

# TUALATIN VALLEY FIRE & RESCUE

## A RURAL FIRE PROTECTION DISTRICT

### OREGON

**Annual Budget**  
**Fiscal Year 2019-20**

**Proudly Serving the Cities of:**  
Beaverton – Durham – King City  
Newberg – North Plains  
Rivergrove – Sherwood  
Tigard – Tualatin – West Linn  
Wilsonville  
**and portions of:**  
Washington – Clackamas –  
Yamhill – Multnomah Counties

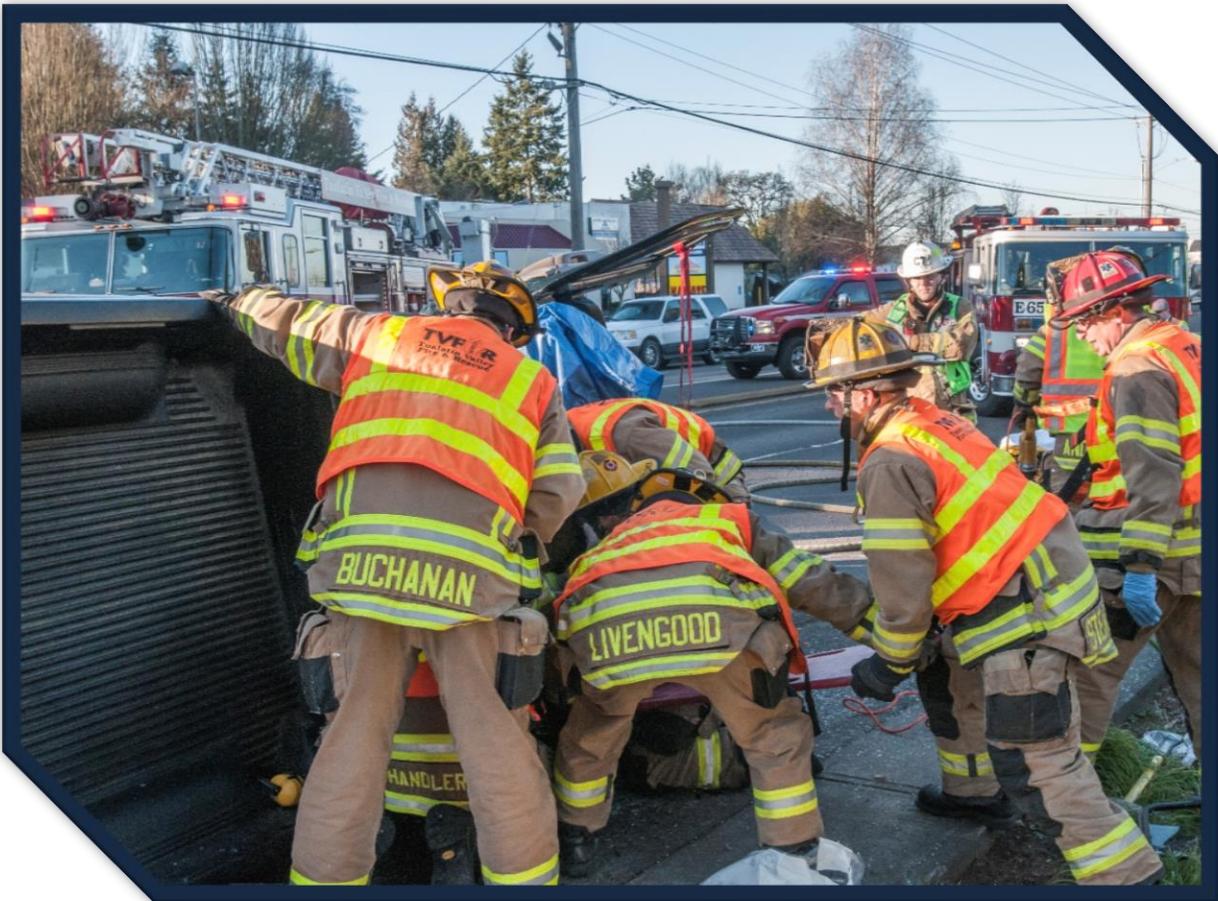
# TUALATIN VALLEY FIRE & RESCUE

## A RURAL FIRE PROTECTION DISTRICT

### OREGON

## Annual Budget

### Fiscal Year 2019-20



Tualatin Valley Fire & Rescue  
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Tigard, Oregon 97223  
Phone: (503) 649-8577  
[www.tvfr.com](http://www.tvfr.com)



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Oregon**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Tualatin Valley Fire & Rescue, Oregon, for its annual budget for the fiscal year beginning July 1, 2018. 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 25, 2019

Budget Committee Members and Residents  
Tualatin Valley Fire & Rescue  
Washington, Clackamas, Yamhill, and Multnomah counties, Oregon

Dear Budget Committee Members and Residents:

I am pleased to submit the 2019-20 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 the priorities and resources necessary to accomplish the District's 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 continue to plan for and construct new stations and deploy 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. Fiscal year 2019-20 represents the fifth and final year of this local option levy, which by Oregon law, expires in five or less years. We are very grateful the voters of the District renewed the levy for another five years in the May 21, 2019, election by an 82% approval rate which will provide continued operational support through the 2024-2025 year. The fiscal year 2019-20 budget provides for continued deployment of fully-staffed trucks, engines, rescues, cars, and medic units. We expect to open new McEwan Road Station 39 in the winter of 2020 staffed by six firefighter paramedics. We will complete the remodel of a Tualatin facility where our Logistics, Supply, Fleet, and Facilities Maintenance departments will be co-located. The District's proposed budget includes funding for an additional medic unit and the replacement of a 100-foot, aerial platform truck.

The District has long operated with the philosophy of responding with the right resource, and the work continues to operationally evaluate the best deployment of existing emergency response apparatus and personnel as the District's population continues to grow.

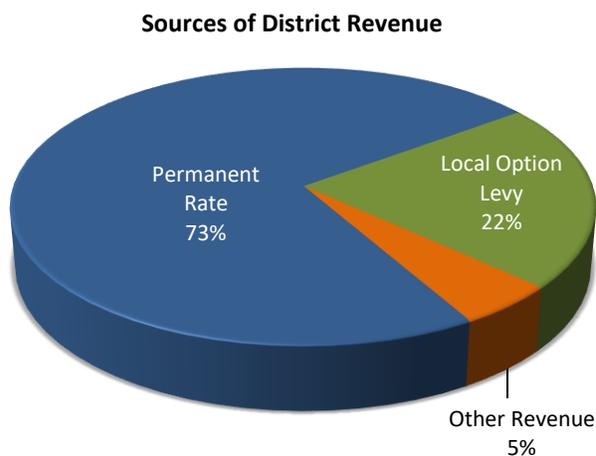
## Message from the Fire Chief, continued

The 2019-20 budget year reflects a continued focus on providing our residents with high-quality services through continued investments in our employees, training, equipment, and facilities. The 2019-20 budget includes a District reorganization, a new fire chief, and new chief financial officer effective July 1, 2019. The goal of the reorganization is to professionally develop new leaders in the organization and align areas of business and operating functions for continual improvement.

Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our residents, while maintaining excellent fiscal stewardship. This commitment drives our budget process.

### Taxation and Valuation

The local economy shows low unemployment levels and positive residential and commercial real estate development. Accordingly, the District's financial forecast for 2019-20 and beyond includes modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.49%. Past voter initiatives have 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 four counties in which we levy taxes grew 9.89% in 2018-19 on AV that our permanent tax rate is levied upon and 9.84% for AV that our local option levy is levied upon. This increase was a result of the annexation of the city of Newberg and Newburg Rural Fire Protection District effective July 1, 2018. Those additions to our assessed value added \$2.9 billion of assessed valuation to the District. Adjusting for that annexation, the AV grew 4.59% over the 2017-18 fiscal year. Forecasted future increases of 4.49% are slightly less as we estimate the increasing impact of urban renewal districts and compression losses. Our cities' use of urban renewal districts serves to reduce the assessed value our permanent rate can be levied upon by freezing the growth of AV inside the urban

renewal district during its existence. The District's assessed value for its permanent rate was over \$1.3 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 2018-19.

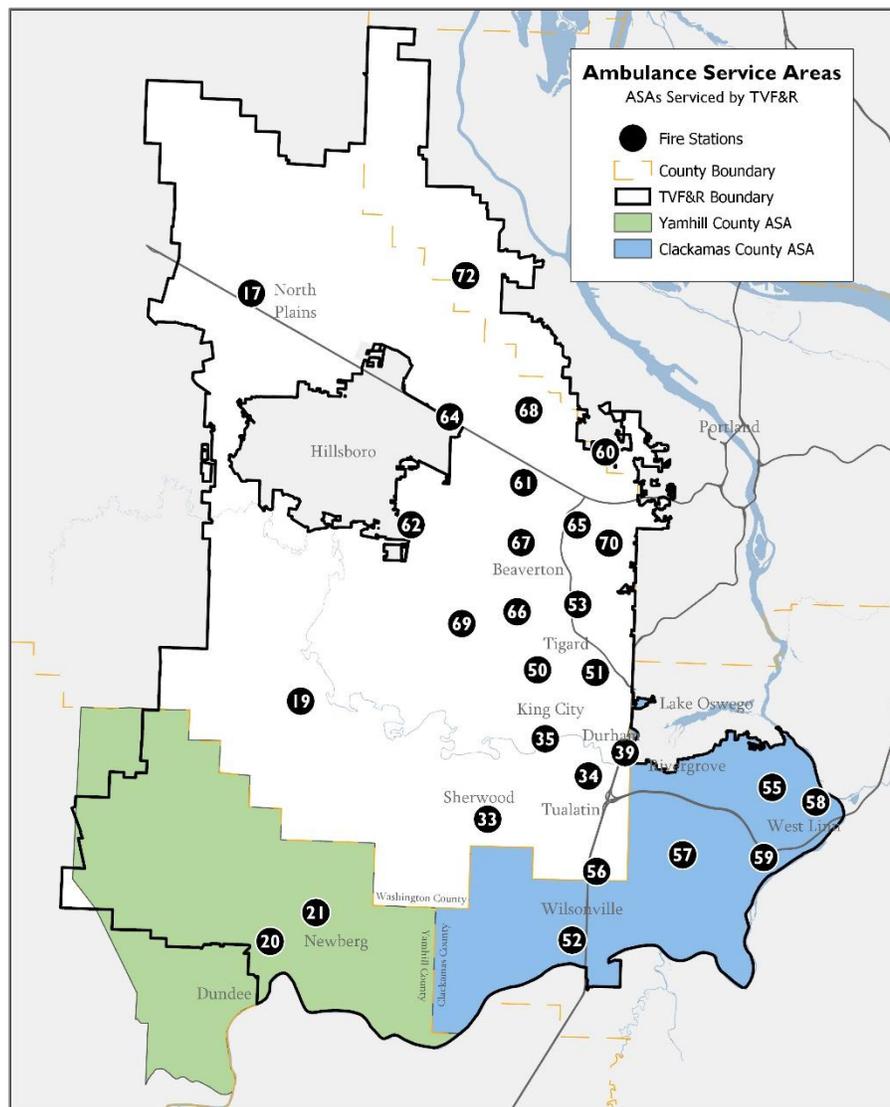
In addition to the permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 45 cents per \$1,000 of AV. The local option levy was first approved in 2000 at a rate of 25 cents per \$1,000 of assessed value. The levy was renewed in 2004 and 2008 at the same rate. In the May 2014 election, the replacement levy of 45 cents per \$1,000 of AV was approved to support additional firefighter paramedics, apparatus, and to purchase land for new stations. This same levy request is on the May 2019 ballot for an additional five-year renewal to continue to support the additional firefighters and station operations.

Accomplishments since the replacement levy was approved include the opening of a new Station 70 staffed by a two-person daytime unit, the purchase of land, station construction, the recent opening of new Station 55 staffed by 12 firefighters, continued funding of additional firefighters originally hired as part of a two-year grant process, purchase of station land, design and construction for new McEwan Road Station 39, as well as the purchases of land for future stations 38, 62, and 71, and ongoing assessment and negotiations for additional sites throughout the District for stations 31, 63, and 54. Additionally, stations 72, 64, and 69 were seismically remodeled and reopened in fiscal year 2018. Additional response cars and units were deployed, and the new tiller truck for Station 55 was funded from the enhanced local option levy. Since the original local option levy was first requested, the levy continues to support more than 92 firefighters and paramedics providing emergency response throughout the entire District.

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 (73%) and most tax payments are from bank escrow accounts. Collections are forecasted at 95.4% 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 2019, when we receive AV data for the 2019-20 budget year. Those results provide the information to adjust the transfers to Apparatus Fund, Capital Improvement Fund, or Property and Building 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 to provide essential services to our residents.

**Program Revenue**

Fire and emergency response services in the Newberg Ambulance Service Area (ASA) allows for the District to bill and receive direct payment of the transport responses as part of the Yamhill County ASA assignment. The District is the assigned provider of ambulance transport within a portion of Yamhill County. Additional program revenue includes estimated revenue from transport billings in Clackamas County, where the District serves as a provider under an assigned ASA. The combined revenues are budgeted at \$3,619,355.



### Budget Overview

The proposed 2019-20 budget is organized by the operations of the District in six directorates: Command, Business, Finance, Operations, Support, and Community Services. The Command Directorate represents the Fire Chief's Office, as the management team for all District operations, including strategic planning. The Business Directorate includes the functions of organizational health, including Human Resources, Behavioral Health, and Occupational Health and Wellness; Business Strategy, including records management, analysis, and planning; Logistics, including Fleet Maintenance, Facility Maintenance and Supply, and finally, Information Technology and Communications. The Finance Directorate manages all financial, tax, payroll, and audit functions of the District. The Operations Directorate manages the emergency response operations of the District, including all fire stations, specialty response teams, EMS, and Training. The Support Directorate provides for emergency management; volunteers, including firefighter, responder, auxiliary volunteers, and chaplains; and capital construction management. The Community Services Directorate will manage the District's Fire and Life Safety functions, including all fire prevention and public education for community risk reduction; connectivity to the community, its 11 cities, and other government agencies through Government Affairs; and its ability to implement community risk-reduction programs; media services; and Incident Management Teams.

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 support our Verified Responder Pilot Program that activates 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 residents.
- 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.
- Working with cities, counties, and Oregon Department of Transportation to prioritize transportation improvements that support emergency response.

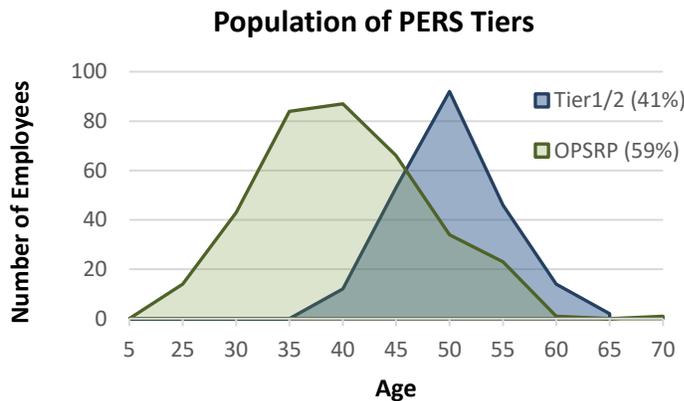
We leverage social media, traditional media, community events, and our PulsePoint smartphone app to connect with our community beyond 911 response. Our social media platforms, including PulsePoint subscribers, have more than 43,500 followers and our public safety stories and advertisements garner millions of views.

Total District personnel increased by the equivalent of 9.92 positions in the General Fund and decreased by one in the capital construction program for a combined total of 594.92 (593.92 in the General Fund, and one in the Property and Building Fund). Within the General Fund, six firefighters were added to the Relief Pool to cover additional time off as part of the labor contract, and the time equivalent of 1.67 FTE were added to the Recruit budget to allow for the training of 16 firefighters in the 2019-20 fiscal year, the time equivalent of a 0.5 FTE for injured firefighters alternate-duty accommodation, and the equivalent of 0.75 of a position to allow for developmental assignments, and lastly, an additional EMS assistant was added to address workload issues. One assistant chief position was added but offset by the decrease of a chief of staff position. The District funds one position in the Property and Building Fund, which is budgeted and charged out to the capital construction projects, down from two 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, 2022. Fleet maintenance technicians are also newly represented by Local 1660 in a separate bargaining unit with a contract extending through June 30, 2021.

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 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 respond to emergencies and meet the needs of our communities.

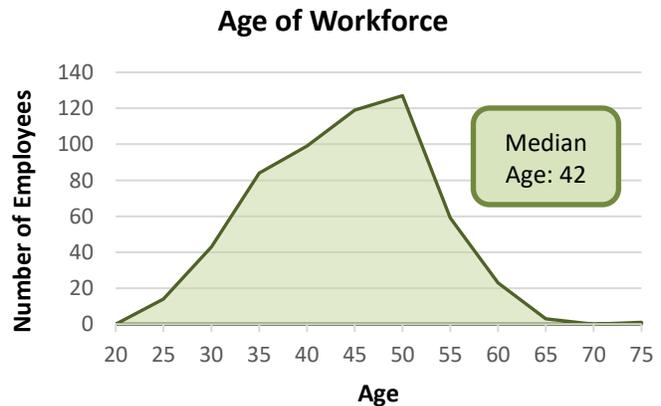
The District has budgeted medical insurance cost increases for the proposed budget year at 6%, which is the maximum increase allowed under the union contract. The District has budgeted a lesser increase for non-union personnel. All non-union and most union employees contribute to their monthly health 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 26.27% for the first year of the 2019-21 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 2019-21 biennium PERS rates were set actuarially, after the completion of the December 31, 2017, actuarial valuation. Rate increases were limited to the maximum of the rate collar this biennium and significant rate increases are expected for at least the next two biennia of rate cycles. Upward pressure on PERS rates also occurred from the PERS Board reducing the assumed investment earnings rate to 7.2% effective January 1, 2018, and the regular adoption of updated demographic factors, including merit raises of employee groups and longer life expectancy. The District’s budget for 2019-20 reflects the published rates for non-line personnel and blended budgeted rate for line personnel. The District will utilize PERS rate reserve funds set aside in prior years in order to smooth the budget impact of 2019-20 rate increases and 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.

We continue to focus on succession planning and leadership development for our next generation of managers through continued work and investment in the 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 normal retirement age for firefighters under state PERS is 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 employees as future leaders.



### Significant Budget Items

**Personnel.** This budget represents a total of 593.92 personnel in the General Fund and one in the Property and Building 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 replacement purchase of one platform aerial truck and a carryover from fiscal year 2018-19 due to expected timing of delivery of one medic unit in the Apparatus Fund. Replacement of other smaller fleet vehicles are budgeted within the Capital Improvement Fund.

**Fire Station.** The budget reflects the continued construction of McEwan Road Station 39 in Tualatin, and the purchase of the last three identified future fire station sites.

**Other Facilities.** The prior year sale of the surplus North Operating Center Campus to Washington County will allow the more centralized Logistics Service Center purchase to be completed and outfitted for Fleet, Facilities, and Supply in fiscal year 2019-20.

### 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 \$0.0992 per \$1,000 (AV) levy for the debt service of outstanding bond issues. We anticipate tax receipts of the levies at a 95.4% collection rate and an assessed value growth of approximately 4.49%.

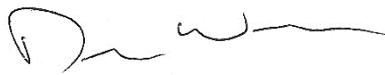
The proposed budget allows us to continue to deliver outstanding emergency fire, medical, rescue, and transport services to our residents in a fiscally conservative and prudent manner. I present the 2019-20 budget to you.

Sincerely,

### Tualatin Valley Fire & Rescue



Michael R. Duyck  
Fire Chief/Administrator  
Retiring June 30, 2019



Deric C. Weiss  
Fire Chief/Administrator

## District Overview

### Tualatin Valley Fire & Rescue

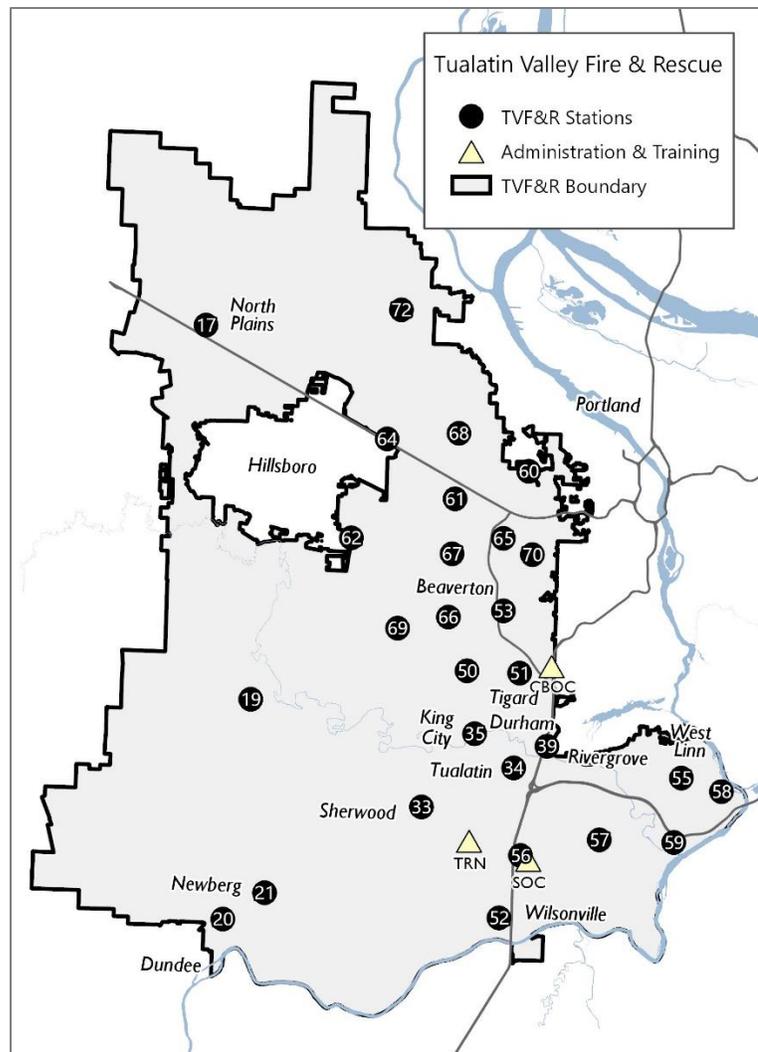
Tualatin Valley Fire & Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by an elected Board of Directors comprised of a president and four directors, who include a vice-president and a secretary-treasurer. The Board hires a fire chief/administrator 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 & Rescue, a Rural Fire Protection District, was originally formed in 1989 through the legal merger of Washington County Fire Protection District No. 1 and Tualatin Rural Fire Protection District. Subsequently, the District has 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 were legally annexed July 1, 2018, after completion of a two-year fire protection contract.

The District's total combined service area encompasses approximately 390 square miles. 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 2018 total population of 530,446.

The District will have approximately 595 employees (593.92 in the General Fund, and one in the Property and Building Fund

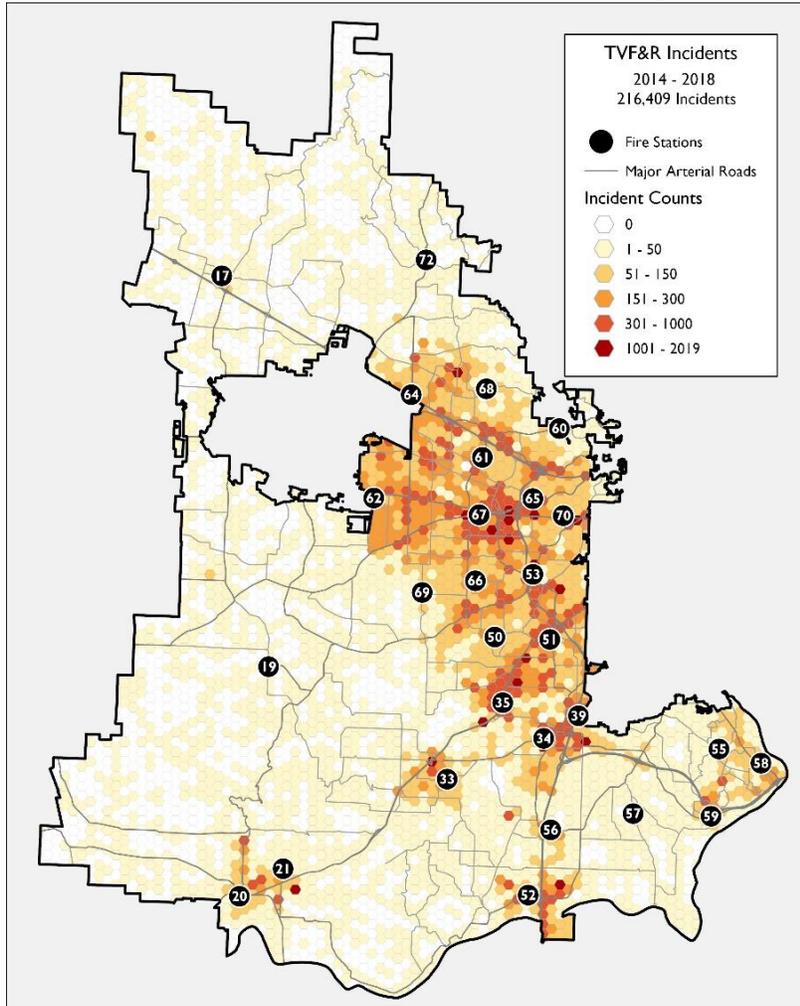
completely charged out to capital construction projects), supplemented by approximately 80 volunteers. The area served in portions of four counties includes the cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn, and Wilsonville. The District's 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 service 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 area residents. 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 option levy has allowed additional response stations and units to be added throughout the District. The Operations Directorate provides direction and service management to all of our residents through each of our fire stations.

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.

TVF&R 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 also serves 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 Fire and Life Safety staff are dedicated to meeting all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the residents within its boundaries. Deputy fire marshals and inspectors provide code enforcement inspections, and staff manage several proactive programs, such as the Apartment Manager Training program, in order to educate landlords in fire-safe building management practices. A similar focus in 2019-20 is to develop effective programs for assisted-living facilities.

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 address an array of emergencies. The District has approximately **263** professional firefighters and paramedics certified as **advanced life support (ALS) paramedics**, while **100% of the remaining fire suppression personnel** are certified as 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.

