paramedic</b>	The highest level of training an EMT can reach in the state of Oregon.
<b>PAT</b>	Process Action Team
<b>PERS</b>	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers contribute.
<b>PDP</b>	Paramedic Development Program
<b>PF&amp;R</b>	Portland Fire & Rescue
<b>PIO</b>	Public Information Officer
<b>POD</b>	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
<b>PPE</b>	Personal Protective Equipment, utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.

## Glossary, continued

<b>Prior Years Tax Levies</b>	Taxes levied for fiscal periods preceding the current one.
<b>PSBT</b>	Public Safety Broadband Trust
<b>QI</b>	Quality improvement
<b>Quantum</b>	Type/style of a Pierce engine that can seat four to six Firefighters. The majority of the District's engines are of the Quantum style.
<b>Rate Collar</b>	The Oregon PERS system has adopted a contribution rate stabilization method whereby contribution rates for a rate pool are confined to a collar based on the rate pool's prior pension contribution rate.
<b>Resources</b>	The actual assets of a governmental unit, such as cash, taxes receivables, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
<b>Response</b>	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
<b>Response Orders</b>	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
<b>Revenue</b>	<p>The term designates an increase to a fund's assets that:</p> <ul style="list-style-type: none"><li>▶ Does not increase a liability (e.g., proceeds from a loan).</li><li>▶ Does not represent a repayment of an expenditure already made.</li><li>▶ Does not represent a cancellation of certain liabilities.</li><li>▶ Does not represent an increase in contributed capital.</li></ul>
<b>RFOG</b>	Regional Fire Operations Group
<b>RMS</b>	Records Management System, software that is part of the Sunpro suite.
<b>Saber</b>	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
<b>SB 122</b>	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>Shift</b>	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
<b>Skyboom</b>	An engine with an elevated master stream of 61 feet.
<b>SOG</b>	Standard Operating Guidelines
<b>Special Revenue Fund</b>	A fund used to account for revenues from specific taxes or earmarked revenue sources, which by law are designated to finance particular functions or activities of government. Includes intergovernmental revenue in the form of state and federal grant funds.
<b>Squad</b>	A piece of apparatus that is used for support at an incident. A squad carries extra air bottles, lights, and rehabilitation supplies for personnel working at an incident.
<b>Squirt</b>	An engine with a top mounted ladder that can extend to approximately 65 feet.

<b>STEMI</b>	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
<b>Talent Management</b>	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.
<b>Target Solutions</b>	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.
<b>Task Force</b>	A pre-determined alarm assignment in Computer Aided Dispatch (CAD) that includes multiples units. Task force assignments are primarily used for incidents with a higher probability of severity and incident complexity (e.g., fires, explosion, technical rescue, hazardous materials, train accident).
<b>Tax Levy</b>	The total amount to be raised by general property taxes.
<b>Tax Rate</b>	The amount of tax levied for each \$1,000 of assessed valuation.
<b>TDA</b>	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
<b>Taxes</b>	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
<b>Technical Rescue</b>	Any kind of incident that requires specialized training or equipment that is used to provide assistance to a victim(s), e.g., tunnel collapse, water-related accidents, hazardous materials spills. The District has four technical rescue teams: Water Rescue, Technical Rescue (rope, building collapse, extrication, confined space rescue), and Hazardous Materials.
<b>Tender</b>	A piece of apparatus that carries water to supply an engine in a rural area.
<b>TIF</b>	Tax Increment Financing. One of the financing mechanisms for urban renewal plans, which can leverage the property tax revenues resulting from growth in an urban renewal area.
<b>Truck</b>	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
<b>Turnouts</b>	Protective gear worn by firefighters.
<b>UASI</b>	Urban Areas Security Initiative. A grant program through the Department of Homeland Security and FEMA. The program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assist them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism.
<b>Unappropriated Fund Balance</b>	Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal period.
<b>Urban Growth Boundary</b>	A regional boundary, set in an attempt to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
<b>Urban Renewal</b>	A program of land re-development in areas of moderate to high density urban land use.
<b>Vimeo</b>	An online video service.

## Glossary, continued

<b>VoIP</b>	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.
<b>Volunteer Firefighter</b>	Volunteer Firefighters respond in conjunction with first due companies.
<b>WCCCA</b>	Washington County Consolidated Communications Agency. This agency provides the District's emergency and non-emergency police and fire dispatching within the majority of Washington County.
<b>WFCFA</b>	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC), and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
<b>Wildland Area</b>	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

<b>North Operating Center</b>	Located at the Command and Business Operations Center on SW Dartmouth St. in Tigard.
<b>Station 17</b>	This station is known as the North Plains Station.
<b>Station 50</b>	This fire station is located at SW Walnut Street, near the corner of Gaarde in Tigard.
<b>Station 51</b>	This fire station is located within the core area of the City of Tigard.
<b>Station 53</b>	The Progress fire station is located on Scholls Ferry Rd, near Washington Square Mall.
<b>Station 60</b>	This station serves the District's northeast area, including a portion of Multnomah County.
<b>Station 61</b>	This station is located on SW Murray and Butner Roads in north Beaverton.
<b>Station 62</b>	The fire station located on SW 209th near Blanton Street, and is known as the Aloha Station.
<b>Station 64</b>	Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.
<b>Station 65</b>	The fire station located on SW 103 <sup>rd</sup> Avenue in Beaverton and is referred to as the West Slope station.
<b>Station 66</b>	This station is located at SW Brockman Road in south Beaverton.
<b>Station 67</b>	This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.
<b>Station 68</b>	This station is located on NW Evergreen Street and is referred to as the Bethany station.
<b>Station 69</b>	Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.
<b>Station 70</b>	This station is located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue and is referred to as the Raleigh Hills station.
<b>Station 72</b>	The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

## Glossary, continued

<b>South Operating Center</b>	The South Division offices are collocated with Station 56 in Wilsonville.
<b>Station 19</b>	This station is also known for the road on which it is situated - Midway Road.
<b>Station 20</b>	This station is known as the Downtown Newberg Station.
<b>Station 21</b>	This station is known as the Springbrook Station.
<b>Station 33</b>	This fire station is located within the City of Sherwood, Oregon.
<b>Station 34</b>	This fire station is located within the City of Tualatin.
<b>Station 35</b>	This station is known as the King City Station.
<b>Station 39</b>	The Rivergrove station will serve the City of Rivergrove and the surrounding area and is expected to open in the summer or fall of 2019.
<b>Station 52</b>	This fire station is located within the City of Wilsonville.
<b>Station 55</b>	The Rosemont station is located on Hidden Springs Road just east of Rosemont Road.
<b>Station 56</b>	The Elligsen Road station is located near the intersection of I-5 and Elligsen Road. This station serves the I-5 corridor, as well as the Cities of Wilsonville and Tualatin.
<b>Station 57</b>	This station is also known for the road on which it is situated - Mountain Road.
<b>Station 58</b>	The Bolton fire station, formerly of the City of West Linn.
<b>Station 59</b>	Also known as the Willamette Station, located in historic downtown West Linn.

1st Notice of Budget Committee Meeting



The Oregonian

LEGAL AFFIDAVIT

AD#: 0008624970

State of Oregon,) ss  
County of Multnomah)

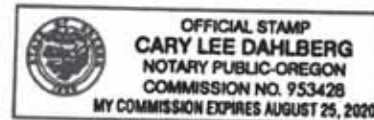
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 05/04/2018

  
Principal Clerk of the Publisher

Sworn to and subscribed before me this 7th day of May 2018

  
Notary Public



**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, Multnomah County, and Yamhill County, Oregon, to discuss the budget for the fiscal year July 1, 2018 to June 30, 2019, will be held at the Command & Business Operations Center, 11945 SW 70th Ave, Tigard, Oregon. The meeting will take place on the 17th of May 2018, 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 4, 2018, at the Command & Business Operations Center, between the hours of 8:00 am and 4:30 pm, Monday through Friday. This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. See [www.tvfr.com](http://www.tvfr.com) for further notice.