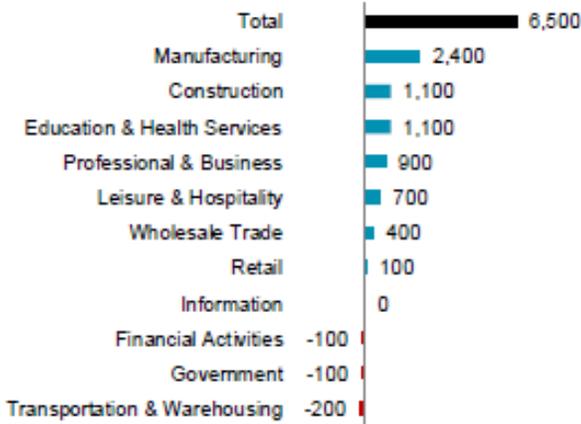
The area serves as the home to companies such as Nike, Columbia Sportswear, Reser’s Fine Foods Inc., Flir Systems Inc., CUI Global, A-dec Inc., Touchmark, and Digimarc, in addition to several fast-growing private companies such as Dealership Performance CRM LLC, Swickard Auto Group, Good Feet, and Seamus Golf<sup>1</sup>. Top metropolitan-area employers include Intel, Providence Health & Services, Fred Meyer, Oregon Health & Science University, U.S. Bank, Wells Fargo, Portland General Electric, Comcast, and Nike, among others<sup>1</sup>. Nike’s world headquarters is undergoing a multi-year expansion with a targeted 2019 completion date to add 3.2 million square feet of office, mixed-use, and parking facility to the 351-acre campus. Nike employs over 12,000 people 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**

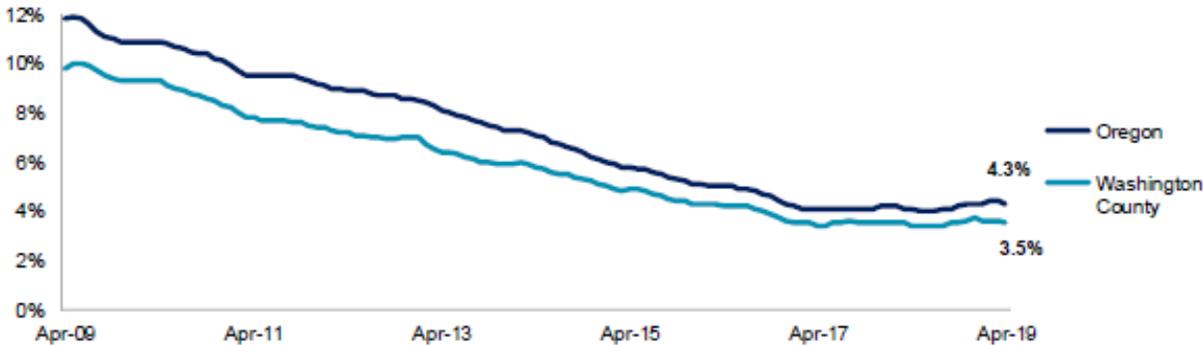
The District, through its broad geographic area, serves a strong part of Oregon’s economic base. Washington County’s job growth has occurred in most major industries, and the April 2019 unemployment rate is reported at 3.5% which is slightly higher than the prior year. Construction led industry employment growth at 6.7%, while manufacturing added the most jobs over the prior year, with a gain of 2,400 jobs.

Washington County’s labor force is reported by the state of Oregon’s Employment Department to have increased by 6,500 jobs since April 2018.

**Net Job Growth in Washington County**  
 Net change, April 2018 to April 2019  
 Current Employment Estimates



**Unemployment Rate**  
 April 2009 to April 2019, seasonally adjusted  
 Local Area Unemployment Statistics



<sup>1</sup> Portland Business Journal, Book of Lists 2018-19.

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

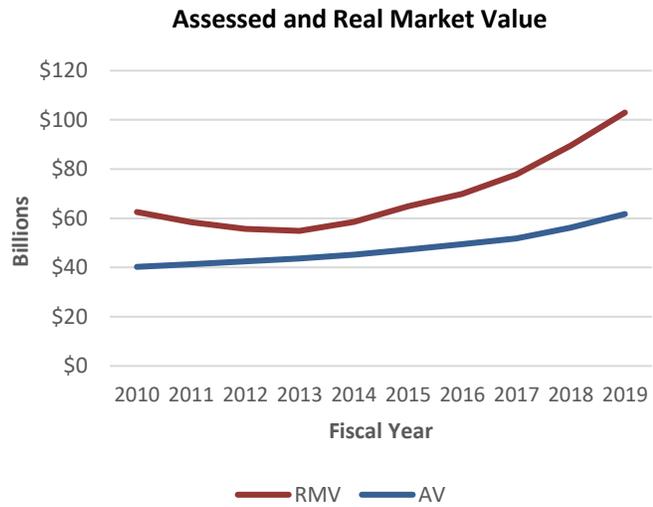
<sup>3</sup> Spencer Malia, “Intel’s deal essential for future Oregon investment.” Portland Business Journal, August 11, 2014.

## 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 2018-19, a total of 9.95% because of the annexation of the former city of Newberg and Newberg Rural Fire District territory, or a 4.56% increase over the combined assessed value from 2017-18. The District expects continued commercial and residential development with a forecasted 4.49% future growth rate.



### Population

The District's population is expected to continue to grow over the next decades. Staff is working proactively and cooperatively with other governments and regional planning groups to ensure continued ability to 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 local option levy funding.

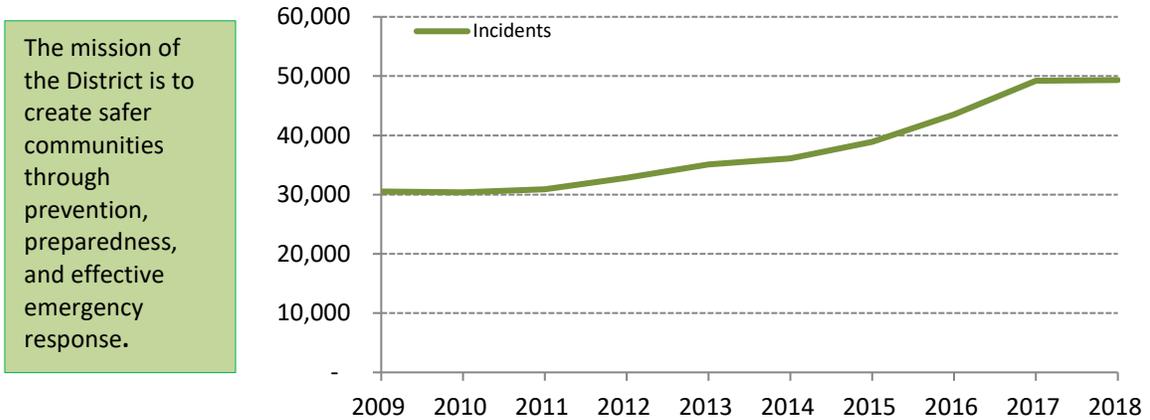
### Creating Safer Communities

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.

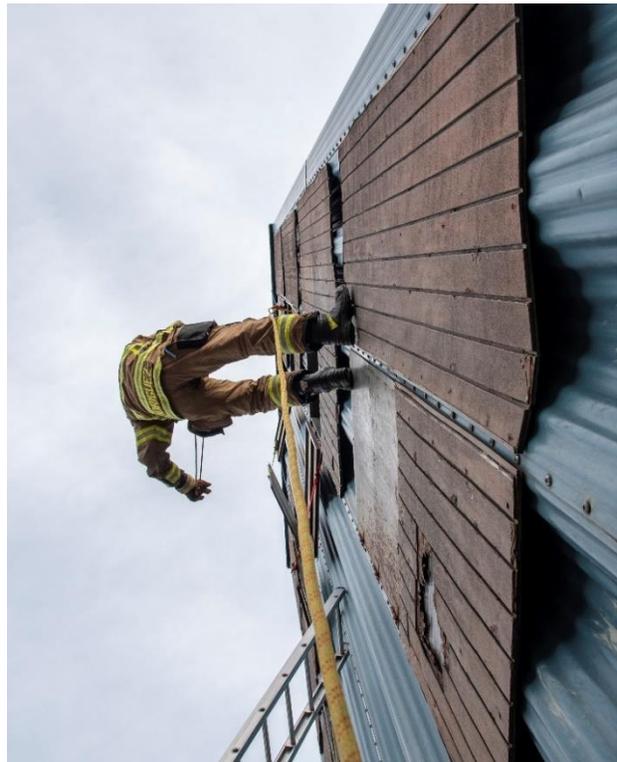


District incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional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

In March 2018, regional dispatch centers – Columbia 9-1-1 Communications District (C911CD), Clackamas County Department of Communications (C-COM), Lake Oswego Communications Center (LOCOM), and Washington County Consolidated Communications Agency (WCCCA)—upgraded their computer aided dispatch (CAD) software to a system that utilizes automated vehicle location (AVL) technology. AVL technology utilizes Global Positioning System (GPS) to identify the closest response unit to a dispatched incident. Through the regional approach, fire agencies came together and agreed that regardless of service area, the closest unit should be dispatched to emergent incidents. This has resulted in more utilization of automatic aid responses between neighboring jurisdictions for these higher-priority incidents. 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 Training Center, which was constructed in several phases using public funding and private donations, provides advanced training opportunities through a variety of different props. The District’s 19-acre training facility includes a six-story training tower, live-fire training structure, and several open areas designed for hazardous materials and technical rescue training. These are utilized to provide personnel continual training to maintain and improve their skills to the highest level possible. 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.



### 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

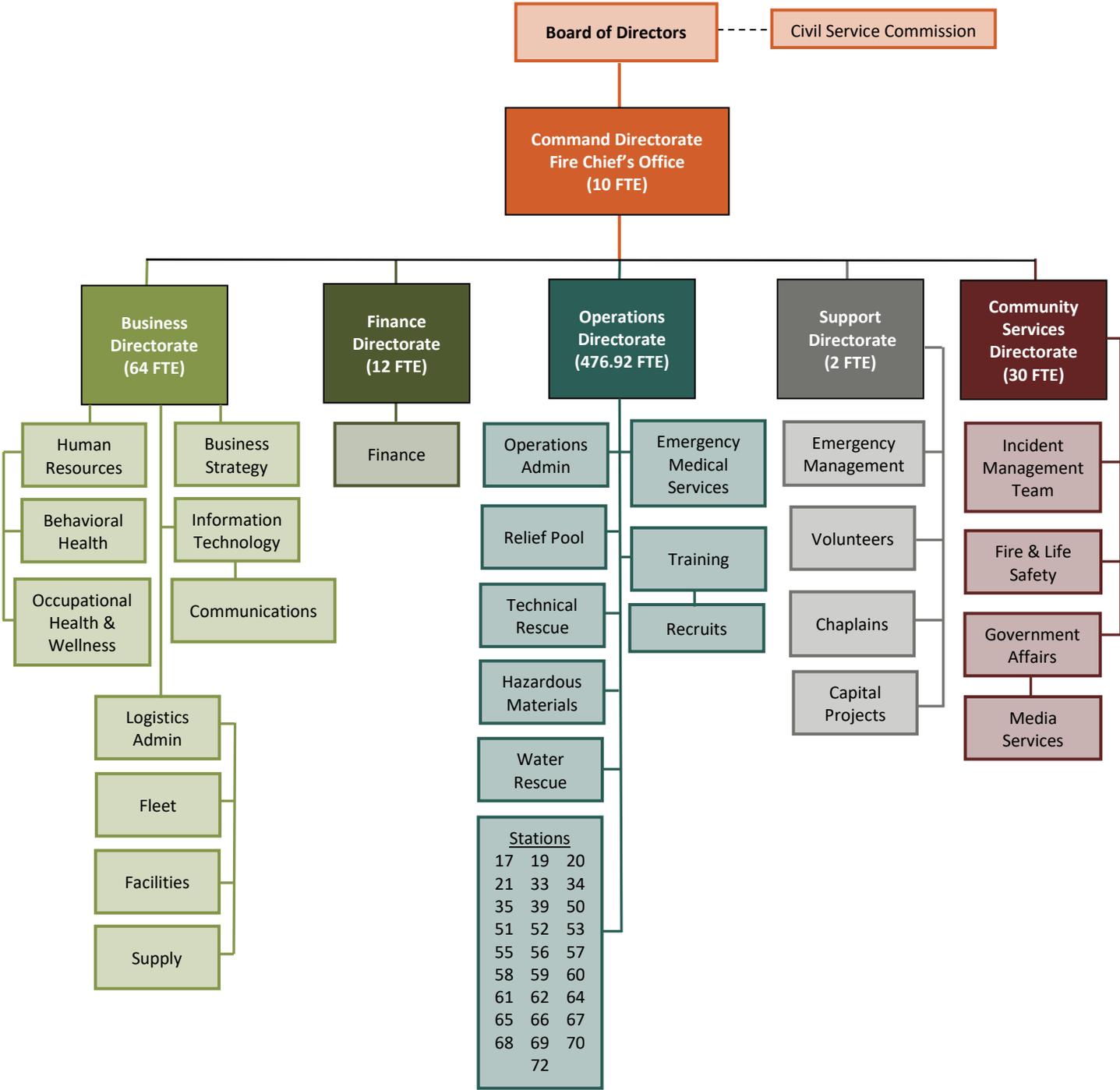
### Budget Committee as of June 30, 2019

<b>Board Members</b>	<b><u>Term Expiration</u></b>
Clark I. Balfour, President	June 30, 2021
Randy J. Lauer, Vice President	June 30, 2023
Gordon L. Hovies, Secretary-Treasurer	June 30, 2021
Robert C. Wyffels, Member	June 30, 2021
Brian J. Clopton, Member	June 30, 2019
Justin J. Dillingham, Member (As of July 1, 2019)	June 30, 2023
<b>Appointed Members</b>	
Angie R. Fong, Member	June 30, 2021
Paul A. Leavy, Member	June 30, 2021
Michael T. Mudrow, Member	June 30, 2022
James W. Petrizzi, Member	June 30, 2020
Michael D. Smith, Member	June 30, 2022

### District Staff

- **Deric C. Weiss**, Fire Chief/Administrator (As of July 1, 2019)
- **Michael R. Duyck**, Fire Chief/Administrator (Retiring June 30, 2019)
- **Tim C. Collier**, Chief Financial Officer (As of May 16, 2019)
- **Debra L. Grabler**, Chief Financial Officer (Retiring June 30, 2019)
- **Kenny M. Frentress**, Assistant Chief
- **Mark E. Havener**, Assistant Chief
- **Les M. Hallman**, Assistant Chief
- **Laura E. Hitt**, Assistant Chief (As of July 1, 2019)

Organizational Chart







June 25, 2019

Budget Committee Members and Residents  
Tualatin Valley Fire & Rescue  
Washington, Clackamas, Yamhill, and Multnomah counties, Oregon

Dear Budget Committee Members and Residents:

### 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 2019-20, beginning July 1, 2019, and ending June 30, 2020, 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 2019-20 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 public input through various stages of preparation, public hearings, and approval of the original budget by the Board of Directors.

### Budget Summary for Requirements

Expenditures	2018-19 Revised Budget	2019-20 Adopted Budget	Increase (Decrease)
Personnel Services	\$108,615,702	\$114,036,167	\$ 5,420,465
Materials and Services	14,962,294	14,943,575	(18,719)
Capital Outlay	16,528,980	21,766,151	5,237,171
Debt Service	6,404,563	6,286,363	(118,200)
Operating Transfers Out	5,115,891	6,109,816	993,925
Operating Contingency	7,845,182	7,329,601	(515,581)
Ending Fund Balance	38,554,058	46,084,034	7,529,976
<b>Total Requirements</b>	<b>\$198,026,670</b>	<b>\$216,555,707</b>	<b>\$ 18,529,037</b>

The budget requirements for fiscal year 2019-20 for all funds total \$216,555,707, which is \$18,529,037 more than the adopted \$198,026,670 in the current year. Increases in Personnel Services are largely due to changes in wages and benefits of employees during the prior year, PERS contribution rate increases, and budgeted increases to the cost of healthcare. Materials and Services are flat largely due to nonrecurring district-wide election costs for elections in May 2019, offset by other changes. Capital outlay budgeted was increased by \$5,237,171, reflecting continued progress in completing construction of new fire Station 39, the combined logistics facility, and the purchase of future fire station land as well as a carryover of two fire engines budgeted and ordered in fiscal year 2019, but that will not be received until budget year 2020 and the scheduled purchase of a truck and medic unit. Transfers Out to capital funds are increased to fund future station land, fleet purchases, and firefighting and EMS equipment requirements. Ending Fund Balance was increased as planned in order to meet fund balance goals. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

## 2019-20 Significant Changes

### Personnel Services

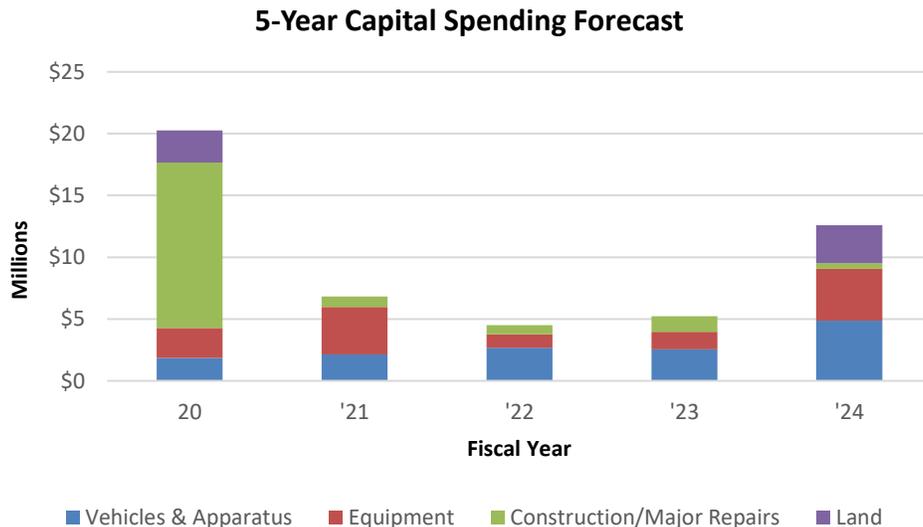
Personnel Services increased 5.0% over all funds or \$5,420,465. The change in Personnel Services is largely within the General Fund and offset in part by a decrease in the Grant Fund. Twelve firefighters, who were funded through a grant in the Grant Fund, were transferred to the General Fund at the end of the grant award period in January 2019. Contractual wage and benefit increases were budgeted as well as the increase in position funding for additional Kelly days and recruit academy time. PERS rate increases associated with the 2019-21 biennium are partially phased in. The total FTE count in the General Fund increased by 9.92 due to the six firefighter Kelly relief positions added, 1.67 FTE equivalents for recruit firefighters, 0.75 FTE equivalent in Operations for developmental assignments, 0.50 FTE equivalent added for light-duty work for injured firefighters, and the addition of one EMS assistant position.

### Materials and Services

Materials and Services decreased \$18,719 overall, which is largely due to the General Fund increase of \$51,081 or 0.4% offset in part by the decrease in the Grant Fund of \$35,000 and the Insurance Fund of \$34,800.

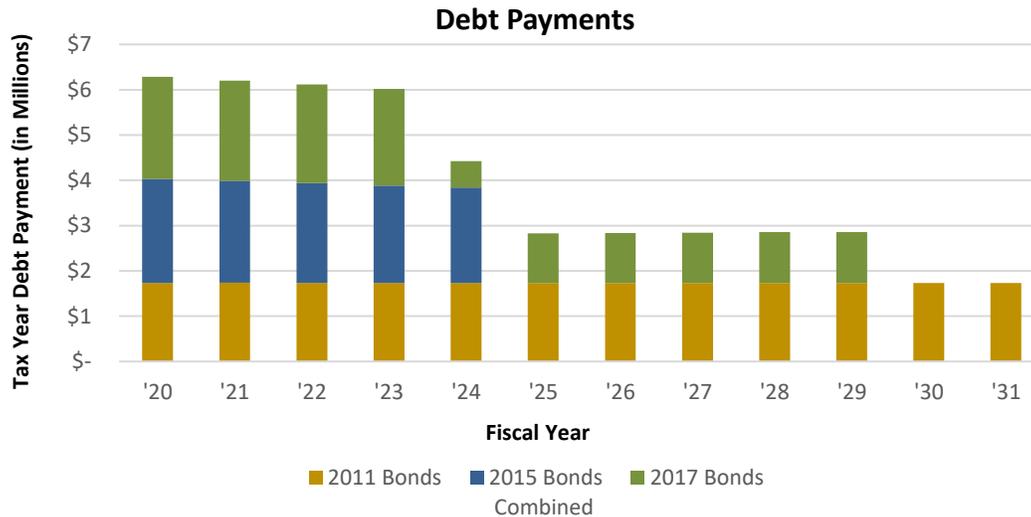
### Capital Outlay

Capital Outlay increased \$5,237,171 or approximately 31.7%, to a total of \$21,766,151. The Property and Building Fund's capital outlay was increased \$2.9 million due to progress toward budgeted construction projects. For the 2019-20 fiscal year, Station 39 is budgeted for construction as well as tenant improvements in the Logistics Service Center, which will house Fleet, Facilities, and Supply in a building purchased in 2017-18. The Apparatus Fund's scheduled emergency response apparatus replacements reflect the year-over-year scheduled apparatus replacement for 2019-20 as being an aerial platform truck and a carryover medic unit and the carryover of two engines from the 2018-19 budget year that will be received in fiscal year 2019-20.



### Debt Service

Total budgeted debt service expenditures are budgeted at \$6,286,363 to meet estimated principal and interest obligations associated with general obligation debt outstanding. 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 purchased with the enhanced local option levy, the District will plan the scope of the 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 increased by \$993,925, to \$6,109,816. Transfers are made to the Apparatus Fund, Capital Improvements Fund, Grant Fund, Property and Building Fund, and the Pension Trust Fund. The Apparatus Fund will receive \$1,000,000 toward continued scheduled apparatus replacement, the Capital Improvements Fund will receive \$1,500,000 for future equipment replacement, the Grant Fund will receive \$167,360 for a SCBA grant, the Property and Building Fund will receive \$3,159,802 for new station sites and stations as part of the local option levy station commitments, and the Pension Trust Fund will receive \$282,654 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 \$7,329,601 for 2019-20, a decrease of \$515,581 from the prior year. The contingency budget in the General Fund is \$5,193,975 and \$1,418,126 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 failure, 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, \$35,462,587; the Apparatus Fund, \$3,055,199; the Capital Improvements Fund, \$3,379,059; the MERRC Fund, \$1,503,670; and the Property and Building Fund, \$2,428,094. 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 \$50,300,000, which equates to approximately 4.8 months of operating funds.

Debt Administration

Debt outstanding consists of 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 \$1,120,000,000, with remaining debt capacity of \$1,070,000,000 as of June 30, 2018. 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 residents. 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, improve 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	2018-19 Adopted Budget	2019-20 Adopted Budget	Increase (Decrease)
Beginning Fund Balance	\$ 66,370,193	\$ 78,159,751	\$ 11,789,558
Property Tax, Current Year	119,407,699	125,193,975	5,786,276
Property Tax, Prior Year	1,236,615	987,250	(249,365)
Other Taxes and Interest on Tax	48,015	75,717	27,702
Forest Revenues	-	25,000	25,000
Interest on Investments	420,118	1,124,987	704,869
Program Revenue	3,068,705	3,754,829	686,124
Special Service Charges	3,000	3,000	-
Program Fees	300,000	250,000	(50,000)
Regional Hazardous Response	5,000	15,000	10,000
Training Center Revenues	10,000	40,500	30,500
Rental Income	75,600	56,532	(19,068)
Insurance Refund	403,488	350,000	(53,488)
Donations and Grants	1,465,429	133,500	(1,331,929)
Surplus Property	12,122	30,000	17,878
Other Revenues	84,795	245,850	161,055
Transfers from Other Funds	5,115,891	6,109,816	993,925
<b>Total Revenues</b>	<b>\$ 198,026,670</b>	<b>\$216,555,707</b>	<b>\$ 18,529,037</b>

## Beginning Fund Balance

Beginning Fund Balance has increased 17.8%, to \$78,159,751 for all funds. The General Fund's budgeted beginning fund balance was increased by \$5,766,369, to \$48,997,104, reflecting the settlement and receipt of 10 years of unpaid property taxes of \$2.3 million and the building of other fund balances for future years' purchases. 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 increased by \$2,198,446. The Capital Improvement Fund's budgeted beginning fund balance decreased \$149,736, reflecting planned drawdowns. The MERRC Fund's beginning fund balance increased an estimated \$268,670, reflecting program fees in excess of expenditures in 2018-19. The Debt Service Fund beginning fund balance increased by \$194,725 as a result of the Comcast settlement with the state of Oregon and receipt of prior years' property taxes. The Property and Building Fund's beginning fund balance increased by \$3,541,605, as the District received the proceeds of the sale of the prior Logistics sites in 2018-19 and continued construction of Station 39.

## Property Taxes – Current Year

The increase in property tax revenue is a result of growth over all assessed value of 4.56% 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 2019-20 fiscal year will be the fifth year of the five-year levy. The voters of the District strongly approved the continuation of the levy through 2024-25 at the May 21, 2019 election.

Under current law, assessed value is generally significantly less than market value and is based upon the relationship of other similar properties. For 2018-19, the Washington County assessor reported assessed value was 61.2% of District Measure 5 (M5) market value of \$75,564,059,001, 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 2019-20 budget, we assumed a 4.49% assessed valuation increase for property in our service area. 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 95.4% 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 \$63.1 billion in assessed valuation are expected to provide approximately \$91.9 million in collections. The local option levy of \$0.45 per \$1,000 of assessed valuation on an estimated \$64.5 billion of assessed value is expected to provide collections of \$27.4 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 \$6,261,669 for our general obligation bonds. This bond levy is expected to result in a levy rate of 9.92 cents per \$1,000 of assessed valuation and \$5,973,632 in collections.

## Property Tax – Prior Year

Total taxes outstanding totaled \$5,291,997 for the District at the fiscal year ended June 30, 2018. Of the District's June 30, 2018, amount, \$1,388,888 was for taxes levied during that fiscal year, while \$3,903,109 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2019, receivables.

## Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 2.25% interest. 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 2019-20 are estimated at 4%.

Transfers into and out of pool accounts are made online prior to 1 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 increased \$686,124 and 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 \$250,000, 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. Sale of surplus property, including a cell tower, is reflected in the decreased budget.

## Insurance Refunds

The District budgets to receive dividends from our workers compensation insurance and 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 a reduced \$23,500 due to expected legislative action at the state level. 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 other smaller projects. The District actively pursues grant funding for projects and equipment.

## Surplus Property

Used equipment surplus sales are budgeted in 2019-20.

### Other Revenues

Other revenues include \$210,000 estimated for EMS supply reimbursement and was increased to match current year actual levels.

### Transfers from Other Funds

A revenue source for five funds is, correspondingly, also a requirement for one fund. In the Non-Organizational category section in the General Fund, transfers are listed as a requirement of \$6,109,816. Monies are transferred from this fund to five funds, where they are listed as a resource. These transfers provide operating resources to the Apparatus Fund, the Capital Improvements Fund, the Grant Fund, the Property and Building Fund, and the Pension Trust Fund.

### Summary

The budget for fiscal year 2019-20 continues to afford the District a high level of service to our community and service areas, while continuing to meet our long-term performance standards. The year 2019-20 promises to be a year of many challenges for 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, and effectively transition the fire chief, chief financial officer, and other positions.

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 2019-20 budget.

Sincerely,

### Tualatin Valley Fire & Rescue



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



Timothy C. Collier, CPA  
Chief Financial Officer

## Financial Overview

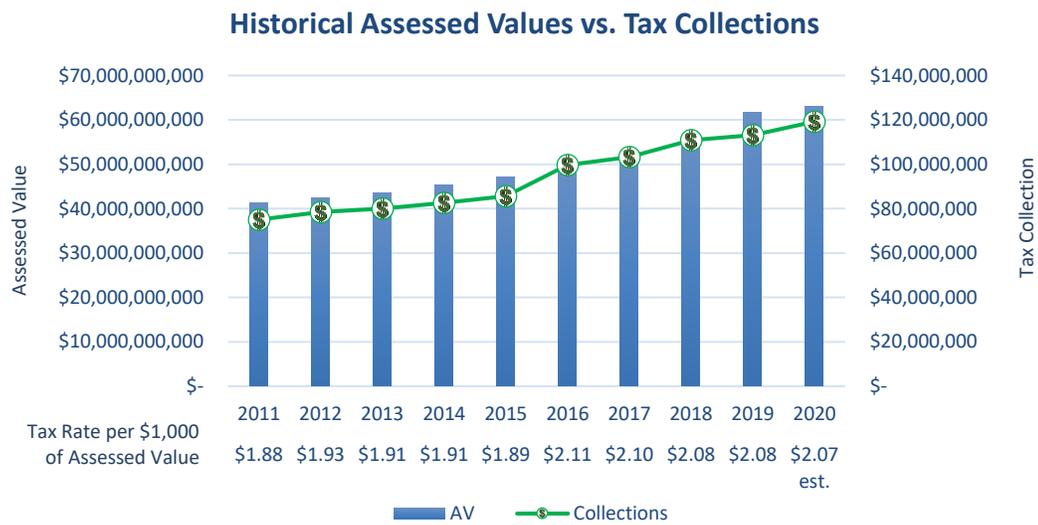
### Tax Rates

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$63,137,108,040	Expected Assessed Valuation:	\$64,507,873,943	Expected Assessed Valuation:	\$63,137,108,040
Tax Rate Levied:	\$1.5252/\$1,000	Tax Rate Levied:	\$0.45/\$1,000	Estimated Tax Rate:	\$0.0992/\$1,000
Estimated General Fund Total Levy:	\$96,296,717	Estimated Net Local Option Levy after M5 Compression:	\$28,688,587	Bonded Debt Total Levy:	\$6,261,669
Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%
Expected Collections:	\$91,867,068	Expected Collections:	\$27,353,275	Expected Collections:	\$5,973,632

### 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
2018	\$114,934,595	\$109,683,057	95.43%	\$1,252,062	\$110,935,119	96.52%
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

### Assessed Values vs. Tax Collections

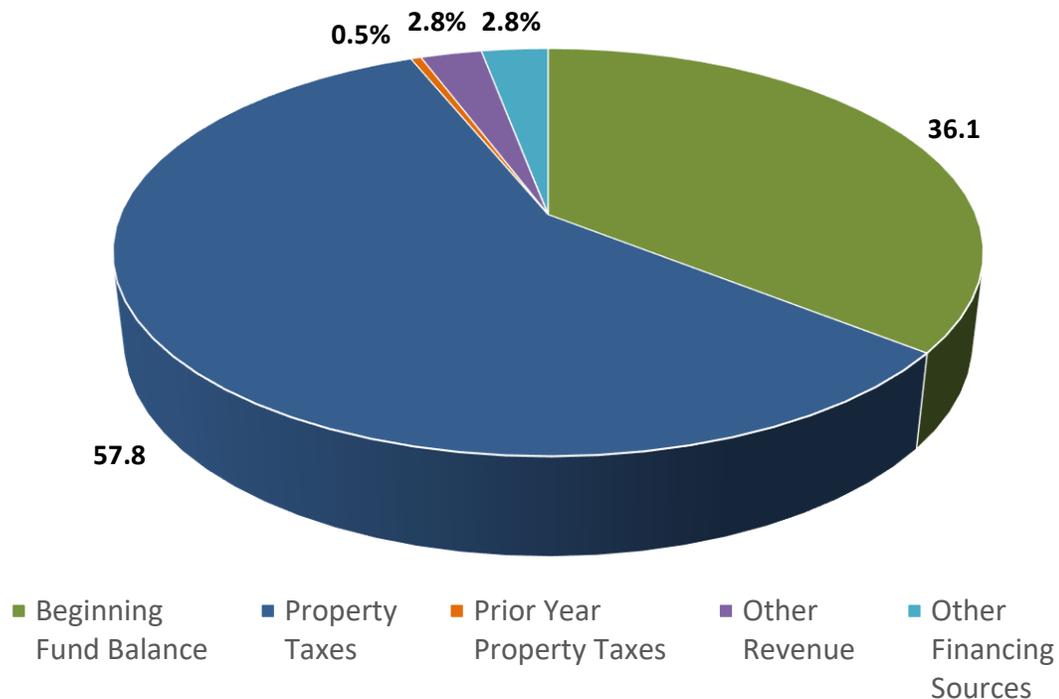


## Financial Overview, continued

### 2019-20 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2019-20 Proposed Budget
<b>Major Funds</b>						
General	\$ 48,997,104	\$119,220,343	\$ 942,250	\$ 5,230,029		<b>\$174,389,726</b>
Property and Building	16,411,556			261,862	\$ 3,159,802	<b>19,833,220</b>
<b>Non-Major Funds</b>						
Apparatus	5,063,014			90,285	1,000,000	<b>6,153,299</b>
Capital Improvements	4,884,961			95,289	1,500,000	<b>6,480,250</b>
MERRC	1,368,670			265,000		<b>1,633,670</b>
Grants				110,000	167,360	<b>277,360</b>
Bonded Debt Service	490,906	5,973,632	45,000	32,250		<b>6,541,788</b>
Insurance	580,000			5,000		<b>585,000</b>
Pension Trust					282,654	<b>282,654</b>
Volunteer LOSAP	363,540			15,200		<b>378,740</b>
<b>Total 2019-20 Adopted Budgeted Resources</b>	<b>\$ 78,159,751</b>	<b>\$125,193,975</b>	<b>\$ 987,250</b>	<b>\$ 6,104,915</b>	<b>\$ 6,109,816</b>	<b>\$216,555,707</b>
Total 2018-19 Adopted Budgeted Resources	\$ 66,370,193	\$119,407,699	\$ 1,236,615	\$ 5,896,272	\$ 5,115,891	\$198,026,670
Total 2017-18 Actual Resources	\$ 72,030,831	\$110,041,284	\$ 962,680	\$ 29,518,316	\$ 8,175,771	\$220,728,882

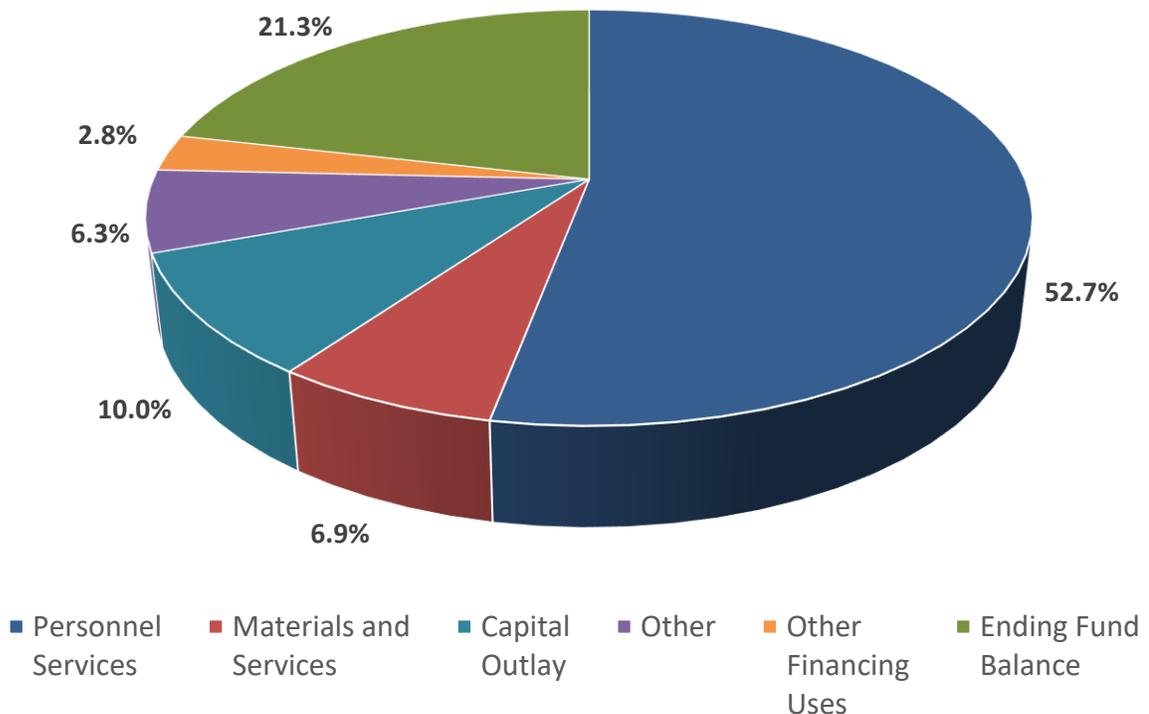
### 2019-20 Budget Resources



2019-20 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2019-20 Proposed Budget
<b>Major Funds</b>							
General	\$113,374,773	\$14,248,575		\$5,193,975	\$6,109,816	\$35,462,587	\$174,389,726
Property and Building			\$15,987,000	1,418,126		2,428,094	19,833,220
<b>Non-Major Funds</b>							
Apparatus			2,848,100	250,000		3,055,199	6,153,299
Capital Improvements			2,663,691	437,500		3,379,059	6,480,250
MERRC			100,000	30,000		1,503,670	1,633,670
Grants		110,000	167,360				277,360
Bonded Debt Service				6,286,363		255,425	6,541,788
Insurance		585,000					585,000
Pension Trust	282,654						282,654
Volunteer LOSAP	378,740						378,740
<b>Total 2019-20 Adopted Budgeted Requirements</b>	<b>\$114,036,167</b>	<b>\$14,943,575</b>	<b>\$21,766,151</b>	<b>\$13,615,964</b>	<b>\$6,109,816</b>	<b>\$46,084,034</b>	<b>\$216,555,707</b>
Total 2018-19 Revised Budgeted Requirements	\$108,470,702	\$14,872,462	\$16,528,980	\$14,484,577	\$5,115,891	\$38,554,058	\$198,026,670
Total 2017-18 Actual Requirements	\$ 96,489,631	\$12,312,883	\$16,635,772	\$20,869,723	\$8,175,771	\$66,245,102	\$220,728,882

2019-20 Budget Requirements



2019-20 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	% Change in Fund Balance
<b>Major Funds</b>					
General	\$ 48,997,104	\$ 5,193,975	\$ 35,462,587	\$(13,534,517)	-27.6%
Property and Building	16,411,556	1,418,126	2,428,094	(13,983,462)	-85.2%
<b>Non-Major Funds</b>					
Apparatus	5,063,014	250,000	3,055,199	(2,007,815)	-39.7%
Capital Improvements	4,884,961	437,500	3,379,059	(1,505,902)	-30.8%
MERRC	1,368,670	30,000	1,503,670	135,000	9.9%
Grants					
Bonded Debt Service	490,906		255,425	(235,481)	-48.0%
Insurance	580,000			(580,000)	-100.0%
Pension Trust					
Volunteer LOSAP	363,540			(363,540)	-100.0%
<b>Total 2019-20 Adopted Budgeted Requirements</b>	<b>\$ 78,159,751</b>	<b>\$ 7,329,601</b>	<b>\$ 46,084,034</b>	<b>\$(32,075,717)</b>	<b>-41.0%</b>
Total 2018-19 Revised Budgeted Requirements	\$ 66,370,193	\$ 7,845,182	\$ 38,554,058	\$(27,816,135)	-41.9%
Total 2017-18 Actual Requirements	\$ 72,030,831		\$ 66,245,102	\$ (5,785,729)	-8.0%

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 2019-20 and in the future is depicted on the following page based on a conservative revenue scenario. The Property and Building Fund will be utilized for construction for one station, the Logistics facility, 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 have been implemented, reduced funding of the capital funds was intended until such time as additional bond proceeds are requested and approved.

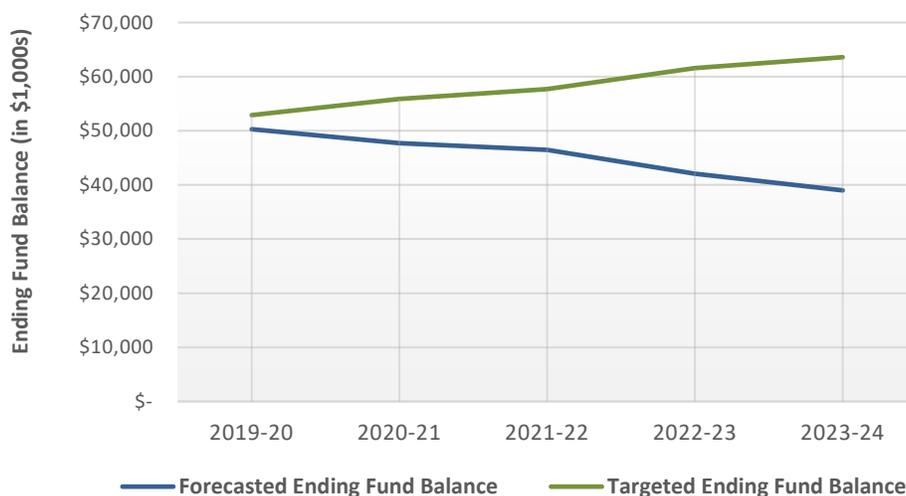
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits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

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

	2019-20	2020-21	2021-22	2022-23	2023-24
Beginning Fund Balance	51,100	50,300	47,700	46,500	42,100
Property Tax Revenue	120,400	125,800	131,400	137,300	143,400
Investment & Interest	700	700	700	700	700
Charges for Services	3,900	4,000	4,100	4,200	4,300
Insurance Refunds	500	500	500	600	600
Miscellaneous	500	500	500	500	500
<b>Total Revenues</b>	<b>177,100</b>	<b>181,800</b>	<b>184,900</b>	<b>189,800</b>	<b>191,600</b>
Personnel Costs	108,200	116,400	121,200	130,100	134,500
Materials and Services	13,200	13,700	14,100	14,400	14,900
Transfers Out	5,400	4,000	3,100	3,200	3,200
<b>Total Expenditures</b>	<b>126,800</b>	<b>134,100</b>	<b>138,400</b>	<b>147,700</b>	<b>152,600</b>
<b>Forecasted Ending Fund Balance</b>	<b>50,300</b>	<b>47,700</b>	<b>46,500</b>	<b>42,100</b>	<b>39,000</b>
Months of Forecasted Fund Balance	4.8	4.3	4.0	3.4	3.1
<b>Targeted Ending Fund Balance</b>	<b>52,900</b>	<b>55,900</b>	<b>57,700</b>	<b>61,600</b>	<b>63,600</b>
Months of Targeted Fund Balance	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 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 2019-03**

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,  
A RURAL FIRE PROTECTION DISTRICT,  
WASHINGTON, CLACKAMAS, YAMILL AND MULTHOMAH COUNTIES  
TO ADOPT 2019-20 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, 2019 and ending June 30, 2020, was approved by the District Budget Committee on May 16, 2019 and the budget hearing has been held on June 25, 2019 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**, in the General Fund, it was determined that there is a needed correction to professional services for a pay equity consultant hired to evaluate the District’s pay equity analysis program in the Human Resources department, correct a missing registration in Occupational Health and increase software for a change in the firefighter hiring process, thereby increasing General Fund Business Directorate Materials and Services by \$44,500 and reducing Contingency by the same amount; and

**WHEREAS**, in the General Fund, a reduction for ventilator maintenance of \$2,975 to reflect the actual number of approved ventilators and a corresponding increase to Contingency is needed; and

**WHEREAS**, in the Capital Improvements Fund, a need for communication equipment for a command vehicle for \$12,500 was identified and a corresponding decrease to Contingency is needed; and

**NOW THEREFORE BE IT RESOLVED**, that the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts the budget as approved by the Budget Committee and 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 2019-20 fiscal year in the amount of \$170,471,673 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, 2019, for the purposes shown are hereby appropriated as follows:

**GENERAL FUND**

By Fund

Personnel Services	\$113,374,773
Materials and Services	14,248,575
Transfers	6,109,816
Contingency	<u>5,193,975</u>
Total	\$138,927,139

By Function

## Resolution to Adopt Budget, continued

Command Directorate		
Personnel Services		\$ 3,021,436
Materials and Services		<u>1,214,056</u>
	Total	\$ 4,235,492
Business Directorate		
Personnel Services		\$ 9,721,434
Materials and Services		<u>7,199,335</u>
	Total	\$ 16,920,769
Finance Directorate		
Personnel Services		\$ 1,817,891
Materials and Services		<u>628,020</u>
	Total	\$ 2,445,911
Operations Directorate		
Personnel Services		\$ 92,514,103
Materials and Services		<u>4,566,925</u>
	Total	\$ 97,081,028
Support Directorate		
Personnel Services		\$ 278,353
Materials and Services		<u>216,618</u>
	Total	\$ 494,971
Community Services Directorate		
Personnel Services		\$ 6,021,556
Materials and Services		<u>423,621</u>
	Total	\$ 6,445,177
District Non-Organizational		
Transfers		\$ 6,109,816
Contingency		<u>5,193,975</u>
	Total	\$ 11,303,791

**BONDED DEBT SERVICE FUND**

Debt Service - Principal	\$ 4,645,000
Debt Service - Interest	<u>1,641,363</u>
Total	\$ 6,286,363

**APPARATUS FUND**

Capital Outlay	\$ 2,848,100
Contingency	<u>250,000</u>
Total	\$ 3,098,100

**CAPITAL IMPROVEMENTS FUND**

Capital Outlay	\$ 2,663,691
Contingency	<u>437,500</u>
Total	\$ 3,101,191

**MERRC FUND**

Capital Outlay	\$ 100,000
Contingency	<u>30,000</u>
Total	\$ 130,000

**GRANTS FUND**

Materials and Services	\$ 110,000
Capital Outlay	<u>167,360</u>
Total	\$ 277,360

**INSURANCE FUND**

Materials and Services	\$ <u>585,000</u>
Total	\$ 585,000

**PROPERTY AND BUILDING FUND**

Capital Outlay	\$ 15,987,000
Contingency	<u>1,418,126</u>
Total	\$ 17,405,126

**PENSION TRUST FUND**

Personnel Services	\$ <u>282,654</u>
Total	\$ 282,654

**VOLUNTEER LOSAP FUND**

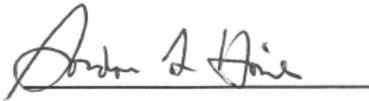
Personnel Services	\$ <u>378,740</u>
Total	\$ 378,740

APPROVED AND ADOPTED, on June 25, 2019



Clark I. Balfour, President

ATTEST:



Gordon L. Hovies, Secretary/Treasurer

**RESOLUTION 2019-04**

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,  
A RURAL FIRE PROTECTION DISTRICT,  
WASHINGTON, CLACKAMAS, YAMHILL AND MULTNOMAH COUNTIES  
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 \$6,261,669, for bonds, and that these taxes are hereby imposed and categorized for tax year 2019-20, 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	\$ 6,261,669
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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, Yamhill and Multnomah Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

**APPROVED AND ADOPTED, on June 25, 2019**



**Clark I. Balfour, President**

**ATTEST:**



**Gordon L. Hovies, Secretary/Treasurer**



### 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 resiliency 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.

**Professionalism and Inclusion** – 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 residents 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.

**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.



2018-20 Goals and Strategies

NOTE: The 2018-20 Strategic Plan has a two-year scope. A high-level, mid-term progress report is provided in-line below. A more detailed report will be provided in the 2020-21 budget document. Progress toward the divisional/departmental tactics tied to the Strategic Plan is reported later in the budget document.

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>	
<b>STATUS</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. <i>PROGRESS: Leadership communicated four-month, Strategic Plan focus areas for emphasis in work plans. Reviewed strategic goals, key initiatives, budget elements, funding mix, and projected revenues on Chief's Corner and budget kickoff broadcasts. Provided PAFR speaking points to managers/duty chiefs and Finance Controller reviewed in person with crews.</i></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 provide prompt feedback. <i>PROGRESS: Proposal for restructuring internal communications finalized; outlined tasks to improve consistency and reduce email, informed by an employee communications survey. Related SOGs revisions drafted.</i></li> <li>Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand videos. <i>PROGRESS: Electronic weekly briefing tool built in Target Solutions; posting initial briefing packet in early July. Researched electronic reader boards/monitors for station dayrooms to view scrolling information, programming, and ad hoc live broadcasts.</i></li> <li>Update official written communications as needed to ensure clarity on what is current policy and procedure. <i>PROGRESS: Distribution of SOG reviews, Special Orders and Special Notices, and training announcements changed to reduce unnecessary email overload.</i></li> </ul>
1B	<p>Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same. <i>PROGRESS: Workplace security and HIPAA site assessments conducted by experts; findings will inform infrastructure, policy/procedure, and behavioral changes. Cyber security training with focus on phishing scams delivered to all employees.</i></p>
1C	<p>Promote targeted health and wellness resources for non-line employees. <i>PROGRESS: Employee-driven Workplace Wellness Committee and related intranet site now in place. Posted health/wellness resources provided by the District and insurers, and workplace wellness programming targeting survey feedback (e.g., fitness walking challenges).</i></p>

2018-20 Goals and Strategies, continued

1. HEALTH	STRATEGIES:		STATUS
	1D	Promote access to and awareness of available behavioral health resources. <i>PROGRESS: Behavioral Health and Peer Support intranet sites created with links to internal and external resources and duty peer support team schedule. Resilience training provided to recruit academies.</i>	→ Ongoing
	1E	Increase supervisor/employee discussion around personal preparedness goals. <i>PROGRESS: Priority communicated on personal emergency preplans and Send Word Now subscriptions. Send Word Now notifications tested during an exercise.</i>	→ Ongoing
	1F	Conduct proactive and focused business/financial planning to inform resource decisions. <i>Critical Initiatives:</i> <ul style="list-style-type: none"> <li>• Model anticipated effects and means of meeting expected/continued personnel cost increases. <i>PROGRESS: Example, budget forecasts/models adjusted for future PERS rate increases.</i></li> <li>• Outline a roadmap for future bond and levy measures. <i>PROGRESS: Growth/development modeling, data analysis, and voter research informed successful levy renewal ballot measure.</i></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>	→ Ongoing

*ADDITIONAL PROGRESS: TVF&R Occupational Health and Wellness Clinic opened; established on-site services for all personnel, including office time for contracted physician. Crew physical exam time reduced by 1.5 hours due to operational efficiencies. Over 300 wellness fitness assessments conducted in stations.*

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>	
	<b>STATUS</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. <i>PROGRESS: 2iS app deployed; refinement and development of features ongoing. Incorporating new EMS KPI.</i></li> <li>• Capture post-fire review in the incident records management system. <i>COMPLETED Trained company officers on using fire report narrative tool to capture observations.</i></li> <li>• Refine response time definitions and measurements. <i>COMPLETED: Refocused response performance analysis on dispatched call type rather than situation found and stopped applying a standard deviation to calculations. Added a time segment for "response". Updated the Standards of Cover to reflect.</i></li> <li>• Capture occupancy and code compliance data in the EGIS spatial platform.</li> <li>• Retool peer review and quality improvement processes. <i>PROGRESS: Implemented a three-tiered, escalating post incident analysis approach. Revised EMS chart review guidelines. Initiated work on an EGIS data visualization to support peer review/QI.</i></li> </ul>
2B	<p>Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.</p>
	→ Ongoing
	→ Ongoing

2018-20 Goals and Strategies, continued

<b>2. PERFORMANCE</b>	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. <i>PROGRESS: Engaged with WCCCA on identified CAD application, dispatch and response issues.</i></li> <li>• EGIS analytics and Standards of Cover applications. <i>PROGRESS: Preliminary work with vendor initiated.</i></li> <li>• Mobile incident intelligence software implementation. <i>COMPLETE: 2iS app deployed.</i></li> <li>• Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements. <i>PROGRESS: Subscribed to FirstNet broadband network. Helped outline/test WCCCA's new radio programming template. Pilot tested digital vehicle repeater systems.</i></li> <li>• Office 365 migration and training. <i>PROGRESS: Migration done; user support ongoing.</i></li> <li>• MUNIS ExecuTime implementation (e-timesheets).</li> </ul>	→ Ongoing
	2D	<p>Examine organizational and work group technology workflows; optimize capabilities. <i>PROGRESS: Convened Operations in-cab technology user group. Contracted experts helped Logistics managers develop process improvements, functional efficiencies, combined space utilization plan for migration to the planned Logistics Service Center.</i></p>	→ Ongoing
	2E	<p>Develop and maintain a strategic technology roadmap for well-timed system and resource enhancements; cross plan with facility improvements/construction and capital planning.</p>	→ Ongoing
	2F	<p>Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives. <i>PROGRESS: Piloting an adult care home community risk-reduction initiative; responding to over 4,000 related calls per year. Contracted research firm engaged to inform targeted education and outreach strategies.</i></p>	→ Ongoing
	2G	<p>Expand and evaluate mobile training resources for proof of concept; align with future facility investments. <i>PROGRESS: Deployed mobile EMS training unit; fire unit pending.</i></p>	→ Ongoing
	2H	<p>Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce. <i>COMPLETED: Employee survey informed a prioritized set of organizational learning topics; presented to Leadership. Updated the Apparatus Operator and Officer development programs/promotional processes. Initiated updates for Captain and Battalion Chief development models.</i></p>	√ Complete
	2I	<p>Promote available educational resources for fostering positive, respectful, and inclusive work environments. <i>PROGRESS: Company and Training Officers, Deputy Fire Marshals, Division Managers, and Executive Leadership trained. Guides for applying training developed. Confidential harassment/fraud reporting tool deployed. Related all-personnel communique sent by Fire Chief. Outreach and Mentor teams trained and outfitted.</i></p>	→ Ongoing

*ADDITIONAL PROGRESS: Added psychological evaluations and EMS skills assessments to firefighter candidate selection process, and adjusted NTN mechanical test segment. Piloting recruitment and 24-month firefighter candidate eligibility list for specific hiring opportunity rather than an open/continuous process. Initiated state-mandated pay equity/job analysis. Changed non-union pay practice to modified step structure.*

*Chief officers have observed increased crew performance on incidents and sited such contributing factors as: Increased individual and company ownership, inclusion training, rapid hose deployment/ training, monthly EMS and fire block training, increased truck company training, the company officer development program, training officer and academy cadre instructional technique training, and an improved field training officer process.*

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>		<b>STATUS</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. <i>PROGRESS: Advocated for an integrated and transparent system for optimum effectiveness and patient care. Washington County EMS Alliance under development.</i></li> <li>• WCCCA radio system replacement. <i>PROGRESS: Informed/tested radio template.</i></li> <li>• Consensus on standardized dispatch policies and practices.</li> <li>• FirstNet public safety broadband network buildout in Oregon. <i>PROGRESS: Activated subscription to network.</i></li> <li>• Opticom modernization (or equivalent). <i>PROGRESS: Assisting with pilot testing.</i></li> <li>• Fire Data Lab participation. <i>PROGRESS: Staff actively engaged.</i></li> </ul>	→ Ongoing
3B	Construct, outfit, and occupy a new Logistics facility. <i>PROGRESS: Construction for tenant improvements initiated. Move in targeted from June 2020.</i>	→ Ongoing
3C	Complete planned land purchases for future fire stations.	→ Ongoing

*ADDITIONAL PROGRESS: Implemented a regional enterprise GIS collaboration (REGIS) to develop a shared incident management and electronic occupancy pre-planning resource covering multiple counties.*



### Operating Budget Policies

Tualatin Valley Fire & 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 strategic 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 set 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 2019-20 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.