Debra L. Grabler, CPA, CITP, CGMA  
Budget Officer

Notice of Budget Hearing Meeting



**The Oregonian**

**LEGAL AFFIDAVIT**

AD#: 0008663940

Total

\$1,805.16

State of Oregon,) ss  
County of Multnomah)

Dana Hollowell 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 06/08/2018**

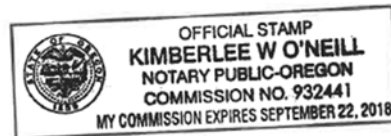


Principal Clerk of the Publisher

Sworn to and subscribed before me this 11th day of June 2018



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 26, 2018 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, 2018 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) 649-8577

Email: Debra.Grabler@tvfr.com

## FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2016-17	Adopted Budget This Year 2017-18	Approved Budget Next Year 2018-19
Beginning Fund Balance/Net Working Capital	70,394,446	70,318,149	66,370,193
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	9,239,821	5,790,398	330,000
Federal, State and All Other Grants, Gifts, Allocations and Donations	1,582,730	2,641,028	1,465,429
Revenue from Bonds and Other Debt	0	14,581,850	0
Interfund Transfers / Internal Service Reimbursements	5,898,550	8,280,286	5,115,891
All Other Resources Except Current Year Property Taxes	6,424,655	13,253,512	5,337,458
Current Year Property Taxes Estimated to be Received	102,231,393	107,664,723	119,407,699
<b>Total Resources</b>	<b>195,771,595</b>	<b>222,529,946</b>	<b>198,026,670</b>

## FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	90,571,866	103,330,250	108,457,395
Materials and Services	11,700,168	15,423,174	14,872,462
Capital Outlay	12,914,301	32,550,831	16,528,980
Debt Service	6,273,985	20,869,724	6,404,563
Interfund Transfers	5,898,550	8,280,286	5,115,891
Contingencies	0	10,834,383	8,093,321
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	68,412,725	31,241,298	38,554,058
<b>Total Requirements</b>	<b>195,771,595</b>	<b>222,529,946</b>	<b>198,026,670</b>

## FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM \*

Name of Organizational Unit or Program FTE for that unit or program			
Command Directorate	4,623,246	6,375,245	5,906,007
FTE	19.00	19.00	18.00
Business Operations Directorate	13,083,898	25,109,320	19,435,286
FTE	61.00	62.00	61.00
Finance Directorate	1,888,501	2,197,235	2,281,169
FTE	12.00	12.00	12.00
Integrated Operations Directorate	89,001,961	108,976,670	104,988,678
FTE	458.00	474.00	475.00
EMS/Training/Volunteers Directorate	6,114,156	7,137,489	5,910,010
FTE	37.00	27.50	20.00
Non-Departmental /Non-Program	81,059,833	72,733,987	59,505,520
FTE	0.00	0.00	0.00
<b>Total Requirements</b>	<b>195,771,595</b>	<b>222,529,946</b>	<b>198,026,670</b>
<b>Total FTE</b>	<b>587.00</b>	<b>594.50</b>	<b>586.00</b>

## STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \*


## PROPERTY TAX LEVIES

	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (rate limit \$1.5252 per \$1,000)	1.5252	1.5252	1.5252
Local Option Levy	0.45	0.45	0.45
Levy For General Obligation Bonds	6,330,760	5,728,162	6,687,561

## STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$42,705,000	\$0
Other Bonds		
Other Borrowings		
<b>Total</b>	<b>\$42,705,000</b>	<b>\$0</b>

\* If more space is needed to complete any section of this form, insert lines (rows) on this sheet or add sheets. You may delete unused lines.



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