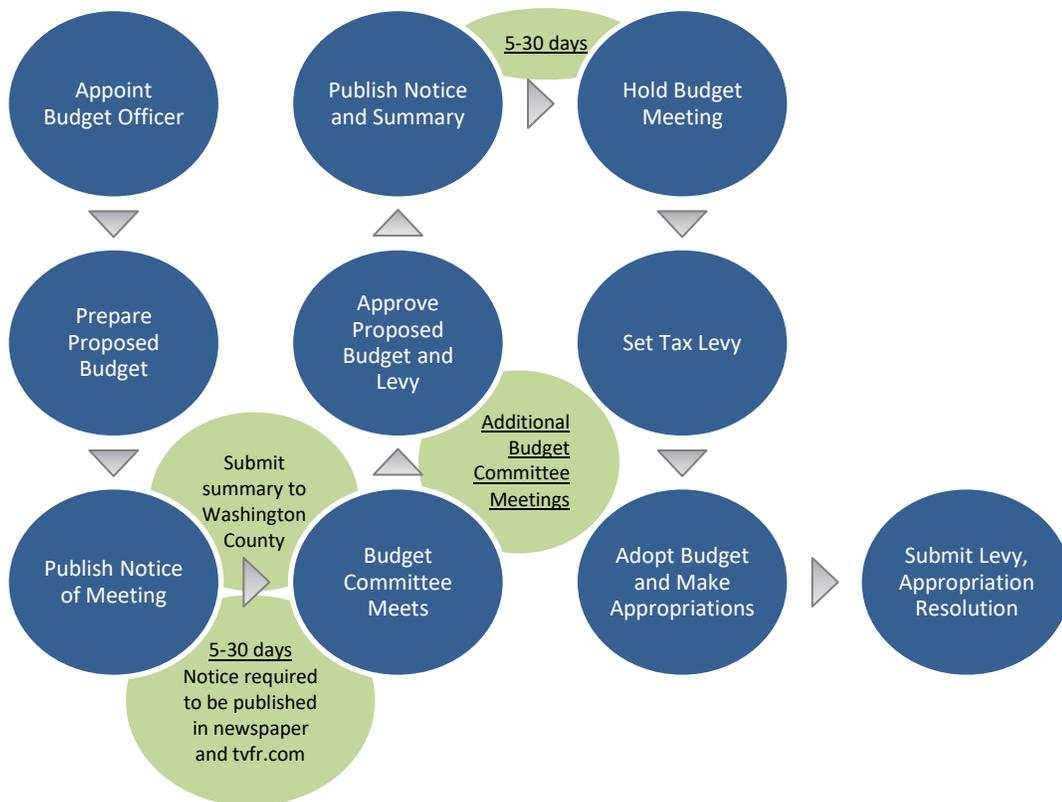
### The Budget as a Policy Document, continued

The budget, or financial plan, begins each fall, with the internal budget committee review of the budget calendar and a review of issues to address in the budget preparation. The executive staff and division managers workshop is held, and in October, updated 10-year capital replacement plans are presented for apparatus, facilities, information technology, communications and operational equipment, among other areas, for use in updating the financial forecast that is then reviewed with the internal budget committee so budget development will be performed in the context of the longer-term financial plan. Reviews of FTE requests and preplanning justifications for specific types of budget requests are also submitted and reviewed. These plans, educational development plans, and key strategies are reviewed before the budget officially kicks off in December. The budget is reviewed by the various divisions in January and submitted to the budget officer in early February. Budget presentations are made by each budget manager to the entire group of budget managers regarding the status of accomplished current year division tactics and tactics for the 2019-20 budget year in the context of the requested budget.

Each worksite manager completes 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 before submitting them to the budget officer. The department manager also included backup information related to requested line item accounts.

The divisions review each of their department’s budgets and then in the group of managers comprising the internal budget committee, the entire budget is reviewed and finalized through intensive review and discussion. From this revised budget, the budget officer and internal budget committee ensure the budget meets both key strategic goals in program funding and in overall financial health of the District.

### The Budget Process



## Budget Calendar

September	<ul style="list-style-type: none"> <li>▪ Strategic Plan work session</li> </ul>
October – December	<ul style="list-style-type: none"> <li>▪ Revenue forecasting</li> <li>▪ Capital planning</li> <li>▪ Bond modeling</li> <li>▪ Strategic Plan validation</li> <li>▪ Budget forecast to managers</li> </ul>
January	<ul style="list-style-type: none"> <li>▪ Budget 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>
February – March	<ul style="list-style-type: none"> <li>▪ Station and department budgets, accomplishments, and performance objectives reviewed by division and assistant chiefs and submitted to budget officer</li> <li>▪ Budget officer reviews budgets</li> <li>▪ Internal Budget Committee meetings</li> <li>▪ Budget Committee workshop is held</li> </ul>
April	<ul style="list-style-type: none"> <li>▪ Budget closed for changes</li> <li>▪ Finance Division prepares draft budget document for Budget Committee Meeting</li> </ul>
May	<ul style="list-style-type: none"> <li>▪ Budget draft document distributed in early May</li> <li>▪ Publish Notice of Budget Committee Meeting in newspaper and on tvfr.com</li> <li>▪ Budget Committee Meeting is held</li> </ul>
June	<ul style="list-style-type: none"> <li>▪ Publish Public Notice of Budget Hearing in newspaper</li> <li>▪ Budget Hearing is held to adopt budget and levy taxes</li> </ul>
July	<ul style="list-style-type: none"> <li>▪ Tax levy certified by court clerks of Washington, Clackamas, Multnomah, and Yamhill counties</li> <li>▪ Budgets delivered to residents and government agencies</li> </ul>

## Budget Adoption

A **final budget** was developed in **April 2019**. From this adjusted data, the Finance Division prepares the annual budget document, which was then assembled for presentation to the **Budget Committee**. Changes to the budget due to new information and Budget Committee recommendations may be incorporated through the **June 25, 2019, 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 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 10 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 **95.4** 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 six directorates, which then have department cost centers that range from individual stations to support departments. The individual cost centers 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 911 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 **MERRC Fund** receives contributions by building developers. 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 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 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 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 on June 30 under the modified accrual basis of accounting, will be property tax revenues, which are collected within 60 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 following summary 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 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>▪ Command</li> <li>▪ Business Strategy, IT, and Communications</li> <li>▪ Human Resources, Behavioral Health</li> <li>▪ Occupational Health/Wellness</li> <li>▪ Logistics, Fleet, Facility, and Supply</li> <li>▪ Finance</li> <li>▪ Operations</li> <li>▪ EMS</li> <li>▪ Training</li> <li>▪ Emergency Management, Volunteers</li> <li>▪ Fire and Life Safety</li> <li>▪ Government Affairs</li> <li>▪ Media Services</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 cash and investments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Payment of maturing principal and interest on general long-term debt</li> </ul>

Similar to the General Fund, the resources required for operations of this fund are derived from taxes levied.

### Apparatus Fund

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

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> <li>▪ Transfers from the General Fund</li> <li>▪ Interest on cash and investments</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 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 interest on investments. 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> <li>▪ Interest on invested cash</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 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 older 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 on cash and investments</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. 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 & 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, rescue, EMS, 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 and medical 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 residents 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 residents 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 to **"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"** 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 utilizes 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 \$1.2 million a year to almost \$25 million a year. Accordingly, the District plans funding on a multi-year plan to ensure residents' needs are met.

The District, which was formed through the combination of several smaller fire departments, is a regional service provider, serving 11 cities and regions in four counties in Oregon. Until 1998, the District was 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 million 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 was consecutively renewed through November 2014-15. Proceeds of this levy were 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 equipment, and additional firefighters, response units, and land for future fire stations. A renewal of this levy was approved by the voters on the May 21, 2019, election.

The District utilizes several **reserve funds**, as defined under Oregon law 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 **MERRC Fund** holds committed revenues and program expenditures for mobile emergency responder radio coverage needs.

Within the **Property and Building Fund**, land acquisitions and improvements are 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.

## Policy Statement, continued

Apparatus Policies:

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

Facility Policies:

1. Construct fire stations according to stage of surrounding development:
  - a. Construct 50-year facilities in areas that are largely developed.
  - b. Proactively place facilities in areas that are rapidly developing and may have road condition and population shifts as the areas develop.
2. Employ data analysis to determine the most appropriate station design to serve the community’s needs. The District has developed the following three prototypes of fire station design and construction:
  - a. Type 3 stations are approximately 3,000 square feet and house a typical crew of two personnel who staff a rescue unit or brush rig.
  - 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 construction costs.
6. Construct facilities in the spirit of inclusion that consider accommodations for a diverse workforce.
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.

### Facility Policies, continues:

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, improve safety, and support mobile workforce working throughout the fire station system.
4. Provide regular preventive maintenance and provide resources for replacement of equipment with predictable useful lives.

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

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

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

### Relationship of Capital Budget to Annual Operating Budget

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

Capital projects impacting the Operating Budget are considered either routine in nature or non-recurring projects. Routine or recurring projects usually include projects that receive funding on an annual or regular cycle to conduct ongoing capital initiatives such as equipment or fleet replacement. Non-recurring projects do not receive annual appropriations in the Capital Projects Funds and are typically one-time or stand-alone projects. The construction of a new fire station could be considered a non-recurring capital project that will 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, as well as new station operating costs**.

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

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 2019-20 approved capital projects is as follows. Detailed capital outlay descriptions, as well as the operating impact from each project, can be found within the individual funds.

Fund	2019-20
<b>Apparatus Fund</b>	
Vehicles & Apparatus	\$ 2,848,100
Total Apparatus Fund	2,848,100
<b>Capital Improvements Fund</b>	
TC Training Props	15,000
Vehicles & Apparatus	342,400
Firefighting Equipment	907,780
EMS Equipment	380,350
Office Equipment & Furniture	35,000
Building Equipment	292,761
Physical Fitness Equipment	35,400
Shop Equipment	229,300
Communications Equipment	125,700
Data Processing Software	285,000
Computer Equipment	15,000
Total Capital Improvements Fund	2,663,691
<b>MERRC Fund</b>	
Communications Equipment	100,000
Total MERRC Fund	100,000
<b>Grants Fund</b>	
Communications Equipment	167,360
Total Grants Fund	167,360
<b>Property and Building Fund</b>	
Land	2,582,000
Building & Bldg. Improvements	13,405,000
Total Property and Building Fund	15,987,000
<b>Total Capital Outlay for 2019-20</b>	<b>\$ 21,766,151</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

### Debt Policies, continued

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 residents 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

The District's salary administration systems are regularly reviewed and maintained to comply with applicable federal and state employment laws. Recent work efforts have been focused on Oregon's updated pay equity law, ORS 652.220. Since the publication of the final administrative rules in late 2018, staff have been conducting job description analysis for comparable characteristics and preparing for subsequent pay analysis when work responsibilities are identified as comparable. We anticipate the initial pay equity review will be complete in late FY19 or early FY20.

### Represented Employees

The District negotiates two collective bargaining agreements. The current four-year contract with line firefighter, prevention, and emergency medical personnel will expire on June 30, 2022. The new three-year contract with Fleet Services personnel will expire on June 30, 2021. Employees covered by the collective bargaining agreements between IAFF Local 1660 and Tualatin Valley Fire & Rescue are paid according to the applicable 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 contingent upon the District's financial position and meeting performance expectations.

### 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 seniority, experience, performance, and qualifications. Generally, employees are not 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.
- **Performance and Annual Step Increases:** The non-represented pay system includes the opportunity for an annual performance-based step increase. An employee meeting or exceeding performance expectations adds value to the organization and is rewarded through performance-based step increases. This program is tied to the performance management system. The employee's performance is documented via ongoing performance coaching. Employees who are not meeting performance expectations do not receive a step pay increase.

Salary Administration, continued

Rating	Entry	1 year	2 year	3 year	4 year	5 year
<b>Meets/exceeds Expectations</b>	Step advance	Top Step				
<b>Below Expectations</b>	No step advance	Top Step				

**Salary Range Adjustments:** Traditionally, Tualatin Valley Fire & Rescue has adjusted the non-represented salary ranges annually based on a review of several factors, including published salary surveys, comparable organizations, consumer price index, and the bargaining unit salary adjustments.

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.

Non-Represented Manager Monthly Salary Grade Chart (July 1, 2019 – June 30, 2020)

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	Position
<b>M3</b>	10,974	11,658	12,385	13,157	13,977	14,846	Assistant Chief, Chief Financial Officer
<b>M2</b>	10,451	11,102	11,794	12,529	13,310	14,140	Controller, Director of Organizational Health, Director of Government Affairs, Director of Logistics, Director of Strategic Initiatives, District Chief, Division Chief of EMS, Division Chief of Training, Fire Marshal
<b>M1</b>	9,028	9,591	10,189	10,824	11,499	12,215	Assistant Fire Marshal, Medical Services Chief, Public Affairs Chief, Public Education Chief Officer

## Non-Represented Administrative Support Monthly Grade Chart (July 1, 2019 – June 30, 2020)

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	Position
14	8,781	9,329	9,911	10,529	11,185	11,881	
13	8,169	8,679	9,220	9,795	10,406	11,052	
12	7,598	8,072	8,575	9,110	9,678	10,281	Financial Operations Manager, Facilities Maintenance Manager, Fleet Maintenance Manager, Senior Database Administrator, Senior Network Engineer, Senior Systems Administrator
11	7,068	7,509	7,977	8,474	9,002	9,562	Human Resources Manager, Payroll Manager
10	6,575	6,986	7,422	7,885	8,377	8,895	Media Services Manager, OHW Manager, Procurement and Contracts Administrator, Senior Financial Analyst, Senior HRIS Analyst, Strategic Program Manager, Supply Manager, Systems Administrator
9	6,116	6,498	6,903	7,334	7,791	8,275	Communications Supervisor, Facilities Maintenance Supervisor, Fleet Technician Supervisor, Records Manager
8	5,690	6,045	6,422	6,823	7,249	7,697	Deployment and Staffing Coordinator, Media Producer, Medical Billing Supervisor, Occupational Health Nurse, Operations Analyst, Public Affairs Officer
7	5,293	5,623	5,974	6,347	6,743	7,161	Communication Technician, Employment Recruiter, Facilities Maintenance Technician (LME), Human Resources Generalist, Public Affairs Coordinator, Senior Accountant
6	4,923	5,230	5,556	5,903	6,271	6,661	Facilities Maintenance Technician, GIS Program Coordinator, Service Desk Specialist, Wellness Coordinator
5	4,580	4,866	5,170	5,493	5,836	6,196	EMS Specialist, Executive Assistant, Records Analyst, Senior Payroll Specialist
4	4,260	4,526	4,808	5,108	5,427	5,764	Accounting Specialist, Communications Program Assistant, Community Affairs Specialist, Human Resources Specialist, Medical Equipment Technician, Supply Procurement Specialist
3	3,964	4,211	4,474	4,753	5,050	5,362	Capital Construction Control Specialist, Facilities Maintenance Admin. Assistant, Fleet Maintenance Assistant, Inventory Control Specialist, Logistics Assistant, OHW Certified Medical Assistant, Training Division Specialist
2	3,687	3,917	4,162	4,422	4,698	4,988	Administrative Assistant, Athletic Trainer, Finance Clerk, Medical Billing Specialist, OHW Assistant
1	3,430	3,644	3,872	4,114	4,371	4,639	Facilities Utility Worker, Supply Assistant, Supply Customer Service Clerk
Entry	3,190	3,389	3,601	3,826	4,065	4,315	Front Desk Administrative Assistant

**Salary Administration, continued**

**Fleet Bargaining Unit Employees' Wage Schedules (July 1, 2019 – June 30, 2020)**

**Fleet Employees 40-Hour Schedule**

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

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Fleet Technician Hourly</b>	30.5354	32.4391	34.4641	36.6159	38.9004	41.3119
<i>Monthly</i>	5,293	5,623	5,974	6,347	6,743	7,161
<b>Respiratory Protection Program Coordinator</b>						
<b>Hourly</b>	30.5354	32.4391	34.4641	36.6159	38.9004	41.3119
<i>Monthly</i>	5,293	5,623	5,974	6,347	6,743	7,161
<b>Fleet Parts &amp; Small Engine Technician</b>						
<b>Hourly</b>	22.8684	24.2933	25.8105	27.4201	29.1335	30.9334
<i>Monthly</i>	3,964	4,211	4,474	4,753	5,050	5,362
<b>Fleet Utility Worker</b>						
<b>Hourly</b>	19.7877	21.0223	22.3376	23.7337	25.2163	26.7624
<i>Monthly</i>	3,430	3,644	3,872	4,114	4,371	4,639

**Bargaining Unit Employees' Wage Schedules (July 1, 2019 – December 31, 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>	19.5694	20.5993	21.6834	22.8246	24.0259	25.2903
<i>Monthly</i>	4,601.55	4,843.73	5,098.66	5,367.01	5,649.49	5,946.83
<i>Monthly PM Premium</i>	460.15	484.37	509.87	536.70	564.95	594.68
<i>Total Monthly</i>	5,061.70	5,328.10	5,608.53	5,903.71	6,214.44	6,541.52

***Premiums based on Paramedic Position***

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>10% Premium Hourly</b>	1.9569	2.0599	2.1683	2.2825	2.4026	2.5290
<i>Monthly</i>	460.15	484.37	509.87	536.70	564.95	594.68

\* Hourly rate for 51-hr 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>	<b>17.6020</b>	<b>19.2022</b>	<b>20.8024</b>
<i>Monthly</i>		3,857.30	4,207.97	4,558.63

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

## Bargaining Unit Employees' Wage Schedules (July 1, 2019 – December 31, 2019), continued

## 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)

*Line Positions (FF to BC)*

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Firefighter Hourly</b>	22.4871	26.2650	27.6321	28.9993	30.4566	32.0036
<i>Monthly</i>	4,927.83	5,755.70	6,055.29	6,354.91	6,674.25	7,013.28
<b>Engineer Hourly</b>	24.0161	28.0100	29.4671	30.9962	32.5614	34.1444
<i>Monthly</i>	5,262.90	6,138.12	6,457.41	6,792.51	7,135.50	7,482.41
<b>Lieutenant Hourly</b>	25.8871	30.2407	31.8778	33.3888	35.1519	36.8790
<i>Monthly</i>	5,672.91	6,626.94	6,985.69	7,316.82	7,703.19	8,081.66
<b>Captain Hourly</b>	28.5316	33.2989	35.0619	36.8069	38.7317	40.5848
<i>Monthly</i>	6,252.42	7,297.12	7,683.46	8,065.86	8,487.66	8,893.74
<b>Battalion Chief Hourly</b>	Entry-level battalion chief starts at 4-year pay step				49.9442	52.5694
<i>Monthly</i>	(90% of Top Step)				10,944.77	11,520.05

*All Premiums based on Firefighter Position*

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Paramedic Hourly (10%)</b>	2.2487	2.6265	2.7632	2.8999	3.0457	3.2004
<i>Monthly</i>	492.78	575.57	605.53	635.49	667.43	701.33
<b>EMT Intermediate Hourly (7.5%)</b>	1.6865	1.9699	2.0724	2.1749	2.2842	2.4003
<i>Monthly</i>	369.59	431.68	454.15	476.62	500.57	526.00
<b>Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%)</b>						
Hourly	1.3492	1.5759	1.6579	1.7400	1.8274	1.9202
<i>Monthly</i>	295.67	345.34	363.32	381.29	400.46	420.80
<b>EMT Advanced Hourly (5%)</b>	1.1244	1.3132	1.3816	1.4500	1.5228	1.6002
<i>Monthly</i>	246.39	287.79	302.76	317.75	333.71	350.66
<b>Hazmat Tech Hourly (4%)</b>	0.8995	1.0506	1.1053	1.1600	1.2183	1.2801
<i>Monthly</i>	197.11	230.23	242.21	254.20	266.97	280.53
<b>FTO Hourly (3%)</b>	0.6746	0.7879	0.8290	0.8700	0.9137	0.9601
<i>Monthly</i>	147.83	172.67	181.66	190.65	200.23	210.40
<b>Internship FTO Hourly (1%)</b>	0.2249	0.2626	0.2763	0.2900	0.3046	0.3200
<i>Monthly</i>	49.28	57.56	60.55	63.55	66.74	70.13
<b>Medic Ride Time Paramedic (24-hour unit)</b>	\$47 per assigned shift					

## Salary Administration, continued

### Bargaining Unit Employees' Wage Schedules (January 1, 2020 – June 30, 2020)

#### 49-Hour (24-on/48-off) Schedule (Kelly Shift 1 every 9 shifts)

Based on Annual Hours 2,597.28 (Monthly 216.44, Pay Period 108.22)

#### Paramedic Position

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>Paramedic Hourly *</b>	19.8140	20.8568	21.9545	23.1100	24.3262	25.6064
Monthly	4,601.55	4,843.73	5,098.66	5,367.01	5,649.49	5,946.83
Monthly PM Premium	460.15	484.37	509.87	536.70	564.95	594.68
Total Monthly	5,061.70	5,328.10	5,608.53	5,903.71	6,214.44	6,541.52

#### Premiums based on Paramedic Position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
<b>10% Premium Hourly</b>	1.9814	2.0857	2.1954	2.3110	2.4326	2.5606
Monthly	460.15	484.37	509.87	536.70	564.95	594.68

\* Hourly rate for 51-hr 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>	17.8216	19.4417	21.0619
Monthly		3,857.30	4,207.97	4,558.63

\* 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>	22.7676	26.5926	27.9768	29.3611	30.8365	32.4029
Monthly	4,927.83	5,755.70	6,055.29	6,354.91	6,674.25	7,013.28
<b>Engineer Hourly</b>	24.3157	28.3594	29.8347	31.3829	32.9676	34.5704
Monthly	5,262.90	6,138.12	6,457.41	6,792.51	7,135.50	7,482.41
<b>Lieutenant Hourly</b>	26.2101	30.6179	32.2754	33.8053	35.5904	37.3390
Monthly	5,672.91	6,626.94	6,985.69	7,316.82	7,703.19	8,081.66
<b>Captain Hourly</b>	28.8875	33.7143	35.4993	37.2660	39.2148	41.0910
Monthly	6,252.42	7,297.12	7,683.46	8,065.86	8,487.66	8,893.74
<b>Battalion Chief Hourly</b>	<i>Entry-level battalion chief starts at 4-year pay step</i>				50.5672	53.2252
Monthly	<i>(90% of Top Step)</i>				10,944.77	11,520.05

## Bargaining Unit Employees' Wage Schedules (January 1, 2020 – June 30, 2020), continued

## 49-Hour (24-on/48-off) Schedule (Kelly Shift 1 every 9 shifts)

Based on Annual Hours 2,597.28 (Monthly 216.44, Pay Period 108.22)

*All Premiums based on Firefighter Position*

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic Hourly (10%)	2.2768	2.6593	2.7977	2.9361	3.0837	3.2403
<i>Monthly</i>	492.78	575.57	605.53	635.49	667.43	701.33
EMT Intermediate Hourly (7.5%)	1.7076	1.9944	2.0983	2.2021	2.3127	2.4302
<i>Monthly</i>	369.59	431.68	454.15	476.62	500.57	526.00
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%) Hourly	1.3661	1.5956	1.6786	1.7617	1.8502	1.9442
<i>Monthly</i>	295.67	345.34	363.32	381.29	400.46	420.80
EMT Advanced Hourly (5%)	1.1384	1.3296	1.3988	1.4681	1.5418	1.6201
<i>Monthly</i>	246.39	287.79	302.76	317.75	333.71	350.66
Hazmat Tech Hourly (4%)	0.9107	1.0637	1.1191	1.1744	1.2335	1.2961
<i>Monthly</i>	197.11	230.23	242.21	254.20	266.97	280.53
FTO Hourly (3%)	0.6830	0.7978	0.8393	0.8808	0.9251	0.9721
<i>Monthly</i>	147.83	172.67	181.66	190.65	200.23	210.40
Internship FTO Hourly (1%)	0.2277	0.2659	0.2798	0.2936	0.3084	0.3240
<i>Monthly</i>	49.28	57.56	60.55	63.55	66.74	70.13
Medic Ride Time Paramedic (24-hour unit)				\$47 per assigned shift		

Salary Administration, continued

Bargaining Unit Employees' Wage Schedules (July 1, 2019 – June 30, 2020)

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 Hourly	26.5464	27.9435	29.4142	30.9623	32.5919	34.3073
Monthly	4,601.55	4,843.73	5,098.66	5,367.01	5,649.49	5,946.83
Monthly PM Premium	460.15	484.37	509.87	536.70	564.95	594.68
Total Monthly	5,061.70	5,328.10	5,608.53	5,903.71	6,214.44	6,541.52

Premiums based on Paramedic Position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% Premium Hourly	2.6546	2.7944	2.9414	3.0962	3.2592	3.4307
Monthly	460.15	484.37	509.87	536.70	564.95	594.68

Basic Life Support Position

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	<i>Basic Life Support position has 3 steps*</i>	22.2528	24.2758	26.2988
Monthly		3,857.30	4,207.97	4,558.63

\* 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	28.4287	33.2047	34.9330	36.6615	38.5038	40.4597
Monthly	4,927.83	5,755.70	6,055.29	6,354.91	6,674.25	7,013.28
Engineer Hourly	30.3617	35.4109	37.2529	39.1860	41.1648	43.1661
Monthly	5,262.90	6,138.12	6,457.41	6,792.51	7,135.50	7,482.41
Lieutenant Hourly	32.7270	38.2309	40.3005	42.2108	44.4398	46.6231
Monthly	5,672.91	6,626.94	6,985.69	7,316.82	7,703.19	8,081.66
Captain Hourly	36.0703	42.0971	44.3260	46.5320	48.9654	51.3081
Monthly	6,252.42	7,297.12	7,683.46	8,065.86	8,487.66	8,893.74
Fire Inspector	<i>Entry-level fire inspector starts at 4-year pay step</i>				41.1648	43.1661
Monthly					7,135.50	7,482.41
Deputy Fire Marshal 1	32.7270	38.2309	40.3005	42.2108	44.4398	46.6231
Monthly	5,672.91	6,626.94	6,985.69	7,316.82	7,703.19	8,081.66
Deputy Fire Marshal 2	36.0703	42.0971	44.3260	46.5320	48.9654	51.3081
Monthly	6,252.42	7,297.12	7,683.46	8,065.86	8,487.66	8,893.74
Training Officer / MSO	36.0703	42.0971	44.3260	46.5320	48.9654	51.3081
Monthly	6,252.42	7,297.12	7,683.46	8,065.86	8,487.66	8,893.74
Battalion Chief	<i>Entry-level battalion chief starts at 4-year pay step</i>				63.1405	66.4593
Monthly	<i>(90% of Top Step)</i>				10,944.77	11,520.05

## Bargaining Unit Employees' Wage Schedules (July 1, 2019 – June 30, 2020), 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%)	2.8429	3.3205	3.4933	3.6662	3.8504	4.0460
<i>Monthly</i>	492.78	575.57	605.53	635.49	667.43	701.33
EMT Intermediate Hourly (7.5%)	2.1322	2.4904	2.6200	2.7496	2.8878	3.0345
<i>Monthly</i>	369.59	431.68	454.15	476.62	500.57	526.00
Hazmat Spec (6%), Tech Rescue (6%), Water Rescue (6%), or Mobile Int Health PM (6%) Hourly	1.7057	1.9923	2.0960	2.1997	2.3102	2.4276
<i>Monthly</i>	295.67	345.34	363.32	381.29	400.46	420.80
EMT Advanced Hourly (5.0%)	1.4214	1.6602	1.7467	1.8331	1.9252	2.0230
<i>Monthly</i>	246.39	287.79	302.76	317.75	333.71	350.66
Hazmat Tech Hourly (4%)	1.1371	1.3282	1.3973	1.4665	1.5402	1.6184
<i>Monthly</i>	197.11	230.23	242.21	254.20	266.97	280.53
FTO Hourly (3%)	0.8529	0.9961	1.0480	1.0998	1.1551	1.2138
<i>Monthly</i>	147.83	172.67	181.66	190.65	200.23	210.40
Internship FTO Hourly (1%)	0.2843	0.3320	0.3493	0.3666	0.3850	0.4046
<i>Monthly</i>	49.28	57.56	60.55	63.55	66.74	70.13
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	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Adopted Budget
Personnel Services	\$ 89,793,872	\$ 94,897,568	\$ 106,701,106	\$ 113,374,773
Materials and Services	11,559,469	12,018,774	14,197,494	14,248,575
Operating Transfers Out	5,898,550	7,419,790	5,115,891	6,109,816
Operating Contingency			4,701,861	5,193,975
Ending Fund Balance	42,821,942	45,926,064	30,804,273	35,462,587
<b>Total Expenditures</b>	<b>\$ 150,073,833</b>	<b>\$ 160,262,196</b>	<b>\$ 161,520,625</b>	<b>\$ 174,389,726</b>

2019-20 Significant Changes

The General Fund operations reflect the delivery of the commitments in the local option levy by continuing to focus on fast and effective emergency response; maintaining the added firefighters and paramedics, new units; and purchasing additional fire station sites within the District. The District’s departments and reporting structure were reorganized effective July 1, 2019, in order to develop synergies and develop new leadership. The District will begin operations in the new Fire Station 39 staffed with six firefighters transferred from another station as the District continues to distribute resources throughout the District based upon ongoing deployment analysis with its ongoing focus on improving total response times and the efficacy of the services provided.

The General Fund personnel strength for the 2019-20 fiscal year is budgeted at 593.92 full-time equivalent (FTE) positions, an increase of the equivalent of 9.92 position equivalents. The General Fund’s personnel services increased \$6,673,667 or 6.3% over the prior year. Within the General Fund, six firefighters were added to the Relief Pool to cover additional time off negotiated as part of the labor contract; the equivalent of 0.5 of an FTE was added for light-duty work for injured or temporarily disabled firefighters, 0.75 FTE in Operations for developmental assignments, and 1.67 FTE equivalents were added to allow for an increased number of recruit firefighters and their training officers in the 2019-20 budget. Recruit academies are planned each year to meet the deployment needs of the District, including changes in emergency response units and retirements. One EMS administrative assistant position was added to assist with workload.

Wages were budgeted to increase 2.5%, reflecting the union contract’s range adjustment. A similar budget estimate was made to the non-union salary ranges. As the fleet employees are now represented by Local 1660 in a separate bargaining unit, their wages and leave accounts have transferred from non-union to union accounts, such as 5001 from 5002, to 5003 from 5004, and 5005 from 5006.

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 Compensation Match accounts 5020 and 5021 reflect the growth of the workforce as the District continues to incentivize employees to save for their own retirement by the matching program.

2019-20 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. Accounts 5120 and 5121 in 2017-18 were higher than normal due to the extraordinary wildfire season in Oregon and California in which numerous firefighters were deployed to teams across the two states to manage and fight these fires. The budget in 2018-19 has not yet been adjusted for the overtime and PERS costs associated with this past wildfire season. The 2019-20 budgets for these accounts are based upon normal operations of the District.

PERS costs are increased reflecting actual costs for non-line personnel and a stepped-in budgeted blended rate of 26.27% for line firefighters and paramedics. The new biennium July 1, 2019, to 2021, continues the pattern of expected significant PERS rate increases charged to employers. The July 1, 2019, rates for Tiers 1 and 2 fire personnel are 27.75% plus another 6% for a combined total of 33.75% up from a combined 28.04% in the prior biennium. The rates for OPSRP personnel range from a combined 21.68% for OPSRP General Service personnel to 26.31% for OPSRP Police and Fire rates, up from 16.48% and 21.25%, respectively. The District has planned to continue to utilize a portion of its PERS rate reserves to “step” into the increased rates by utilizing a portion of its PERS rate reserve funds set aside for this purpose for the first year of each biennium. Due to significant unfunded actuarial liabilities, PERS’s actuaries project continued rate increases over several bienniums. 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 of the biennium’s rate increase. 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 6% as allowed in the labor contract for firefighters and 5% for non-union.

## 2019-20 Significant Changes, continued

Materials and Services expenditures increased \$51,081 or 0.1% over the prior year's budget, reflecting intentional expenditure constraints within the context of the PERS rate increases both in 2019-20 and coming years and nonrecurring expenses such as Elections Expense account 5574, which covered the District's share of county election costs for the May 21, 2019, election.

EMS Supplies, account 5320, reflects supplies used for emergency medical response as well as cadaver labs for recruit training. Firefighting Supplies, account 5321, includes \$50,000 for a new wildland hose deployment method and ongoing hose, equipment, and nozzle replacement as well as supplies usage.

Protective clothing, account 5325, includes helmets, SCBA masks, turnout coats, harness and pants, turnout boots, and wildland firefighter uniforms as needed. For 2019-20, it includes funds for new particulate blocking hoods for \$44,820, a budget carryover from 2018-19 that is still being researched. The account 5330 includes standardized furniture for new Station 39 for \$30,000, new iPads and iPhones for wildland caches for \$10,200, and \$54,000 for 27 flat-screen reader boards and software to display training activities, video messages, safety alerts, community/fire station events, and employee announcements at each station; as well as funding for worn-out station replacement furnishings, replacement radios, and equipment.

Software licenses, account 5340, includes all software for the District, including line staffing software, training software, inventory management software, Office 365 subscriptions, fire reporting, 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 \$1,493,340. In addition to ongoing facility maintenance, the account includes alarm and security improvements for newly annexed stations, training facility improvements, new egress and engine bay lighting at stations linked to the new tapout systems at the fire stations, and continued safety investment in installing roof tie-off points to stations over time. An additional \$35,000 is planned to relocate records from storage to the Station 56 South Shop building.

Vehicle Maintenance was increased for the District's in-house fleet maintenance program to a total of \$1,014,240, or an increase of \$36,900, reflecting the needs of District 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 air monitor maintenance and repair, among other items. A total of \$40,000 for hose testing was transferred from account 5414. 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, copy charges, and GIS plotter supply expenses for copiers throughout the District. Account 5368, Maintenance and Repair of Computer and Network Hardware, includes \$37,000 for laptop replacements, \$37,300 for switches supporting the District's network operations, and \$27,000 for additional PCs and laptops. Phone switching hardware, regular hard drives, and other maintenance items supporting District operations are included in this account.

### 2019-20 Significant Changes, continued

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 is budgeted at projected actual expenditures for the fiscal year. Account 5413 largely represents the costs of contracts with the supervising physicians for the District's firefighters and paramedics, and consulting fees for legislative and other specialized consulting services. The increase is largely due to the investment in employee education for equity and inclusion training for station personnel. Elections expense account 5574 reduction reflects that there is not expected to be an election in 2019-20 that will be charged to the District.

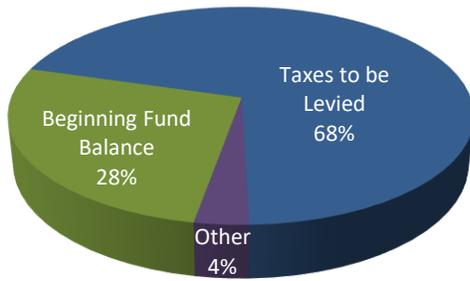
Account 5414 includes physician services for all current employees' physicals and for new hire exams totaling \$257,600 with associated laboratory services at approximately \$41,076. Remaining amounts include land-use consultants for future station siting and planning as well as appraisal services, background check investigations for volunteers and future employees, among numerous other items comprising the budget for account 5414, Other Professional Services for \$767,095.

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.



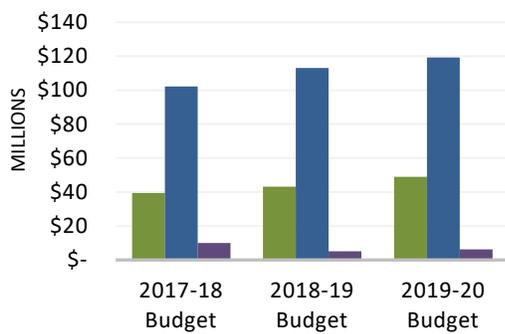
This aerial image shows development around TVF&R's seismically upgraded Cooper Mountain Station 69 in Washington County.

General Fund 2019-20 Resources by Budget Category



Resources	2019-20 Budget	Percent of Budget
Beginning Fund Balance	\$ 48,997,104	28.10%
Taxes to be Levied	119,220,343	68.36%
Previously Levied Taxes	942,250	0.54%
Taxes in Lieu of Property Taxes	15,523	0.01%
Forest Revenue	25,000	0.01%
Interest on Investments	615,701	0.35%
Interest on Property Tax	59,594	0.03%
Program Revenue	3,754,829	2.15%
Regional Hazmat Responses	15,000	0.01%
Special Service Charges	3,350	0.00%
Training Classes	40,500	0.02%
Rental Income	56,532	0.03%
Insurance Refunds	350,000	0.20%
Donations and Grants	23,500	0.01%
Surplus Property	25,000	0.01%
Miscellaneous Revenue	245,500	0.14%
<b>Total Resources</b>	<b>\$174,389,726</b>	<b>100.00%</b>

Three-Year Budgeted Resources

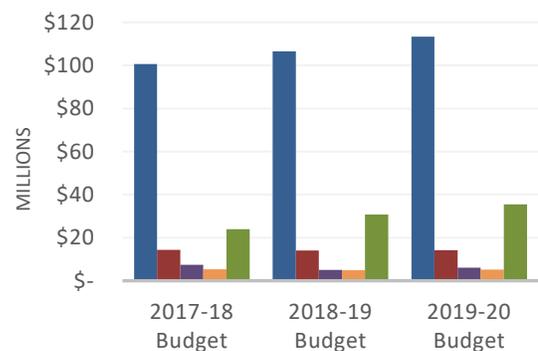


■ Beginning Fund Balance ■ Taxes to be Levied ■ Other

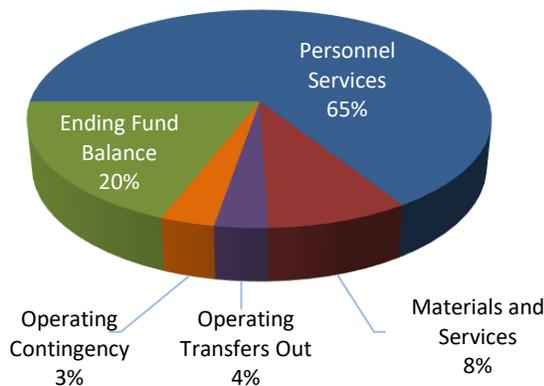
General Fund 2019-20 Requirements by Budget Category

Requirements	2019-20 Budget	Percent of Budget
Personnel Services	\$113,374,773	65.01%
Materials and Services	14,248,575	8.17%
Operating Transfers Out	6,109,816	3.50%
Operating Contingency	5,193,975	2.98%
Ending Fund Balance	35,462,587	20.34%
<b>Total Requirements</b>	<b>\$174,389,726</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	2019-20 Budget
<b>Command Directorate</b>				
Board of Directors	\$ 500	\$ 28,650		\$ 29,150
Civil Service Commission	213,054	46,229		259,283
Fire Chief's Office	2,807,882	1,139,177		3,947,059
<b>Total Command Directorate</b>	<b>3,021,436</b>	<b>1,214,056</b>		<b>4,235,492</b>
<b>Business Directorate</b>				
Business Strategy	794,891	87,520		882,411
Human Resources	1,488,321	287,199		1,775,520
Behavioral Health	309,607	10,721		320,328
Occupational Health/Wellness	718,939	540,021		1,258,960
Information Technology	1,497,399	1,649,970		3,147,369
Communications	574,007	2,877,687		3,451,694
Logistics	446,106	97,940		544,046
Fleet Maintenance	1,770,385	1,228,725		2,999,110
Facility Maintenance	1,269,349	171,400		1,440,749
Supply	852,430	248,152		1,100,582
<b>Total Business Directorate</b>	<b>9,721,434</b>	<b>7,199,335</b>		<b>16,920,769</b>
<b>Finance Directorate</b>				
Finance	1,817,891	628,020		2,445,911
<b>Total Finance Directorate</b>	<b>1,817,891</b>	<b>628,020</b>		<b>2,445,911</b>
<b>Operations Directorate</b>				
Operations Admin	3,989,530	303,169		4,292,699
Relief Pool Personnel	12,588,145	17,403		12,605,548
Specialty Teams	142,962	68,281		211,243
Stations	70,886,015	3,087,719		73,973,734
EMS	1,657,487	350,129		2,007,616
Training	2,020,799	563,784		2,584,583
Recruits	1,229,165	176,440		1,405,605
<b>Total Operations Directorate</b>	<b>92,514,103</b>	<b>4,566,925</b>		<b>97,081,028</b>
<b>Support Directorate</b>				
Emergency Management	210,503	28,578		239,081
Volunteers/Chaplains	67,850	188,040		255,890
<b>Total Support Directorate</b>	<b>278,353</b>	<b>216,618</b>		<b>494,971</b>
<b>Community Services Directorate</b>				
Fire & Life Safety	4,543,790	185,441		4,729,231
Government Affairs	1,049,066	195,796		1,244,862
Media Services	354,480	37,344		391,824
Incident Management Team	74,220	5,040		79,260
<b>Total Community Services Directorate</b>	<b>6,021,556</b>	<b>423,621</b>		<b>6,445,177</b>
<b>Non-Organizational</b>				
Operating Transfers Out			\$ 6,109,816	6,109,816
Operating Contingency			5,193,975	5,193,975
Ending Fund Balance			35,462,587	35,462,587
<b>Total Requirements</b>	<b>\$113,374,773</b>	<b>\$14,248,575</b>	<b>\$46,766,378</b>	<b>\$174,389,726</b>

## General Fund Personnel Summary

Program	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	Increase (Decrease)
<b>Command Directorate</b>					
Fire Chief's Office	19.00	19.00	18.00	10.00	(8.00)
<b>Total Command Directorate</b>	<b>19.00</b>	<b>19.00</b>	<b>18.00</b>	<b>10.00</b>	<b>(8.00)</b>
<b>Business Directorate</b>					
Business Strategy				6.00	6.00
Human Resources	8.00	8.00	8.00	8.00	
Behavioral Health				1.00	1.00
Occupational Health/Wellness	6.00	6.00	6.00	6.00	
Information Technology	7.00	7.00	7.00	8.00	1.00
Communications	4.00	4.00	4.00	4.00	
Logistics	2.00	2.00	2.00	2.00	
Fleet Maintenance	13.00	13.00	13.00	13.00	
Facility Maintenance	8.00	9.00	9.00	9.00	
Supply	7.00	7.00	7.00	7.00	
Media Services	2.00	2.00	2.00		(2.00)
Emergency Management	1.00	1.00	1.00		(1.00)
<b>Total Business Directorate</b>	<b>58.00</b>	<b>59.00</b>	<b>59.00</b>	<b>64.00</b>	<b>5.00</b>
<b>Finance Directorate</b>					
Finance	12.00	12.00	12.00	12.00	
<b>Total Finance Directorate</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	
<b>Operations Directorate</b>					
Operations Admin	5.00	5.00	5.00	16.25	11.25
Relief Pool Personnel	61.00	62.00	62.00	68.00	6.00
Station 17 (North Plains)	9.00	9.00	12.00	12.00	
Station 19 (Midway)	9.00	9.00	12.00	12.00	
Station 20 (Springbrook)	15.00	15.00	18.00	18.00	
Station 21 (Downtown Newberg)	15.00	15.00	18.00	18.00	
Station 33 (Sherwood)	12.00	14.00	14.00	14.00	
Station 34 (Tualatin)	13.00	13.00	13.00	13.00	
Station 35 (King City)	18.00	18.00	18.00	18.00	
Station 39 (McEwan Road)				6.00	6.00
Station 50 (Walnut)	12.00	12.00	12.00	12.00	
Station 51 (Tigard)	25.00	25.00	25.00	25.00	
Station 52 (Wilsonville)	18.00	18.00	18.00	12.00	(6.00)
Station 53 (Progress)	14.00	14.00	14.00	14.00	
Station 55 (Stafford)		12.00	12.00	12.00	
Station 56 (Elligsen Road)	12.00	12.00	12.00	12.00	
Station 57 (Mountain Road)	12.00	12.00	12.00	12.00	
Station 58 (Bolton)	12.00	12.00	12.00	12.00	
Station 59 (Willamette)	18.00	18.00	18.00	18.00	
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)	13.00	13.00	13.00	13.00	
Station 66 (Brockman Road)	13.00	13.00	13.00	13.00	
Station 67 (Farmington Road)	26.00	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	
EMS				7.00	7.00
Training				9.00	9.00
Recruits				6.67	6.67
North Division Command	19.00	18.00	20.00		(20.00)
South Division Command	7.00	19.00	18.00		(18.00)
<b>Total Operations Directorate</b>	<b>446.00</b>	<b>462.00</b>	<b>475.00</b>	<b>476.92</b>	<b>1.92</b>

General Fund, continued

General Fund Personnel Summary, continued

Program	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	Increase (Decrease)
<b>EMS/Training/Volunteers Directorate</b>					
EMS	9.00	6.00	6.00		(6.00)
Training	10.00	11.00	9.00		(9.00)
Recruits	18.00	10.50	5.00		(5.00)
<b>Total EMS/Training/Volunteers Directorate</b>	<b>37.00</b>	<b>27.50</b>	<b>20.00</b>		<b>(20.00)</b>
<b>Support Directorate</b>					
Emergency Management				1.00	1.00
<b>Total Support Directorate</b>				<b>1.00</b>	<b>1.00</b>
<b>Community Services Directorate</b>					
Fire & Life Safety				23.00	23.00
Government Affairs				5.00	5.00
Media Services				2.00	2.00
<b>Total Community Services Directorate</b>				<b>30.00</b>	<b>30.00</b>
<b>Total Full-Time Equivalents (FTE)</b>	<b>572.00</b>	<b>579.50</b>	<b>584.00</b>	<b>593.92</b>	<b>9.92</b>

General Fund Personnel Summary of Changes by Source

Program	2018-19 Budget	Additional Staffing	Transferred/ Reduced Staffing	2019-20 Budget	Comments
<b>Command Directorate</b>					
Fire Chief's Office	18.00		(8.00)	10.00	2 FTE to Government Affairs; 5 FTE to Business Strategy; 1 FTE to Behavioral Health
<b>Total Command Directorate</b>	<b>18.00</b>		<b>(8.00)</b>	<b>10.00</b>	
<b>Business Directorate</b>					
Business Strategy			6.00	6.00	5 FTE from Fire Chief's Office; 1 FTE from Operations
Human Resources	8.00			8.00	
Behavioral Health			1.00	1.00	1 FTE from Fire Chief's Office
Occupational Health/Wellness	6.00			6.00	
Information Technology	7.00		1.00	8.00	1 FTE from South Division
Communications	4.00			4.00	
Logistics	2.00			2.00	
Fleet Maintenance	13.00			13.00	
Facility Maintenance	9.00			9.00	
Supply	7.00			7.00	
Media Services	2.00		(2.00)		Media Services transferred to Community Services Dir
Emergency Management	1.00		(1.00)		Emergency Management transferred to Support Dir
<b>Total Business Directorate</b>	<b>59.00</b>		<b>5.00</b>	<b>64.00</b>	
<b>Finance Directorate</b>					
Finance	12.00			12.00	
<b>Total Finance Directorate</b>	<b>12.00</b>			<b>12.00</b>	
<b>Operations Directorate</b>					
Operations Admin	5.00	1.25	10.00	16.25	1 FTE to Fire & Life Safety; 1 FTE to Business Strategy; 5 FTE from North Div; 7 FTE from South Div; 1.25 additional FTE costs
Relief Pool Personnel	62.00	6.00		68.00	
Station 17 (North Plains)	12.00			12.00	
Station 19 (Midway)	12.00			12.00	
Station 20 (Springbrook)	18.00			18.00	
Station 21 (Downtown Newberg)	18.00			18.00	
Station 33 (Sherwood)	14.00			14.00	
Station 34 (Tualatin)	13.00			13.00	
Station 35 (King City)	18.00			18.00	
Station 39 (McEwan Road)			6.00	6.00	New Station 39 opening
Station 50 (Walnut)	12.00			12.00	
Station 51 (Tigard)	25.00			25.00	
Station 52 (Wilsonville)	18.00		(6.00)	12.00	Transferred Medic to Station 39
Station 53 (Progress)	14.00			14.00	
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	
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	

General Fund, continued

General Fund Personnel Summary of Changes by Source, continued

Program	2018-19 Budget	Additional Staffing	Transferred/ Reduced Staffing	2019-20 Budget	Comments
<b>Operations Directorate, continued</b>					
Station 69 (Cooper Mountain)	12.00			12.00	
Station 70 (Raleigh Hills)	2.00			2.00	
EMS		1.00	6.00	7.00	EMS transferred from EMS/Train/Vol Dir, 1 New FTE
Training			9.00	9.00	Training transferred from EMS/Train/Vol Dir
Recruits		1.67	5.00	6.67	Recruits transferred from EMS/Train/Vol Dir
North Division Command	20.00		(20.00)		2 FTE to Government Affairs; 5 FTE to Operations; 13 FTE to Fire & Life Safety
South Division Command	18.00		(18.00)		1 FTE to Information Technology; 1 FTE to Government Affairs; 7 FTE to Operations; 9 FTE to Fire & Life Safety
<b>Total Operations Directorate</b>	<b>475.00</b>	<b>9.92</b>	<b>(8.00)</b>	<b>476.92</b>	
<b>EMS/Training/Volunteers Dir</b>					
EMS	6.00		(6.00)		EMS Transferred to Operations Directorate
Training	9.00		(9.00)		Training transferred to Operations Directorate
Recruits	5.00		(5.00)		Recruits transferred to Operations Directorate
<b>Total EMS/Training/Volunteers Dir</b>	<b>20.00</b>		<b>(20.00)</b>		
<b>Support Directorate</b>					
Emergency Management			1.00	1.00	Transferred from Business Directorate
<b>Total Support Directorate</b>			<b>1.00</b>	<b>1.00</b>	
<b>Community Services Directorate</b>					
Fire & Life Safety			23.00	23.00	1 FTE from Operations; 13 FTE from North Div; 9 FTE from South Div
Government Affairs			5.00	5.00	2 FTEs from Fire Chief's Office; 2 FTEs from North Div; 1 FTE from South Div
Media Services			2.00	2.00	Transferred from Business Directorate
<b>Total Community Services Dir</b>			<b>30.00</b>	<b>30.00</b>	
<b>Total Full-Time Equivalents (FTE)</b>	<b>584.00</b>	<b>9.92</b>		<b>593.92</b>	Total 9.92 increase in FTEs

## Non-Organizational

### Operating Transfers

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

Fund	2019-20 Budget
Apparatus Fund	\$ 1,000,000
Capital Improvements Fund	1,500,000
Grant Fund	167,360
Property and Building Fund	3,159,802
Pension Trust Fund	282,654
<b>Total Transfers</b>	<b>\$ 6,109,816</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 2019-20, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2020-21.

### Ending Fund Balance

The Ending Fund Balance is budgeted at \$35,462,587. 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 2020-21 fiscal year.

General Fund, continued

Historical Data			Budget for Next Year 2019-20			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 37,482,479	\$ 42,821,942 <sup>(1)</sup>	\$ 43,230,735	Beginning Fund Balance	\$ 48,997,104	\$ 48,997,104	\$ 48,997,104
1,130,926	905,661	1,176,615	Prior Year's Prop Tax	942,250	942,250	942,250
7,018	14,920	7,302	Taxes In Lieu of Prop Tax	15,523	15,523	15,523
	192,445		Forest Revenues	25,000	25,000	25,000
176,374	339,707	189,788	Interest Income	615,701	615,701	615,701
6,789	14,845	6,823	Interest on Taxes	14,919	14,919	14,919
33,124	44,452	33,290	Unsegregated Tax Interest	44,675	44,675	44,675
11,690,043	10,176,293	3,068,705	Program Revenue	3,754,829	3,754,829	3,754,829
63,669	19,077	5,000	Haz Mat Response Revenues	15,000	15,000	15,000
866	184	500	Accounting Service Revenue	350	350	350
4,380	4,557	3,000	Fire Reports/Permits	3,000	3,000	3,000
35,834	39,000	10,000	Training Classes	40,500	40,500	40,500
111,973	91,264	75,600	Rental Revenue	56,532	56,532	56,532
132,009	207,041	123,720	Donations & Grants	23,500	23,500	23,500
381,105	497,665	403,488	Insurance Refunds WC	350,000	350,000	350,000
9,802	36,199	7,122	Surplus Property	25,000	25,000	25,000
162,636	251,882	83,295	Miscellaneous	245,000	245,000	245,000
728	569	1,000	Discounts Earned	500	500	500
51,429,756	55,657,705	48,425,983	Total Resources, Except Taxes to be Levied	55,169,383	55,169,383	55,169,383
		113,094,642	Taxes Necessary to Balance	119,220,343	119,220,343	119,220,343
96,234,745	104,604,489		Taxes Collected in Year Levied			
<b>\$147,664,502</b>	<b>\$160,262,194</b>	<b>\$161,520,625</b>	<b>Total Resources</b>	<b>\$174,389,726</b>	<b>\$174,389,726</b>	<b>\$174,389,726</b>

Historical Data			Budget for Next Year 2019-20			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Revised Budget This Year 2018-19	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 89,793,873	\$ 94,897,566	\$106,701,106	Personnel Services	\$113,374,773	\$113,374,773	\$113,374,773
11,559,469	12,018,774	14,197,494	Materials and Services	14,207,050	14,207,050	14,248,575
5,898,550	7,419,790	5,115,891	Operating Transfers Out	6,109,816	6,109,816	6,109,816
		4,701,861	Operating Contingency	5,235,500	5,235,500	5,193,975
40,412,610	45,926,064	30,804,273	Ending Fund Balance	35,462,587	35,462,587	35,462,587
<b>\$147,664,502</b>	<b>\$160,262,194</b>	<b>\$161,520,625</b>	<b>Total Requirements</b>	<b>\$174,389,726</b>	<b>\$174,389,726</b>	<b>\$174,389,726</b>

<sup>(1)</sup> Restated ending fund balance of 6/30/17 in 2017-18 financial statements due to a merger of Washington County Fire District 1 into TVF&R.

General Fund, continued

General Fund	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5001 Salaries & Wages Union	\$ 32,812,874	\$ 32,641,325	\$ 37,835,173	\$ 39,765,220	\$ 39,765,220	\$ 39,765,220
5002 Salaries & Wages Nonunion	8,543,229	8,923,862	9,560,356	9,532,795	9,532,795	9,532,795
5003 Vacation Taken Union	4,439,230	4,859,916	5,285,850	5,638,264	5,638,264	5,638,264
5004 Vacation Taken Nonunion	667,229	747,635	743,584	767,491	767,491	767,491
5005 Sick Leave Taken Union	735,230	901,728	829,406	994,439	994,439	994,439
5006 Sick Taken Nonunion	213,730	194,137	212,454	221,697	221,697	221,697
5007 Personal Leave Taken Union	471,198	459,713	547,016	562,888	562,888	562,888
5008 Personal Leave Taken Nonunion	76,741	88,661	106,227	89,736	89,736	89,736
5009 Comp Taken Union	19,610	19,674				
5010 Comp Taken Nonunion	57,318	56,140				
5015 Vacation Sold	117,247	223,700	355,217	363,292	363,292	363,292
5016 Vacation Sold at Retirement	221,154	128,771	310,503	270,576	270,576	270,576
5017 PEHP Vac Sold at Retirement	310,449	273,384	475,351	414,585	414,585	414,585
5018 Comp Time Sold Union	12,126	20,322				
5019 Comp Time Sold Nonunion	15,847	5,918				
5020 Deferred Comp Match Union	1,682,051	1,788,526	2,147,078	2,197,187	2,197,187	2,197,187
5021 Deferred Comp Match Nonunion	604,197	639,654	706,283	699,056	699,056	699,056
5041 Severance Pay	32,376					
5090 Temporary Services-Backfill	29,676	13,071				
5101 Vacation Relief	4,868,523	5,030,161	5,093,999	5,502,745	5,502,745	5,502,745
5105 Sick Relief	797,069	847,517	840,629	896,533	896,533	896,533
5106 On the Job Injury Relief	107,776	354,752	137,153	279,531	279,531	279,531
5107 Short Term Disability Relief	28,799	35,540	28,993	42,717	42,717	42,717
5110 Personal Leave Relief	597,956	598,268	619,695	651,486	651,486	651,486
5115 Vacant Slot Relief	1,240,967	662,454				
5117 Regular Day Off Relief	597,114	1,245,747	1,698,399	1,460,601	1,460,601	1,460,601
5118 Standby Overtime	44,744	40,776	39,227	62,201	62,201	62,201
5120 Overtime Union	1,460,152	2,284,223	1,620,439	1,887,566	1,887,566	1,887,566
5121 Overtime Nonunion	66,421	169,922	89,464	41,372	41,372	41,372
5123 Comp Time Sold Nonunion		20				
5150 Pension Benefit	32,330	25,830	30,000	30,000	30,000	30,000
5201 PERS Taxes	11,836,354	13,723,544	16,540,350	19,104,365	19,104,365	19,104,365
5203 FICA/MEDI	4,223,004	4,357,264	5,226,198	5,540,148	5,540,148	5,540,148
5206 Worker's Comp	1,129,603	1,030,821	1,429,186	1,470,696	1,470,696	1,470,696
5207 TriMet/Wilsonville Tax	381,159	393,758	476,983	503,955	503,955	503,955
5208 OR Worker's Benefit Fund Tax	21,596	21,286	20,281	18,163	18,163	18,163
5210 Medical Ins Union	8,713,895	9,451,047	10,722,951	11,422,764	11,422,764	11,422,764
5211 Medical Ins Nonunion	1,643,907	1,721,934	1,917,599	1,849,750	1,849,750	1,849,750
5220 Post Retire Ins Union	263,850	269,690	279,900	292,420	292,420	292,420
5221 Post Retire Ins Nonunion	97,500	97,332	101,700	94,500	94,500	94,500
5230 Dental Ins Nonunion	154,641	159,730	164,014	172,731	172,731	172,731
5240 Life/Disability Insurance	99,460	101,443	120,763	106,617	106,617	106,617
5250 Unemployment Insurance	11,384	2,780	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,880	14,837	15,444	14,898	14,898	14,898

## General Fund, continued

General Fund	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5270 Uniform Allowance	154,051	143,784	219,968	224,893	224,893	224,893
5290 Employee Tuition Reimburse	72,722	48,199	61,113	90,655	90,655	90,655
5295 Vehicle/Cell Allowance	75,500	78,770	74,160	78,240	78,240	78,240
<b>Total Personnel Services</b>	<b>89,793,872</b>	<b>94,897,568</b>	<b>106,701,106</b>	<b>113,374,773</b>	<b>113,374,773</b>	<b>113,374,773</b>
5300 Office Supplies	26,183	27,698	42,555	42,250	42,250	42,250
5301 Special Department Supplies	239,667	224,097	275,030	272,525	272,525	272,525
5302 Training Supplies	86,428	75,146	100,480	109,735	109,735	109,735
5303 Physical Fitness	21,051	33,288	25,975	23,660	23,660	23,660
5304 Hydrant Maintenance	5,187		5,500	5,500	5,500	5,500
5305 Fire Extinguisher	11,351	6,469	14,840	18,671	18,671	18,671
5306 Photography Supplies & Process	270		120	140	140	140
5307 Smoke Detector Program	6,230	5,390	11,400	11,900	11,900	11,900
5311 Haz Mat Response Materials	838	1,161	3,000	3,000	3,000	3,000
5320 EMS Supplies	451,401	532,699	623,316	521,608	521,608	521,608
5321 Fire Fighting Supplies	705,860	222,609	211,092	266,785	266,785	266,785
5325 Protective Clothing	413,738	313,144	395,175	405,495	405,495	405,495
5330 Noncapital Furniture & Equip	228,682	120,770	223,228	205,500	205,500	205,500
5340 Software Licenses/Upgrade/Host	786,665	797,257	999,021	1,163,252	1,163,252	1,165,252
5350 Apparatus Fuel/Lubricants	333,906	427,732	451,551	467,621	467,621	467,621
5361 M&R Bldg/Bldg Equip & Improv	885,282	1,055,380	1,239,711	1,493,340	1,493,340	1,493,340
5363 Vehicle Maintenance	823,058	996,693	977,340	1,014,240	1,014,240	1,014,240
5364 M&R Fire Comm Equip	17,013	20,552	29,375	29,785	29,785	29,785
5365 M&R Firefight Equip	83,662	59,302	105,069	153,152	153,152	153,152
5366 M&R EMS Equip	75,149	55,475	44,146	46,980	46,980	44,005
5367 M&R Office Equip	94,956	92,217	130,124	134,868	134,868	134,868
5368 M&R Computer & Network Hdwe	99,109	104,372	265,130	234,450	234,450	234,450
5400 Insurance Premium	410,748	425,939	445,609	450,110	450,110	450,110
5410 General Legal	411,890	707,870	517,500	522,500	522,500	522,500
5411 Collective Bargaining	2,054	13,685	85,000	15,000	15,000	15,000
5412 Audit & Related Filing Fees	43,105	25,005	46,850	43,450	43,450	43,450
5413 Consultant Fees	124,443	133,418	198,999	268,800	268,800	309,800
5414 Other Professional Services	558,779	771,540	978,885	767,095	767,095	767,095
5415 Printing	44,196	29,310	39,395	38,435	38,435	38,435
5416 Custodial & Bldg Services	149,541	182,489	211,643	221,984	221,984	221,984
5417 Temporary Services	62,312	62,169	75,280	85,060	85,060	85,060
5418 Trustee/Administrative Fees	50,518	47,775	50,175	52,550	52,550	52,550
5420 Dispatch	2,044,340	2,193,003	2,264,118	2,430,498	2,430,498	2,430,498
5421 BOD Allowance	8,400	8,950	9,000	9,000	9,000	9,000
5430 Telephone	305,867	317,048	336,596	333,524	333,524	333,524
5432 Natural Gas	158,708	141,169	143,955	143,216	143,216	143,216
5433 Electricity	490,209	475,256	523,627	506,848	506,848	506,848
5434 Water/Sewer	222,240	233,934	238,902	259,877	259,877	259,877
5436 Garbage	66,974	67,164	78,915	79,634	79,634	79,634
5437 Cable Access	156,207	153,910	170,430	184,118	184,118	184,118

General Fund, continued

General Fund	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5445 Rent/Lease of Building	10,380	12,184	108,516	114,504	114,504	114,504
5450 Rental of Equip	12,179	11,224	11,560	15,010	15,010	15,010
5461 External Training	107,447	78,252	149,436	161,925	161,925	163,425
5462 Travel and Per Diem	149,533	148,230	231,935	237,647	237,647	237,647
5471 Citizen Awards	3,519	2,232	2,500	3,000	3,000	3,000
5472 Employee Recog & Awards	19,797	12,148	30,710	34,909	34,909	34,909
5473 Employ Safety Pro & Incent	5,800	6,200	13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	8,671	8,463	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach	18,075	21,849	59,015	46,215	46,215	46,215
5481 Community Education Materials	26,118	21,828	28,290	27,996	27,996	27,996
5484 Postage UPS & Shipping	47,560	43,497	58,089	64,860	64,860	64,860
5500 Dues & Subscriptions	59,373	62,204	77,309	79,844	79,844	79,844
5501 Volunteer Assn Dues	16,000	12,000	16,000	16,000	16,000	16,000
5502 Certifications & Licensing	64,197	10,731	88,706	11,341	11,341	11,341
5570 Misc Business Exp	51,861	49,391	83,948	93,974	93,974	93,974
5571 Planning Retreat Expense	3,379	5,027	14,050	10,600	10,600	10,600
5572 Advertis/Public Notice	58,267	54,773	73,150	73,450	73,450	73,450
5573 Inventory Over/Short/Obsolete	(2,945)	(55,416)	5,000	5,500	5,500	5,500
5574 Elections Expense	90,216	250,366	395,000			
5575 Laundry/Repair Expense	103,825	102,507	153,723	151,619	151,619	151,619
<b>Total Materials and Services</b>	<b>11,559,469</b>	<b>12,018,774</b>	<b>14,197,494</b>	<b>14,207,050</b>	<b>14,207,050</b>	<b>14,248,575</b>
5800 Transfers Out	5,898,550	7,419,790	5,115,891	6,109,816	6,109,816	6,109,816
<b>Total Transfer Out</b>	<b>5,898,550</b>	<b>7,419,790</b>	<b>5,115,891</b>	<b>6,109,816</b>	<b>6,109,816</b>	<b>6,109,816</b>
5900 Contingency			4,701,861	5,235,500	5,235,500	5,193,975
<b>Total Contingency</b>			<b>4,701,861</b>	<b>5,235,500</b>	<b>5,235,500</b>	<b>5,193,975</b>
5999 Budgeted Ending Fund Balance	42,821,942	45,926,064	30,804,273	35,462,587	35,462,587	35,462,587
<b>Total Ending Fund Balance <sup>(1)</sup></b>	<b>42,821,942</b>	<b>45,926,064</b>	<b>30,804,273</b>	<b>35,462,587</b>	<b>35,462,587</b>	<b>35,462,587</b>
<b>Total General Fund</b>	<b>\$150,073,833</b>	<b>\$160,262,196</b>	<b>\$161,520,625</b>	<b>\$ 174,389,726</b>	<b>\$ 174,389,726</b>	<b>\$ 174,389,726</b>

<sup>(1)</sup> Restated ending fund balance by \$2,409,332 at 6/30/17 due to the merger of Washington County Fire District 1 into TVF&R.



Program Description

The governing board is comprised of five elected residents 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 communities and ensures that the needs of the residents 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 59	\$ 105	\$ 500	\$ 500
Materials and Services	118,279	273,225	422,950	28,650
<b>Total Expenditures</b>	<b>\$ 118,338</b>	<b>\$ 273,330</b>	<b>\$ 423,450</b>	<b>\$ 29,150</b>

2019-20 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 largest change is due to the non-recurrence of 2018-19 election expenses 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



Randy J. Lauer  
Vice President



Gordon L. Hovies  
Secretary-Treasurer



Robert C. Wyffels  
Member



Justin J. Dillingham  
Member

Status of 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.  
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 2019, they authorized contracts for professional services, apparatus, vehicle, and equipment purchases, Board Policy updates, and Fire Code Board of Appeals appointments. They also passed a resolution to authorize staff to file election materials with the Washington County Election Division for the purpose of placing the local option levy renewal on the May 2019 ballot. 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 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.  
Status: → Ongoing  
Status Report: In the 2019 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.

Additional Accomplishments

- Elections for Board Positions 4 and 5.

2019-20 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 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.

Board of Directors, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10120 General Fund</b>						
5270 Uniform Allowance	\$ 59	\$ 105	\$ 500	\$ 500	\$ 500	\$ 500
<b>Total Personnel Services</b>	<b>59</b>	<b>105</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
5300 Office Supplies	185		150	150	150	150
5301 Special Department Supplies			300	300	300	300
5410 General Legal	6,186	4,000	6,000	6,000	6,000	6,000
5421 BOD Allowance	8,400	8,950	9,000	9,000	9,000	9,000
5461 External Training	1,716	1,418	1,750	1,750	1,750	1,750
5462 Travel and Per Diem	3,736	3,923	4,750	4,750	4,750	4,750
5500 Dues & Subscriptions	2,400					
5570 Misc Business Exp	2,133	1,161	2,500	2,500	2,500	2,500
5572 Advertis/Public Notice	3,308	3,408	3,500	4,200	4,200	4,200
5574 Elections Expense	90,216	250,366	395,000			
<b>Total Materials and Services</b>	<b>118,279</b>	<b>273,225</b>	<b>422,950</b>	<b>28,650</b>	<b>28,650</b>	<b>28,650</b>
<b>Total General Fund</b>	<b>\$ 118,338</b>	<b>\$ 273,330</b>	<b>\$ 423,450</b>	<b>\$ 29,150</b>	<b>\$ 29,150</b>	<b>\$ 29,150</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 55,305	\$ 61,633	\$ 156,202	\$ 213,054
Materials and Services	40,817	31,865	39,003	46,229
<b>Total Expenditures</b>	<b>\$ 96,122</b>	<b>\$ 93,498</b>	<b>\$ 195,205</b>	<b>\$ 259,283</b>

2019-20 Significant Changes

The 2019-20 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 several promotional processes.

Materials and Services includes funding of \$37,899 in Other Professional Services, account 5414, for the contract with the chief examiner of \$9,684 and \$3,605 to administer the open and continuous testing process, and \$9,600 for background investigations of new hires based on DPSST requirements and \$6,400 for psychological examinations. Miscellaneous Expenses, account 5570, in the amount of \$5,080, represents the anticipated number of meals provided to interview panels, assessment testers, interview panels, orientation lunches, and a commission dinner meeting. 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  
03/22



Jim Main  
Commissioner  
Seat 3  
Term expires  
03/23



Jake Gartland  
Commissioner  
Seat 4  
Term expires  
03/23



Donna Fowler  
Commissioner  
Seat 5  
Term expires  
03/23

### Status of 2018-19 Tactics

- 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 processes and tools audited; needed improvements identified.

Status: → Ongoing

Status Report: District leadership approved, and Human Resources adopted, updates to the selection processes for entry firefighter, including addition of psychological evaluations, adjustments to the mechanical portion of the NTN test, and addition of a skills exercise to the assessment center specific to EMT and Paramedic skill level. Additional tools and updates will be reviewed and implemented during the upcoming fiscal year.

- 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.

Status: → Ongoing

Status Report: Human Resources recruited for and coached members who participate on, the Outreach and Mentor teams. A resource page was added on the SharePoint site for team members to access speaking points, FAQ documents, calendars, and more to ensure they have all the tools to feel comfortable and confident in their team member roles. Curriculum for training opportunities specific for each team is being developed to ensure they have all the tools necessary for effective participation.

### Additional Accomplishments

- Implementation of initial updates to the selection process for entry firefighter and single-role paramedics.

## Activities Summary

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	21	10	7	8	14
Number of Civil Service examinations (to develop eligible lists)	9	3	3	5	6
Number of Civil Service Commission meetings	5	5	5	5	5
Number of appeals heard before Commission	1	0	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)	62	143	80	95	95
Days to fill vacancies – entry-level firefighter (from pulling list)	127	164	162	129	175
Days to fill vacancies – all other Civil Service classifications (from department request)	32	39	35	36	36
Number of classification specifications revised and approved by Commission	13	2	5	5	0
Percentage of employees hired into Civil Service classifications who completed trial service during period	89% 16 of 18	86% 24 of 28	98% 42 of 43	87% 20 of 23	94% 15 of 16
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% 28 of 28	100% 32 of 32	100% 28 of 28	100% 26 of 26	100% 24 of 24
Number of applications processed	277	286	272	280	280

## 2019-20 Tactics

- Further 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): Operations, Human Resources

Budget Impact: Increase Required

Measured By: Auditing the implemented tools and updates, as well as identify and implement additional tools and updates to the selection processes for entry firefighter, single-role paramedic, and other promotional positions.

- Further 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): Operations, Human Resources

Budget Impact: None

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

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10110 General Fund</b>						
5120 Overtime Union	\$ 42,839	\$ 47,324	\$ 115,514	\$ 155,635	\$ 155,635	\$ 155,635
5201 PERS Taxes	9,148	10,962	28,428	40,885	40,885	40,885
5203 FICA/MEDI	2,596	2,555	8,837	11,906	11,906	11,906
5206 Worker's Comp	397	430	2,541	3,424	3,424	3,424
5207 TriMet/Wilsonville Tax	308	330	882	1,204	1,204	1,204
5208 OR Worker's Benefit Fund Tax	17	18				
5210 Medical Ins Union		14				
<b>Total Personnel Services</b>	<b>55,305</b>	<b>61,633</b>	<b>156,202</b>	<b>213,054</b>	<b>213,054</b>	<b>213,054</b>
5410 General Legal	67		1,500	1,500	1,500	1,500
5414 Other Professional Services	36,121	26,611	31,427	37,899	37,899	37,899
5415 Printing	131	442	600			
5471 Citizen Awards		125				
5484 Postage UPS & Shipping		46	50	50	50	50
5570 Misc Business Exp	3,068	2,464	3,326	5,080	5,080	5,080
5572 Advertis/Public Notice	1,429	2,178	2,100	1,700	1,700	1,700
<b>Total Materials and Services</b>	<b>40,817</b>	<b>31,865</b>	<b>39,003</b>	<b>46,229</b>	<b>46,229</b>	<b>46,229</b>
<b>Total General Fund</b>	<b>\$ 96,122</b>	<b>\$ 93,498</b>	<b>\$ 195,205</b>	<b>\$ 259,283</b>	<b>\$ 259,283</b>	<b>\$ 259,283</b>

Fund or Program Description

This budget category includes the traditional operations of the Fire Chief's Office, including District command personnel. District-wide Planning, Records Management, Public Affairs, and Behavioral Health functions have been moved to other departments. The Fire Chief's Office provides direction, supervision, coordination, and general support to the District's operations.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Adopted Budget
Personnel Services	\$ 3,142,366	\$ 3,614,260	\$ 3,854,885	\$ 2,807,882
Materials and Services	1,109,906	1,660,246	1,577,467	1,139,177
<b>Total Expenditures</b>	<b>\$ 4,252,271</b>	<b>\$ 5,274,506</b>	<b>\$ 5,432,352</b>	<b>\$ 3,947,059</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Fire Chief	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief	3.00	3.00	3.00	4.00
Strategic Program Manager	1.00	1.00	1.00	1.00
Executive Assistant	3.00	3.00	3.00	3.00
Chief of Staff <sup>(1)</sup>	1.00	1.00	1.00	
Public Affairs Chief <sup>(2)</sup>	1.00	1.00	1.00	
Public Affairs Coordinator <sup>(2)</sup>	1.00	1.00	1.00	
Behavioral Health Specialist <sup>(3)</sup>	1.00	1.00	1.00	
Records Manager <sup>(4)</sup>	1.00	1.00	1.00	
Records Analyst <sup>(4)</sup>	1.00	1.00	1.00	
Operations Analyst <sup>(4)</sup>	2.00	2.00	2.00	
GIS Program Coordinator <sup>(4)</sup>	1.00	1.00	1.00	
Administrative Assistant	1.00	1.00		
<b>Total Full-Time Equivalents (FTE)</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>10.00</b>

<sup>(1)</sup> Position promoted to Assistant Chief.

<sup>(2)</sup> Moved to Governmental Affairs (10160).

<sup>(3)</sup> Moved to Behavioral Health (10310).

<sup>(4)</sup> Moved to Business Strategy (10500).

### 2019-20 Significant Changes

The change in Personnel Services reflects expected salaries and wages of all employees offset 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 employees in the Fire Chief's Office as of the July 1, 2019, reorganization. Account 5121 is budgeted at normal levels, not estimated for the significant conflagration deployments experienced in 2017-18.

Materials and Services were reduced over the prior year budget to \$1,139,177 as support costs for the Behavioral Health program, GIS and Planning were moved to other departments. Facility costs for the Command and Business Operations facility that also house Operating Division personnel in addition to Business, Fire & Life Safety, Logistics, and other functions, are included within this budget and include office supplies, copiers, and other supplies. Other accounts in Materials and Services, account 5330, account for building furniture needs for department personnel. The Command and Business Operations Center building costs are included within the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, and 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 and the addition of painting of interior hallways (\$15,000) and the addition of a fuel filtration and recirculation system to the generator (\$11,000) in 2019-20. External training and per diem supports the fire chief and other chiefs' travel for national organization positions.

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.



## Status of 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.

Status: → Ongoing

Status Report: Staff conducted research and presented the findings and specific recommendations for improvement to Executive Management. An employee internal communications survey, with 190 respondents from line and support staff, indicated that the majority of respondents felt somewhat or very-well informed about daily operations and big picture items, but 23% felt poorly informed. Respondents indicated two main obstacles to staying informed are competing priorities and information in too many places. The top three ways respondents got information were email, supervisors, and morning briefings or team meetings. Most respondents preferred to subscribe to topics they are interested in rather than receive large numbers of email. Required morning briefings were supported by 84% of line respondents.

Research into how other fire departments and local businesses share information with employees indicated that most use email, internal newsletters, SharePoint, video conferencing tools, and work site reader boards. Beta testing is pending on an identified electronic reader board that can feed consistent information to work sites. Additional research about Office 365 platform communication tools is pending.

An electronic briefing tool was designed for the Target Solutions application to and will be tested in advance of implementation. The workflow to determine who is responsible for sustaining briefing topics is pending.

- 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.

Status: → Ongoing

Status Report: Additional work is needed to update policies and procedures in support of reducing email communication and targeting/streamlining information to work groups. A harassment/complaint reporting feature was added to SharePoint.

Status of 2018-19 Tactics, continued

- 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.  
Status: → Ongoing  
Status Report: Established a timeline, received Board approval, and submitted the requisite documentation to place a local option levy renewal measure on the May 2019 ballot. Related internal and external messaging developed and disseminated.

The addition of 180 square miles and the Yamhill County ambulance service area (ASA), along with plans to open a new station in fiscal year 2019-20, created unique challenges in aligning the resources with the need. Staff evaluated service demand as well as resource distribution and concentration to help inform future deployment changes.

Redeployment planned for fiscal year 19-20 will help inform short- and mid-term needs for staffing and facilities. Additionally, staff are inventorying all stations' capacities (e.g., living quarters, women's facilities, bay space, battalion chief quarters), which will inform mid- and long-term needs. METRO approved proposals by three cities in the service area to expand the urban growth boundary; related timelines will inform long-term planning, as will the work of the consultant utilized to update the District's development trends report.

- 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.  
Status: ✓ Complete  
Status Report: Staff completed all required progress/financial reporting and accounting within the deadlines for reimbursement for the 2017-18 Hazardous Materials Emergency Preparedness grant; funds were received in July 2018. Final reimbursement signified closeout for this grant program.

Staff completed all requisite quarterly progress/financial reporting and accounting for reimbursements specific to the second year of the 2015 SAFER grant project. The grant performance period ended January 20, 2018. The prescribed electronic closeout reporting module is pending from FEMA (delayed due to the shutdown of the federal government during winter 2018-19.)

Staff assisted with research and development for the regional application for the FEMA Assistance to Firefighters Grant on behalf of all Washington County fire agencies for funds to purchase new SCBAs.

## Status of 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.

Status: → Ongoing

Status Report: New intranet site developed and deployed information about and links to internal and external resources. The behavioral health specialist also delivered face-to-face outreach on available resources and services and resilience training to the recruits during the academies. A brief presentation to the company officer in-service session is tentative for May 2019, as space on the agenda allows.

- 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.

Status: ✓ Complete

Status Report: The records analyst coordinated with Information Technology staff to develop the functional requirements needed for the software solution. They evaluated demonstrations by three different companies and selected a vendor/product. Implementation was delayed until 2019-20 to await input from a new records manager once that position vacancy is filled.

- 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.

Status: → Ongoing

Status Report: On hold to be re-evaluated in context of the reorganization of the reporting structure for affected work groups, and with consideration for prioritization of their workloads and span of control.

Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Functional requirements were identified by the records manager; however, there is not any space for records in the planned new Logistics Services Center. In the meantime, staff have sorted and inventoried approximately one-third of the records at the Aloha campus storage building.

The records issue is not specific to the Aloha storage building. There are many records at the Aloha building (formally known as the North Operations Center), there are records at Stations 17 and 19 from Washington County Fire District 2, records at Station 20 from the Newberg Fire Department, and capacity is reaching its maximum at the Training Center and Command and Business Operations Center.

Solutions for permanent records storage will be researched and presented to executive management for review and approval in the next fiscal year.

- 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.

Status: → Ongoing

Status Report: Examples of staff engagement toward this tactic include involvement in the Governor's Wildfire Council, regional CAD deployment, joint legislative initiatives, the State Interoperability Executive Council, the initial rollout of the Oregon Health Authority Medicaid Fee-for-Service GEMT supplemental payment program/training, and development of the regional enterprise GIS (REGIS) collaboration toward a shared incident management and electronic pre-planning resource.

Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Estimated
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Public Attitude Survey Conducted <sup>1</sup>	✓	n/a	✓ <sup>1</sup>	✓ <sup>2</sup>	n/a
<i>Percentage of Residents Identifying TVF&amp;R as Their Fire Department</i>	73%	n/a	69%	81% <sup>3</sup>	n/a
<i>Percentage of Residents Identifying TVF&amp;R as Their EMS Provider<sup>2</sup></i>	52%	n/a	48%	61%	n/a
Ad Equivalency of News Stories Calculated <sup>3</sup>	\$405,641	\$525,000	\$496,491 <sup>4</sup>	\$352,289 <sup>5</sup>	\$450,000
Community Academy Graduates	14	18	17	18	20

1 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.

2 Additional research with focus groups and a phone survey of 601 District residents was conducted in the fall of 2018 to understand attitudes and value statements in advance of a local option levy renewal election in May 2019. Awareness questions about service provision are asked during all public attitude research.

3 When asked to name the agency responsible for fire and medical emergency calls in their area, 81% of survey participants name TVF&R for fire and 61% for medical, both of which are 10-year highs.

4 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. Amount based on 2017 calendar year.

5 Amount based on 2018 calendar year.

## 2019-20 Tactics

- Organize interactions that boost connectivity and engagement between District personnel and the leadership team.

Goal/Strategy: Goal 1 – Strategy 1A,

Timeframe: 12 months

Partner(s): All managers/supervisors.

Budget Impact: None

Measured By: Interactions held, including engagement occurring in person and/or via e-tools/applications.

- Establish an overarching plan specific to workplace security priorities; communicate related assignments and timelines.

Goal/Strategy: Goal 1 – Strategy 1B

Timeframe: 6 months

Partner(s): To be identified during planning effort.

Budget Impact: None

As priorities and timelines are yet to be identified, it is anticipated that many solutions would be cost neutral and others may require funds to accomplish.

Measured By: Action plan approved and disseminated. Related costs outlined. Assignments and timelines communicated to responsible parties.

- Provide leadership-level direction on priorities and expectations around energy/resource saving and/or environmental sustainability initiatives.

Goal/Strategy: Goal 1 – Strategy 1B

Timeframe: 12 months

Partner(s): Logistics

Budget Impact: None

As priorities and timelines are yet to be identified, it is anticipated that many solutions would be cost neutral and others may require departments to request funds to accomplish.

Measured By: Priorities and related direction identified and imparted to the appropriate responsible parties.

- Provide leadership-level direction on continued investments into creating/sustaining a positive, safe, and inclusive culture within the District.

Goal/Strategy: Goal 1 – Strategy 1B

Timeframe: 12 months

Partner(s): HR, All managers/supervisors

Budget Impact: None

Measured By: Priorities and related direction identified and imparted to the appropriate responsible parties.

## 2019-20 Tactics, continued

- Provide support to leverage local, state, and federal programs or initiatives that enhance community health and safety, service delivery, response system integration, 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. Engagement in support of standing up the Washington County EMS Alliance and to identify any potential related adjustments to TVF&R's EMS services.



Fire Chief's Office, continued

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10150 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 1,840,441	\$ 1,969,580	\$ 2,010,174	\$ 1,437,589	\$1,437,589	\$1,437,589
5004 Vacation Taken Nonunion	127,538	111,957	156,347	115,793	115,793	115,793
5006 Sick Taken Nonunion	31,775	26,214	44,671	33,448	33,448	33,448
5008 Personal Leave Taken Nonunion	14,201	24,375	22,335	13,538	13,538	13,538
5010 Comp Taken Nonunion	6,290	3,132				
5015 Vacation Sold	45,321	88,193	144,691	113,568	113,568	113,568
5016 Vacation Sold at Retirement			35,000			
5017 PEHP Vac Sold at Retirement		61,733	65,500			
5019 Comp Time Sold Nonunion		292				
5021 Deferred Comp Match Nonunion	160,881	172,862	181,939	130,783	130,783	130,783
5121 Overtime Nonunion	3,273	78,295	36,500	1,500	1,500	1,500
5201 PERS Taxes	390,683	550,752	563,194	527,551	527,551	527,551
5203 FICA/MEDI	136,654	142,312	184,865	142,980	142,980	142,980
5206 Worker's Comp	26,422	23,828	33,125	23,830	23,830	23,830
5207 TriMet/Wilsonville Tax	15,195	17,164	19,593	14,461	14,461	14,461
5208 OR Worker's Benefit Fund Tax	532	531	540	399	399	399
5211 Medical Ins Nonunion	249,311	244,363	248,920	186,638	186,638	186,638
5221 Post Retire Ins Nonunion	16,500	15,825	16,200	9,000	9,000	9,000
5230 Dental Ins Nonunion	23,144	22,072	21,892	17,106	17,106	17,106
5240 Life/Disability Insurance	16,535	16,475	22,179	13,898	13,898	13,898
5270 Uniform Allowance	934	2,118	3,000	3,000	3,000	3,000
5290 Employee Tuition Reimburse	3,437	6,667	8,100			
5295 Vehicle/Cell Allowance	33,300	35,520	36,120	22,800	22,800	22,800
<b>Total Personnel Services</b>	<b>3,142,366</b>	<b>3,614,260</b>	<b>3,854,885</b>	<b>2,807,882</b>	<b>2,807,882</b>	<b>2,807,882</b>
5300 Office Supplies	6,260	6,316	7,600	6,500	6,500	6,500
5301 Special Department Supplies	9,524	7,142	12,500	8,750	8,750	8,750
5302 Training Supplies	321		1,400	500	500	500
5320 EMS Supplies		128	250	250	250	250
5321 Fire Fighting Supplies	(32)		250	250	250	250
5325 Protective Clothing	603	437	500	500	500	500
5330 Noncapital Furniture & Equip	3,613	1,031	3,000	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	4,610	6,717	11,000	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	96,609	83,799	95,266	123,320	123,320	123,320
5367 M&R Office Equip	37,208	36,215	42,000	42,000	42,000	42,000
5400 Insurance Premium	3,012	2,878	6,559	6,500	6,500	6,500
5410 General Legal	389,694	695,383	500,000	500,000	500,000	500,000
5413 Consultant Fees	26,500	24,500	30,000	30,000	30,000	30,000
5414 Other Professional Services	104,523	389,186	365,700	105,100	105,100	105,100
5415 Printing	39,894	24,309	24,625	1,300	1,300	1,300

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	49,940	60,560	66,967	69,367	69,367	69,367
5417 Temporary Services	27,498	21,031	33,280			
5432 Natural Gas	508	489	900	700	700	700
5433 Electricity	92,980	89,785	96,000	93,000	93,000	93,000
5434 Water/Sewer	17,224	20,126	19,200	25,000	25,000	25,000
5436 Garbage	3,367	3,362	3,540	3,780	3,780	3,780
5445 Rent/Lease of Building	2,370	2,370				
5450 Rental of Equip	355					
5461 External Training	13,129	13,389	30,680	22,825	22,825	22,825
5462 Travel and Per Diem	47,328	46,425	57,000	42,660	42,660	42,660
5471 Citizen Awards	3,203	1,843	1,500	2,000	2,000	2,000
5472 Employee Recog & Awards	236	65	2,000	1,000	1,000	1,000
5480 Community/Open House/Outreach	5,605	5,905	9,500			
5484 Postage UPS & Shipping	44,835	41,042	52,750	8,400	8,400	8,400
5500 Dues & Subscriptions	24,980	25,309	30,912	29,050	29,050	29,050
5502 Certifications & Licensing	225		313	250	250	250
5570 Misc Business Exp	4,550	4,314	3,775	3,425	3,425	3,425
5571 Planning Retreat Expense	2,573	3,367	8,500	3,750	3,750	3,750
5572 Advertis/Public Notice	46,662	42,822	60,000			
<b>Total Materials and Services</b>	<b>1,109,906</b>	<b>1,660,246</b>	<b>1,577,467</b>	<b>1,139,177</b>	<b>1,139,177</b>	<b>1,139,177</b>
<b>Total General Fund</b>	<b>\$ 4,252,271</b>	<b>\$ 5,274,506</b>	<b>\$ 5,432,352</b>	<b>\$ 3,947,059</b>	<b>\$ 3,947,059</b>	<b>\$ 3,947,059</b>



### Program Description

This department will inform the District’s operational analysis and strategies. The functions of medical and public records management, incident analysis, line and unit staffing, GIS and long-term deployment planning will be centered in this new department.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services				\$ 794,891
Materials and Services				87,520
<b>Total Expenditures</b>				<b>\$ 882,411</b>

### Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Records Manager				1.00
Records Analyst				1.00
Deployment & Staffing Coordinator				1.00
Operations Analyst				2.00
GIS Program Coordinator				1.00
<b>Total Full-Time Equivalents (FTE)</b>				<b>6.00</b>

### 2019-20 Significant Changes

The new Business Strategy department was created as part of a July 1, 2019 reorganization. Personnel have been transferred from other departments, largely the Fire Chief’s Office and Operations Administration. The personnel budget reflects wages and benefits for these transferred employees.

Within Materials and Services, account 5414, Other Professional Services, \$30,000 is for access to a regional planning organization to assist in future station planning and unit deployment projections. Another \$10,000 is budgeted for access to regional pictometry imagery and aerial photo flights. Temporary Services covers records management assistance to assist with the ongoing project of preparing records to move to a new records location. Accounts 5461 and 5462 cover continuing education on records laws and management and GIS classes as well as local software classes.

### 2019-20 Tactics

- Develop and implement occupancy data visualization on the EGIS platform.
  - Goal/Strategy: Goal 2 - Strategy 2A
  - Timeframe: 12 months
  - Partner(s): Fire & Life Safety
  - Budget Impact: None
  - Measured By: Staff participation in related process meetings and action steps, and visualization implemented on EGIS platform.

2019-20 Tactics, continued

- 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): Operations, Training, Emergency Medical Services, Information Technology, Communications, Fleet

Budget Impact: Increase required

Measured By: Identify data and visualization needs to incorporate inspection information into EGIS. Majority of front-end discovery to occur between Business Strategy and Fire & Life Safety staff prior to working with the vendor. Update the 2iS application based on the discovery work associated with the “fireground data points” tactic under Operations.

- Identify a permanent storage solution for the District’s records.

Goal/Strategy: Goal 3

Timeframe: 12 months

Partner(s): Logistics

Budget Impact: Increase required

Some solutions are cost neutral (e.g., identification and destruction of records that no longer need to be retained per the District’s retention schedule) and others may require an increase (e.g., electronic transfer/storage, leased storage, District facility storage). Timing and priority to be determined by Executive Management.

Measured By: Review and approval of recommended solutions provided by the Records Manager to Executive Management.

- Monitor the new automatic vehicle location (AVL) based computer aided dispatch (CAD) system implementation; 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: 12 months

Partner(s): 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).

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10500 General Fund</b>						
5002 Salaries & Wages Nonunion				\$ 432,724	\$ 432,724	\$ 432,724
5004 Vacation Taken Nonunion				35,040	35,040	35,040
5006 Sick Taken Nonunion				10,122	10,122	10,122
5008 Personal Leave Taken Nonunion				4,097	4,097	4,097
5015 Vacation Sold				4,634	4,634	4,634
5021 Deferred Comp Match Nonunion				24,099	24,099	24,099
5121 Overtime Nonunion				1,000	1,000	1,000
5201 PERS Taxes				105,845	105,845	105,845
5203 FICA/MEDI				39,192	39,192	39,192
5206 Worker's Comp				6,532	6,532	6,532
5207 TriMet/Wilsonville Tax				3,964	3,964	3,964
5208 OR Worker's Benefit Fund Tax				150	150	150
5211 Medical Ins Nonunion				107,715	107,715	107,715
5221 Post Retire Ins Nonunion				5,400	5,400	5,400
5230 Dental Ins Nonunion				9,724	9,724	9,724
5240 Life/Disability Insurance				4,053	4,053	4,053
5295 Vehicle/Cell Allowance				600	600	600
<b>Total Personnel Services</b>				<b>794,891</b>	<b>794,891</b>	<b>794,891</b>
5300 Office Supplies				1,300	1,300	1,300
5301 Special Department Supplies				1,500	1,500	1,500
5414 Other Professional Services				40,000	40,000	40,000
5415 Printing				1,000	1,000	1,000
5417 Temporary Services				33,280	33,280	33,280
5461 External Training				3,170	3,170	3,170
5462 Travel and Per Diem				6,200	6,200	6,200
5500 Dues & Subscriptions				1,070	1,070	1,070
<b>Total Materials and Services</b>				<b>87,520</b>	<b>87,520</b>	<b>87,520</b>
<b>Total General Fund</b>				<b>\$ 882,411</b>	<b>\$ 882,411</b>	<b>\$ 882,411</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,121,511	\$ 1,235,908	\$ 1,357,801	\$ 1,488,321
Materials and Services	103,573	99,885	231,869	287,199
<b>Total Expenditures</b>	<b>\$ 1,225,084</b>	<b>\$ 1,335,793</b>	<b>\$ 1,589,670</b>	<b>\$ 1,775,520</b>

## Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Director of Organizational Health	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	2.00	2.00	2.00
Senior Benefits Administrator	1.00	1.00		
Senior HRIS Analyst	1.00	1.00	1.00	1.00
Employment Recruiter	1.00	1.00	1.00	1.00
Human Resources Generalist	2.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Administrative Assistant			1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## 2019-20 Significant Changes

Within Personnel Services, wages and benefits are budgeted as projected for each employee, including PERS costs. 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 continued training for line employees on inclusion, unconscious bias and cultural competency and participation in the Portland Fire Camp for Girls, and other events.

Within Materials and Services, account 5410, General Legal, for \$15,000; and account 5411, Collective Bargaining, \$15,000 are budgeted for ongoing labor and employment issues. Consultant Fees in 5413, reflects \$46,800 for equity and inclusion training, \$41,000 for pay equity consultants and \$20,000 for consulting services for a variety of assistance on issues such as labor, class/compensation, investigations and other areas. Other Professional Services, account 5414, for \$58,724, includes \$22,680 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.

## 2019-20 Significant Changes, continued

Account 5472, Employee Recognition and Awards for \$30,010, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event. The increased amounts relate to increased numbers of retirement and meritorious award recipients. Miscellaneous Business Expenses, account 5570, for \$23,629 reflects Diversity program sponsorship and outreach program fees, job fair fees, and event support costs, including \$8,175 for District Day event costs.

## Status of 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.

Status: → Ongoing

Status Report: Partially drafted the framework for records retention, access and management.

- 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.

Status: ≠ No Longer Relevant

Status Report: Plan drafted; key decisions placed on hold pending direction from FCO.

- 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.

Status: ✓ Complete

Status Report: A set of prioritized organizational learning topics was identified based primarily on a needs analysis survey of all employees. This was provided to executive leadership.

## Status of 2018-19 Tactics, continued

- 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.

Status: ≠ No Longer Relevant

Status Report: Human Resources recruited for, and coached members who participate on, the Outreach and Mentor teams. A resource page was added on the SharePoint site for team members to access speaking points, FAQ documents, calendars and more to ensure they have all the tools to feel comfortable and confident in their team member roles. Curriculum for training opportunities specific for each team is being developed to ensure they have all the tools necessary for effective participation

Moving forward, tactics for and activity in this area will be published under the Civil Service Commission budget pages.

- 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.

Status: ≠ No Longer Relevant

Status Report: The District Leadership approved, and Human Resources adopted, updates to the selection processes for entry firefighter. Additional tools and updates will be reviewed and implemented during the upcoming fiscal year.

Moving forward, tactics and activity in this area will be published under the Civil Service Commission budget pages.

### Additional Accomplishments

- Partnered with Operations to complete negotiations to establish a new collective bargaining agreement for the Fleet bargaining unit
- Coordinated the delivery of training on inclusion, unconscious bias and diversity for Lieutenants, prospective Lieutenants, Medical Services Officers, Training Officers, and Deputy Fire Marshals. Coordinated the delivery of leadership training on inclusion, equity and diversity.
- Successfully completed three executive-level recruitment and selection processes. Coordinated the Fire Chief selection process. Conducted the Chief Financial Officer recruitment/selection process. Coordinated the Assistant Chief selection process.
- Completed a significant portion of work related to complying with Oregon's equal pay law.
- Developed and managed implementation of non-union pay practice changes (movement to a modified step structure).



## Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
HR FTE	7	8	8	8	8
Total number of employees	496	555	571	580	584
Union	387	444	459	466	470
Non-Union	109	111	112	114	114
Total number of volunteers	45	105	79	80	75
Number of employees hired	32	89	30	26	20
Volunteers on-boarded		79	9	16	10
Number of employee separations	7	13	8	8	8
Number of volunteer separations	31	19	35	15	15
Number of employee retirements	4	17	6	9	8
Number of Workers' Compensation Claims processed	57	63	87	55	65
Number of Family Medical Leave Requests Processed			39	87	90
Number of selection processes completed (Total)	30	22	26	25	25
Civil Service	21	10	11	13	13
Non-Civil Service	9	12	15	12	12
Number of recognition events (Promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized (Meritorious Awards, Years of Service Pins, Promotions, Retirement Parties, Employee of the Quarter Awardees)	140	183	109	172	153
Number of Employee of the Quarter nominations	9	7	6	8	7
Personnel Actions Processed	1,671	2,015	1,843	2,400	2,400
Turnover rate ( <i>not including retirements</i> )	0.6%	2.5%	1.4%	1.2%	2.0%
Turnover rate ( <i>including retirements</i> )	2.3%	5.7%	2.8%	1.7%	3.0%
Number of non- Civil Service applications processed	486	412	585	450	450

## 2019-20 Tactics

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

Goal/Strategy: Goal 1

Timeframe: 24 months (year 2 of 2)

Partner(s): Business Strategy/Records personnel

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.

- Deliver Inclusion, Unconscious Bias and Diversity training to over 400 line employees, via multi- company training at the Training Center.

Goal/Strategy: Goal 2 – Strategy 2I

Timeframe: 12 months

Partner(s): Training Department

Budget Impact: Increase required

Measured By: Training session delivered. Anticipated increase in employee awareness, skills and motivation to work inclusively, and integrate differences to build inclusive and mindful teams. Anticipated increase in personnel who understand why diversity and inclusion are important to TVF&R and how unconscious bias and culture affect decision-making and learn practical tools to mitigate bias.

- Continue with Oregon Pay Equity analysis for job classifications based on comparable characteristics and analyze each employee pay based on bona fide factors. Update business processes and policies to align with new law.

Goal/Strategy: Goal 2

Timeframe: 12 months

Partner(s): Finance and consulting services

Budget Impact: Increase required

Measured By: Analyses completed. Business process and policies modified. Compliance with Oregon's Pay Equity law. Prevention of discrimination on the basis of an employee's status as a member of a protected class, in the payment of wages or other compensation for work of comparable character.

Human Resources, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10304 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 625,882	\$ 657,148	\$ 661,761	\$ 700,695	\$ 700,695	\$ 700,695
5004 Vacation Taken Nonunion	35,615	29,704	51,470	56,739	56,739	56,739
5006 Sick Taken Nonunion	24,424	5,497	14,706	16,390	16,390	16,390
5008 Personal Leave Taken Nonunion	4,620	3,504	7,353	6,634	6,634	6,634
5010 Comp Taken Nonunion	1,449	1,723				
5015 Vacation Sold		5,235	17,676	19,413	19,413	19,413
5016 Vacation Sold at Retirement	179	7,679				
5017 PEHP Vac Sold at Retirement		29,151				
5021 Deferred Comp Match Nonunion	39,771	37,657	44,408	46,946	46,946	46,946
5120 Overtime Union	18,123	29,008	65,114	73,985	73,985	73,985
5121 Overtime Nonunion			750	750	750	750
5201 PERS Taxes	119,453	151,531	166,310	219,016	219,016	219,016
5203 FICA/MEDI	50,875	52,298	63,223	71,077	71,077	71,077
5206 Worker's Comp	8,412	8,216	11,103	11,846	11,846	11,846
5207 TriMet/Wilsonville Tax	5,130	5,356	6,567	7,189	7,189	7,189
5208 OR Worker's Benefit Fund Tax	231	234	240	225	225	225
5211 Medical Ins Nonunion	131,493	158,893	175,177	182,116	182,116	182,116
5221 Post Retire Ins Nonunion	6,825	6,600	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,592	13,638	13,586	16,326	16,326	16,326
5240 Life/Disability Insurance	6,319	6,281	7,353	6,676	6,676	6,676
5250 Unemployment Insurance	11,384	2,780	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,880	14,837	15,444	14,898	14,898	14,898
5290 Employee Tuition Reimburse	444	1,376	2,800	4,640	4,640	4,640
5295 Vehicle/Cell Allowance	7,410	7,560	7,560	7,560	7,560	7,560
<b>Total Personnel Services</b>	<b>1,121,511</b>	<b>1,235,908</b>	<b>1,357,801</b>	<b>1,488,321</b>	<b>1,488,321</b>	<b>1,488,321</b>
5300 Office Supplies	247	433	500	500	500	500
5301 Special Department Supplies	358	272	1,000	500	500	500
5302 Training Supplies	84	364	375	425	425	425
5330 Noncapital Furniture & Equip	3,998	1,003				
5400 Insurance Premium	323	323		350	350	350
5410 General Legal	15,943	8,488	10,000	15,000	15,000	15,000
5411 Collective Bargaining	2,054	13,685	85,000	15,000	15,000	15,000
5413 Consultant Fees		12,990	17,000	66,800	66,800	107,800
5414 Other Professional Services	39,722	17,958	54,705	58,724	58,724	58,724
5415 Printing	908	271	300	500	500	500
5417 Temporary Services		9,043		3,780	3,780	3,780
5461 External Training	6,020	6,531	7,120	10,105	10,105	10,105
5462 Travel and Per Diem	3,658	2,062	5,150	7,000	7,000	7,000
5472 Employee Recog & Awards	16,738	10,352	24,910	30,010	30,010	30,010

## Human Resources, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5484 Postage UPS & Shipping	94	37	100	100	100	100
5500 Dues & Subscriptions	5,017	6,335	6,892	9,126	9,126	9,126
5570 Misc Business Exp	4,036	8,055	14,167	23,629	23,629	23,629
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice	4,374	1,682	4,250	4,250	4,250	4,250
<b>Total Materials and Services</b>	<b>103,573</b>	<b>99,885</b>	<b>231,869</b>	<b>246,199</b>	<b>246,199</b>	<b>287,199</b>
<b>Total General Fund</b>	<b>\$ 1,225,084</b>	<b>\$ 1,335,793</b>	<b>\$ 1,589,670</b>	<b>\$ 1,734,520</b>	<b>\$ 1,734,520</b>	<b>\$1,775,520</b>

**Program Description**

The Behavioral Health department is responsible for behavioral health counseling, leading the District’s Peer Support Counselors and other aspects of the mental and emotional health and well-being of all District personnel.

**Budget Summary**

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services				\$ 309,607
Materials and Services				10,721
<b>Total Expenditures</b>				<b>\$ 320,328</b>

**Personnel Summary**

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Behavioral Health Specialist				1.00
<b>Total Full-Time Equivalent (FTE)</b>				<b>1.00</b>

**2019-20 Significant Changes**

This department was created with a transfer of one employee and the peer support program team costs as part of the July 1, 2019 reorganization which aligns this function with total organizational health including Human Resources and Occupational Health and Wellness. Within Personnel Services, increased union overtime has been planned to support line firefighter training and education for an increased Peer Support Team of 20 employees.

**2019-20 Tactic**

- Evaluate, prioritize, and initiate an action plan addressing the peer support counseling team’s needs for their role as an emotional wellness resource for District personnel.

Goal/Strategy: Goal 1 – Strategy 1C, 1D

Timeframe: 12 months

Partner(s): Local 1660, Occupational Health and Wellness, internal wellness committees

Budget Impact: Increase required

Measured By: Prioritized action plan finalized. Training and team meetings conducted. Supplies and materials disseminated for peer support counselors’ ready kits.

## Behavioral Health, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10310 General Fund</b>						
5002 Salaries & Wages Nonunion				\$ 137,805	\$ 137,805	\$ 137,805
5004 Vacation Taken Nonunion				11,159	11,159	11,159
5006 Sick Taken Nonunion				3,223	3,223	3,223
5008 Personal Leave Taken Nonunion				1,305	1,305	1,305
5015 Vacation Sold				4,428	4,428	4,428
5021 Deferred Comp Match Nonunion				7,675	7,675	7,675
5120 Overtime Union				54,264	54,264	54,264
5201 PERS Taxes				50,074	50,074	50,074
5203 FICA/MEDI				17,306	17,306	17,306
5206 Worker's Comp				2,884	2,884	2,884
5207 TriMet/Wilsonville Tax				1,750	1,750	1,750
5208 OR Worker's Benefit Fund Tax				25	25	25
5211 Medical Ins Nonunion				8,328	8,328	8,328
5221 Post Retire Ins Nonunion				900	900	900
5230 Dental Ins Nonunion				781	781	781
5240 Life/Disability Insurance				1,340	1,340	1,340
5295 Vehicle/Cell Allowance				6,360	6,360	6,360
<b>Total Personnel Services</b>				<b>309,607</b>	<b>309,607</b>	<b>309,607</b>
5300 Office Supplies				200	200	200
5302 Training Supplies				1,200	1,200	1,200
5400 Insurance Premium				60	60	60
5414 Other Professional Services				6,600	6,600	6,600
5461 External Training				500	500	500
5462 Travel and Per Diem				1,200	1,200	1,200
5500 Dues & Subscriptions				98	98	98
5502 Certifications & Licensing				63	63	63
5570 Misc Business Exp				800	800	800
<b>Total Materials and Services</b>				<b>10,721</b>	<b>10,721</b>	<b>10,721</b>
<b>Total General Fund</b>				<b>\$ 320,328</b>	<b>\$ 320,328</b>	<b>\$ 320,328</b>

### Program Description

The Occupational Health Services (OHS) portion of this department 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 as part of the Organizational Health function.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Adopted Budget
Personnel Services	\$ 551,875	\$ 582,234	\$ 645,681	\$ 718,939
Materials and Services	254,897	291,224	524,628	540,021
<b>Total Expenditures</b>	<b>\$ 806,772</b>	<b>\$ 873,459</b>	<b>\$ 1,170,309</b>	<b>\$ 1,258,960</b>

### Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
OHW Manager	1.00	1.00	1.00	1.00
Wellness Program 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
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>



## 2019-20 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 request to increase physician time purchased. The rent for the leased medical office building site is reflected largely in account 5545, rent for \$114,504. Materials and Services expenses include Physical Fitness supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$23,660. EMS Supplies account 5320 provides for the vaccines and immunizations provided by OHS personnel. Account 5414 includes \$257,600 for physician services for employee physicals, return to work services and occupational health services, \$41,076 for estimated lab services, \$15,970 for return to work fit for duty examinations, and \$1,980 for OSHA Respiratory Protection Radiology requirements.

## Status of 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.

Status: → Ongoing

Status Report: [Mandatory Fit for Duty Medical Assessment](#)

- Career: 99.9% Complete; implemented year-round medical surveillance via a blended on duty/paid off duty model.
- Volunteer: 100% Complete.

[Wellness Fitness Initiative \(WFI\) Fitness Assessment](#)

- Fall WFI Assessment/Fit for Duty Components: 100% Completion.
- Spring WFI Assessment: Completed for all on duty crew personnel.

[Return to Work Assessments](#): 45 conducted.

[Hearing Conservation](#): Updated review, retest, referral and recording processes will result in 100% compliance with State testing requirements (OAR 437-002-1910.95 – noise standard).

## Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Training & Recruit Academy: OHW collaborated with Training Division on nature of injury occurrence assessment, risk evaluation, and risk reduction strategies implementation.

Occupational Ergonomics: Evaluated and recommended proper job task biomechanics to improve performance efficiency in a productive, safe, controlled manner.

Other:

- 2017-2018 reduction in medically treated injuries; 81 down to 62.
- 2017- 2018 reduction in time loss injuries; 38 down to 27.
- Established mental health fitness for duty procedure and process.
- Established monthly HR/OHW status meetings to improve workflow and information sharing.
- Produced targeted pre-habilitation material specific to injury trending and risk reduction (e.g., video, handouts and face to face education series).
- Conducted a District-wide Hearing Conservation Noise Sampling Study with OSHA for accuracy in medical surveillance of at-risk employees.
- Conducted audits of work environment and occupational exposures by job code to ensure best practice in compliance for required medical surveillance and employee health.

Status of 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.

Status: → Ongoing

Status Report:

- Laboratory interface executed.
- Improvement in high-risk markers for aggregate biometric data: Waist circumference, 36.83” to 36.6” ; weight, 196.2 lbs. to 195 lbs.; BMI, 27.79 to 27.48; cardiovascular fitness, 12.92 to 12.98 METs.
- The Workplace Wellness Committee developed a health and wellness programming survey, which provided baseline status for perceived culture of wellness and a road map for employee engagement strategic planning.

Station Health Status Reports created to increase awareness and education regarding line personnel high-risk markers and targeted risk reduction action items.

- 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.

Status: ✓ Complete

Status Report:

OHW Clinic opened, fully equipped and functional in October 2018. Completed a full transition of personnel and operations to the new OHW facility and established an onsite occupational and health services clinic to provide appropriate care for all personnel. Increased operational efficiencies resulted in reduction of crew physical exam time from 5 hours to 3.5 hours.

## Status of 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.

Status: → Ongoing

- Status Report:
- Significant increase in Safety Committee and OHW collaboration; implemented measures, strategies and/or changes toward employee injury or illness risk reduction.
  - Job description updates to include physical requirement analysis, physical capacity testing protocol, and non-line return to work process and procedures.
  - OHW/HR collaboration on a monthly wellness highlights newsletter.
  - Leveraged in-place business partners to further enhance employee benefits access/utilization (e.g., Providence, Regence, Kaiser Wellness).
  - Collaborated with Local 1660/NW Firefighter’s Relief Foundation to improve members’ awareness and access to comprehensive health and wellness resources.
  - Established the Workplace Wellness Committee; see Additional Accomplishments below for more detailed information.
  - Collaborated with HR and the Behavioral Health specialist on a mental health return to work process.

Further expanded external specialty health care provider identification in order to streamline the referral process, improve continuity of care, and reduce time loss.

Additional Accomplishments

- Workplace Wellness Committee established to support the health and safety of all employees through establishing and maintaining worksites that encourage environmental and social support for a healthy lifestyle.
  - Committee objectives:*
    - Promote healthy living by fostering a work environment supportive of positive health behaviors of employees and thereby reducing risk of developing chronic diseases.
    - Provide input for planning and execution of workplace wellness initiatives
    - Create and maintain open lines of communication between employees, Occupational Health & Wellness and the FCO for health improvement programming
    - Promote participation in both individual and group activities
    - Serves as the leader/champion for wellness activities at their worksite
- Significant increase in overall collaboration between OHW and internal/external partners, driving a variety of action items, initiatives, reevaluation of strategies that have resulted in awareness and/or reduction of employee risk for injury or illness.
- Recognized by Oregon Business Journal in the 2018 Oregon’s Healthiest Employer awards; sixth place in the large employer category.

Activities Summary –

Occupational Health & Wellness Program Status	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, blood borne pathogen standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	99.99%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	100%	100%	99.99%	100%	100%



## 2019-20 Tactics

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

Goal/Strategy: Goal 1

Timeframe: 12 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 contracted medical and mental health providers increased and/or improved.
  - Worker productivity (time- loss) improved and number of reported injuries reduced because of early treatment.

- 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:
- Positive change in reported aggregate biometric health and fitness data.
  - Improvement in high-risk markers (i.e., cholesterol, body fat percentage, cardiovascular performance, benefits utilization).
  - Awareness and education for chronic health conditions management.
  - Percentage change in personnel engagement in health promotion activities and morale surveys.
  - Improved perceived value to diverse workgroups in varied work environments.

- 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 Strategy, 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.

2019-20 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.

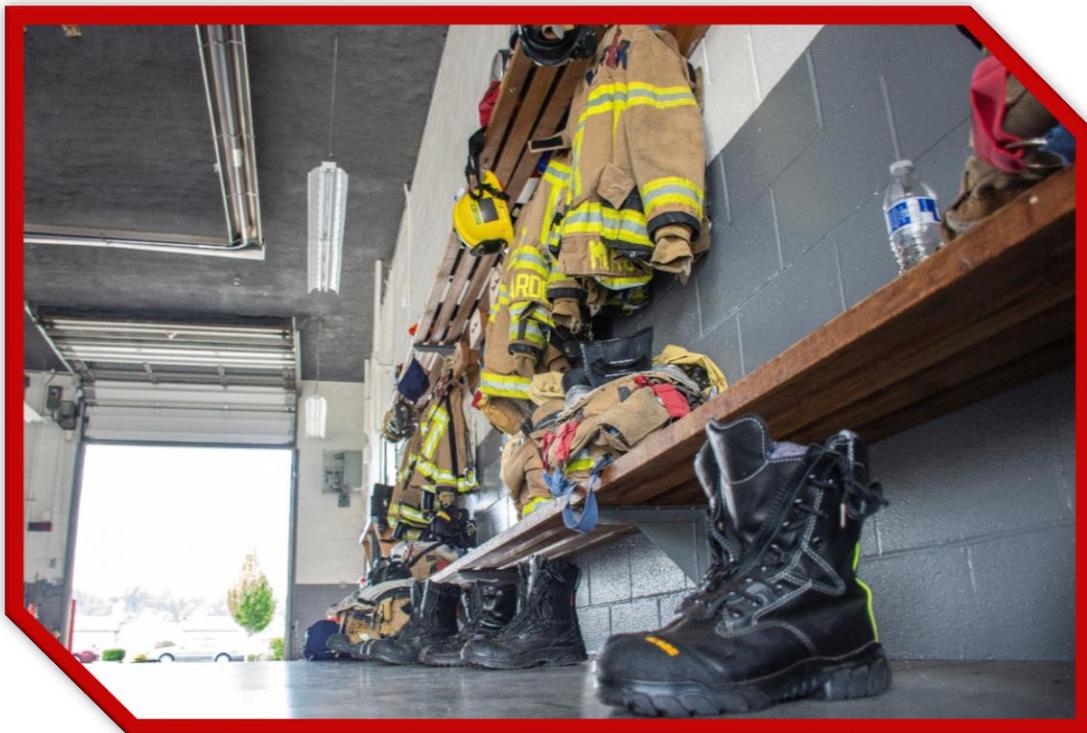
Goal/Strategy: Goal 1 – Strategy 1C

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; resulting initiatives developed, implemented, and evaluated.
  - Biannual outcomes reports published and communicated broadly.



## Occupational Health/Wellness, continued

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10470 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 325,107	\$ 330,192	\$ 379,991	\$ 397,682	\$ 397,682	\$ 397,682
5004 Vacation Taken Nonunion	14,418	23,914	29,555	31,477	31,477	31,477
5006 Sick Taken Nonunion	10,829	14,201	8,444	9,092	9,092	9,092
5008 Personal Leave Taken Nonunion	1,760	3,216	4,222	3,680	3,680	3,680
5010 Comp Taken Nonunion	15,551	21,179				
5015 Vacation Sold			7,917	4,163	4,163	4,163
5019 Comp Time Sold Nonunion	91					
5021 Deferred Comp Match Nonunion	18,318	19,061	20,583	21,649	21,649	21,649
5120 Overtime Union	4,734	6,100	16,680	27,232	27,232	27,232
5121 Overtime Nonunion	532	2,269	500	3,272	3,272	3,272
5201 PERS Taxes	49,995	66,480	75,729	105,048	105,048	105,048
5203 FICA/MEDI	27,952	30,144	34,268	38,162	38,162	38,162
5206 Worker's Comp	4,367	4,093	5,974	6,360	6,360	6,360
5207 TriMet/Wilsonville Tax	2,700	2,951	3,535	3,860	3,860	3,860
5208 OR Worker's Benefit Fund Tax	182	173	180	150	150	150
5210 Medical Ins Union		8				
5211 Medical Ins Nonunion	56,414	39,578	39,097	49,176	49,176	49,176
5221 Post Retire Ins Nonunion	6,300	5,400	5,400	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,080	8,349	8,111	7,445	7,445	7,445
5240 Life/Disability Insurance	3,489	3,673	4,117	3,713	3,713	3,713
5270 Uniform Allowance	455	653	778	778	778	778
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
<b>Total Personnel Services</b>	<b>551,875</b>	<b>582,234</b>	<b>645,681</b>	<b>718,939</b>	<b>718,939</b>	<b>718,939</b>
5300 Office Supplies	968	1,485	1,245	1,245	1,245	1,245
5301 Special Department Supplies	4,798	5,872	9,000	8,195	8,195	8,195
5302 Training Supplies	1,833	545	150	200	200	200
5303 Physical Fitness	21,051	33,288	25,975	23,660	23,660	23,660
5305 Fire Extinguisher			40			
5320 EMS Supplies	11,897	10,308	17,430	16,834	16,834	16,834
5321 Fire Fighting Supplies	478					
5330 Noncapital Furniture & Equip	3,561	14,513	17,964	2,145	2,145	2,145
5350 Apparatus Fuel/Lubricants	1,702	1,520	1,187	1,916	1,916	1,916
5361 M&R Bldg/Bldg Equip & Improv		5,396	2,940	3,120	3,120	3,120
5366 M&R EMS Equip	491	350	1,180	1,039	1,039	1,039
5367 M&R Office Equip			1,650	1,416	1,416	1,416
5413 Consultant Fees	3,997	3,997	4,000	4,000	4,000	4,000
5414 Other Professional Services	194,690	192,821	290,547	316,626	316,626	316,626
5415 Printing		66	300	300	300	300
5416 Custodial & Bldg Services			21,720	22,760	22,760	22,760

## Occupational Health/Wellness, continued

	2016-17 Actual	2017-18 Actual	2018-19 Revised Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5432 Natural Gas				684	684	684
5433 Electricity				4,008	4,008	4,008
5436 Garbage			540	1,716	1,716	1,716
5445 Rent/Lease of Building		7,924	108,516	114,504	114,504	114,504
5461 External Training	4,576	180	3,496			1,500
5462 Travel and Per Diem	3,071	6,203	3,400	5,401	5,401	5,401
5472 Employee Recog & Awards	497	761	900	999	999	999
5484 Postage UPS & Shipping			115	115	115	115
5500 Dues & Subscriptions	108	618	1,650	960	960	960
5502 Certifications & Licensing		1,652	4,553	2,578	2,578	2,578
5570 Misc Business Exp	502	1,437	5,630	3,600	3,600	3,600
5571 Planning Retreat Expense	236		400	400	400	400
5573 Inventory Over/Short/Obsolete	440	2,291				
5575 Laundry/Repair Expense			100	100	100	100
<b>Total Materials and Services</b>	<b>254,897</b>	<b>291,224</b>	<b>524,628</b>	<b>538,521</b>	<b>538,521</b>	<b>540,021</b>
<b>Total General Fund</b>	<b>\$ 806,772</b>	<b>\$ 873,459</b>	<b>\$ 1,170,309</b>	<b>\$ 1,257,460</b>	<b>\$ 1,257,460</b>	<b>\$ 1,258,960</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, email resources and cybersecurity program. IT supports 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 Operations through an after-hours on-call rotation.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 901,135	\$ 984,932	\$ 1,070,770	\$ 1,497,399
Materials and Services	1,165,730	1,073,424	1,451,281	1,649,970
<b>Total Expenditures</b>	<b>\$ 2,066,865</b>	<b>\$ 2,058,356</b>	<b>\$ 2,522,051</b>	<b>\$ 3,147,369</b>

### Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Director of Strategic Initiatives				1.00
Senior Systems Administrator	1.00	1.00	1.00	1.00
Senior Database Administrator	1.00	1.00	1.00	1.00
Senior Network Engineer	1.00	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>8.00</b>

### 2019-20 Significant Changes

The Personnel Services budget reflects the expected wages and selected benefits of existing employees and the transfer of one position as part of the July 1, 2019 reorganization.

Materials and Services increased in account 5330, including \$56,000 for the improved internal communication strategy which includes flat screens, reader board software and installation. Account 5340 was increased to \$1,165,252 and includes \$76,000 for Halogen software for Human Resources management, ongoing annual software maintenance fees for fire reporting (\$135,000), E-GIS (\$45,000), Incident intelligence system (2iS) interface monthly licensing fee (\$57,600), and Target Solutions training and learning management (\$52,712), Office 365 annual subscription (\$130,000), financial systems (\$153,000), and \$75,000 for Big-IP maintenance and support, among other items necessary for operating all systems of the District and continuing to enhance cyber security. Account 5368 includes a laptop refresh for \$37,500, maintenance of switches, wireless network, and Station 39 infrastructure, among other items.

## 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.

Status: → Ongoing

Status Report: Phase 1 completed with all employees operating in Office 365 environment; SharePoint sites and DistrictNet migrated. Initiated pilots for Teams and other Office 365 software applications.

- 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: 24 months

Partner(s): Records, District-wide

Budget Impact: Increase required

Measured By: Actions taken to implement the remediation steps.

Status: → Ongoing

Status Report: Final report received. Budget updated for FY19/20 to reflect remediation recommendations. Initiated related policy and procedure review.

- 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.

Status: → Ongoing

Status Report: All services maintained at 99.98% overall uptime.

- 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.

Status: ✓ Complete

Status Report: All network switches in Operating Centers replaced and MACC grant monies received to assist in covering costs.

## Status of 2018-19 Tactics, continued

- 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.  
 Status: ✓ Complete  
 Status Report: 2iS mobile app developed by Integrated Operations and deployed by IT to frontline iPads.

- 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.  
 Status: → Ongoing  
 Status Report: Service Desk Plus deployed and ticketing services are working. Subsequently experienced a dramatic increase in ticket submissions. All mobile software was inventoried and entered into the system and is being tracked by assigned user. Ongoing development of solutions and the ITIL library will continue into the next fiscal 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.  
 Status: → Ongoing  
 Status Report: Initiated and adopted an annual delivery of a cyber security awareness campaign. Security training was assigned to all personnel using the Quick Help application. Periodic messages, Special Orders and notices were sent to employees to increase awareness of phishing and spoofed email

### Additional Accomplishments

- Completed a cyber security response plan.
- Replaced all production servers at CBOC in Spring of 2019.
- Windows 7 desktops and infrastructure retired and transitioned to Windows 10.
- Supported the Communications team by developing new Windows 10-based desktop for hard drive replacement of all MDCs.
- Replaced servers at CBOC; repurposed to SOC Disaster Recovery (DR) site.
- All frontline iPads replaced.
- Wireless network updated to improve throughput of device requests (phones, laptops, etc.).
- Physical devices audited and inventory moved from Munis to Service Desk Plus.

### Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
<u>Service Desk work orders</u>	373	425	326	1627	1560
Business hours	324	375	266	1309	1178
Non-business hours	49	50	60	318	382
<u>After-hours emergency alerts</u>	85	95	100	60	55
<u>Systems uptime target <sup>1</sup></u>	99.98%	99.98%	99.98%	99.98%	99.98%
Network services	99.99%	100%	100%	100%	100%
File and desktop services	99.95%	99.95%	99.98%	99.99%	99.99%
Critical applications <sup>2</sup>	99.95%	99.93%	99.85%	99.99%	99.99%
<u>Technology Inventory (total)</u>	850	947	830	863	867
Desktops in service <sup>3</sup>	253	278	158	164	170
Virtual desktops in service	190	230	223	200	200
Laptops in service	80	85	107	107	107
Tablets in service	18	18	21	23	23
iPads in service	100	120	119	162	162
Servers in production	70	73	75	80	78
Network switches	83	83	81	81	81
Printers in service	56	60	46	46	46
<u>Total shared data size (TB)</u>	45.0	46.0	47.0	33.0	40.0
<u>Offsite data protection (TB)</u>	32.0	30.0	28.0	33.5	35.0
Total database size (TB)	1.7	1.9	1.9	2.7	2.0

<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.

## 2019-20 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: None

Measured By: District-wide adoption of MS Office 365, SharePoint, and productivity tools. Engagement with users to pilot and support effective deployment and utilization of the tools.

- Implement the recommended remediation steps outlined in the HIPAA risk assessment of the District's electronic information system, including single-sign on (SSO) and multi-factor authentication (MFA) solutions.

Goal/Strategy: Goal 1 – Strategy 1B

Timeframe: 24 months

Partner(s): District-wide

Budget Impact: Increase required

Measured By: Increased security measures in place for protected health (PHI) and personally identifiable information (PII). Policies and procedures updated consistent with the recommendations in the final HIPAA assessment report. SSO and MFA solutions in place.

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

Goal/Strategy: Goal 1; Goal 2 – Strategy 2C

Timeframe: 12 months

Partner(s): None

Budget Impact: None

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

- Refine 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, 2C

Timeframe: 24 months

Partner(s): District-wide

Budget Impact: None

Measured By: Successful deployment of Initial ITIL Library development, and accurate KPI metrics reported for the fiscal year.

2019-20 Tactics, continued

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

Goal/Strategy: Goal 1 – Strategy 1B

Timeframe: 12 months

Partner(s): District-wide

Budget Impact: Increase required

Measured By: Implementation of cyber security training program to build awareness and reinforce safe practices. Delivery of planned annual cyber security awareness campaign.

- Assist with implementing a new staffing application.

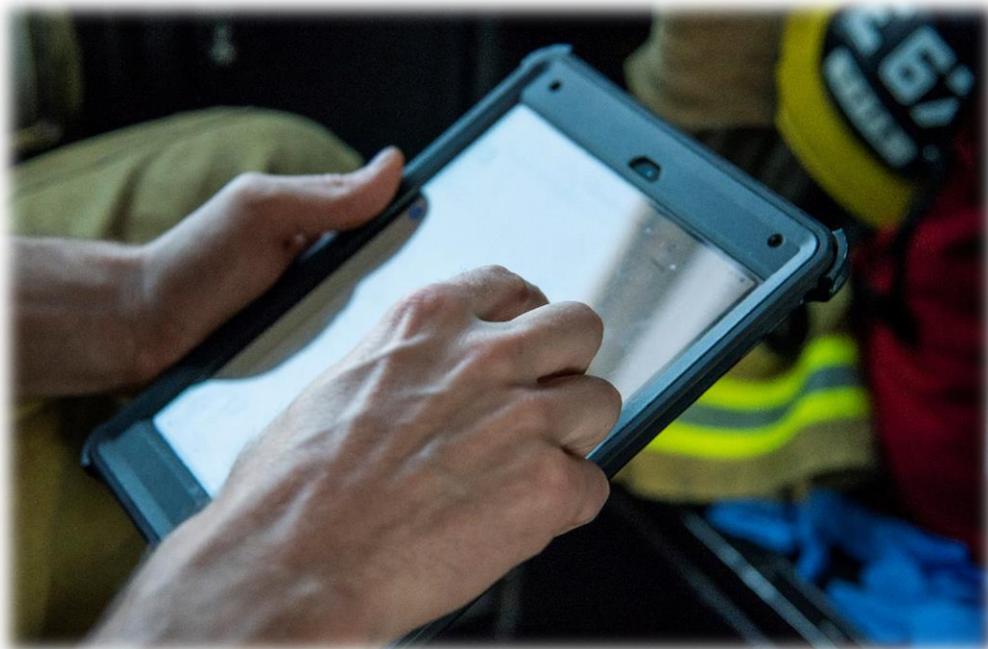
Goal/Strategy: Goal 2 – Strategy 2C, 2D

Timeframe: 12 months

Partner(s) Operations, Finance, Fire Chief’s Office, Business Strategy

Budget Impact: Increase required

Measured By: Successful implementation of a staffing application solution.



Information Technology, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10215 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 533,847	\$ 558,267	\$ 619,481	\$ 810,024	\$ 810,024	\$ 810,024
5004 Vacation Taken Nonunion	49,945	53,603	48,182	65,191	65,191	65,191
5006 Sick Taken Nonunion	16,913	25,498	13,766	18,831	18,831	18,831
5008 Personal Leave Taken Nonunion	6,657	5,544	6,883	7,622	7,622	7,622
5010 Comp Taken Nonunion	973					
5015 Vacation Sold		6,442	16,465	31,386	31,386	31,386
5021 Deferred Comp Match Nonunion	30,235	31,644	34,247	52,758	52,758	52,758
5121 Overtime Nonunion	1,709					
5201 PERS Taxes	89,473	117,069	129,864	240,316	240,316	240,316
5203 FICA/MEDI	45,272	48,231	54,148	75,782	75,782	75,782
5206 Worker's Comp	6,948	6,413	9,460	12,630	12,630	12,630
5207 TriMet/Wilsonville Tax	4,374	4,723	5,598	7,664	7,664	7,664
5208 OR Worker's Benefit Fund Tax	202	191	210	225	225	225
5211 Medical Ins Nonunion	91,356	103,084	107,879	142,062	142,062	142,062
5221 Post Retire Ins Nonunion	6,300	6,300	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	8,146	8,835	8,338	12,783	12,783	12,783
5240 Life/Disability Insurance	5,786	6,088	6,849	7,725	7,725	7,725
5270 Uniform Allowance			100	400	400	400
5295 Vehicle/Cell Allowance	3,000	3,000	3,000	4,800	4,800	4,800
<b>Total Personnel Services</b>	<b>901,135</b>	<b>984,932</b>	<b>1,070,770</b>	<b>1,497,399</b>	<b>1,497,399</b>	<b>1,497,399</b>
5300 Office Supplies	13	91	100	100	100	100
5301 Special Department Supplies	4,334	3,918	3,500	3,500	3,500	3,500
5302 Training Supplies		48	1,500	1,500	1,500	1,500
5320 EMS Supplies		10				
5325 Protective Clothing				350	350	350
5330 Noncapital Furniture & Equip	117,162	7,014	7,700	56,000	56,000	56,000
5340 Software Licenses/Upgrade/Host	786,665	797,257	999,021	1,163,252	1,163,252	1,165,252
5367 M&R Office Equip	185					
5368 M&R Computer & Network Hdwe	99,109	104,372	265,130	234,450	234,450	234,450
5414 Other Professional Services	(210)	1,363				
5437 Cable Access	156,207	153,910	170,430	184,118	184,118	184,118
5461 External Training		2,670	1,000	2,500	2,500	2,500
5462 Travel and Per Diem	2,173	2,742	2,100	1,300	1,300	1,300
5500 Dues & Subscriptions				100	100	100
5570 Misc Business Exp	93	16	200	200	200	200
5571 Planning Retreat Expense		13	600	600	600	600
<b>Total Materials and Services</b>	<b>1,165,730</b>	<b>1,073,424</b>	<b>1,451,281</b>	<b>1,647,970</b>	<b>1,647,970</b>	<b>1,649,970</b>
<b>Total General Fund</b>	<b>\$ 2,066,865</b>	<b>\$ 2,058,356</b>	<b>\$ 2,522,051</b>	<b>\$ 3,145,369</b>	<b>\$ 3,145,369</b>	<b>\$ 3,147,369</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.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 446,133	\$ 473,831	\$ 534,637	\$ 574,007
Materials and Services	2,442,715	2,584,815	2,742,949	2,877,687
<b>Total Expenditures</b>	<b>\$ 2,888,848</b>	<b>\$ 3,058,646</b>	<b>\$ 3,277,586</b>	<b>\$ 3,451,694</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

2019-20 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. Dispatch fees reflect the charges from WCCCA (\$2,379,498 for the District) and Clackamas C800 dispatch and service fees (\$31,000) and Newberg Tower fees of \$20,000. Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

### Status of 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.

Status: → Ongoing

Status Report: All District MDCs are running new Inform Mobile software, staff is attending monthly Inform Mobile user group meetings at WCCCA to continue to improve interface. Plans for station alerting of all stations has been provided to US Digital. Staff working with US Digital and WCCCA to develop station equipment needs and alerting features for each station. New radio equipment status; new template developed and approved and now being tested. Portable radio programming from WCCCA anticipated to start in May 2019. Distribution of radios is anticipated to start in June or July 2019. Communications staff will provide technical support to Training and Operations as they develop the required training on new radios.

- 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 Chief's 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.

Status: → Ongoing

Status Report: Staff tested onboard mobile gateway units (OMGs) with FirstNet sim cards and developed a plan to migrate OMGs to the FirstNet network. All District-owned AT&T devices were migrated to the FirstNet network.

Status of 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.

Status: → Ongoing  
 Status Report: Participated in a county-wide communications exercise and provided support and training during FOC orientation. The Communications Technician completed COML training.
  
- 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.

Status: → Ongoing  
 Status Report: Quarterly reports indicated +99% connectivity.
  
- 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.

Status: → Ongoing  
 Status Report: FCC licensing was approved, and current District-owned units were returned to match approved licensed frequencies. Placed an order for 12 more units. Logistics, Operations and Training departments will be developing deployment and training models for internal use as well working with external partners for multi-agency/expanded operations

Status 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.

Status: → Ongoing

Status Report: Communications staff completed all annual OSHA compliancy training through the Target Solutions application and take part in the District’s policy of weekly workout time to improve and maintain good physical health. Staff also participated in the fitness challenges throughout the year.

- 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.

Status: → Ongoing

Status Report: Surplus and disposal of non-District standard communications equipment occurred and will continue into the next fiscal year. Communications staff are currently working with management and the build team to finalize building plans and work areas for proper utilization and functional need. Development of work efficiencies with a project consultant is tentatively set for Summer 2019.

Additional Accomplishments

- Installed communications equipment into T55, and two new Pumpers (E67 and E53).
- Installed Wireless Fire Comm equipment into E34.
- Installed of communications and code three equipment into the new Fire Chief’s vehicle and five new DFM fleet vehicles (F150s).

Activities Summary

Technical Services Provided	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Mobile, portable, base station, patch kits	730	838	785	725*	740
Mobile data computers, OMGs, and cellular connectivity devices	158 <sup>3</sup>	160	176	184	188
Cell phones	12	12	12	12	8
Smartphones	98/35 <sup>1</sup>	127 <sup>2</sup> /35 <sup>1</sup>	130 <sup>2</sup> /35 <sup>1</sup>	130/40 <sup>1</sup>	130/40 <sup>1</sup>
Pagers	150	110 <sup>2</sup>	100	100	100
Satellite phones	10	10	10	10	10
Work orders completed	321	376	188	250	200
Preventative maintenance inspections	730	100	90	100 <sup>4</sup>	100
Standalone GPS units	32	32	32	32	33
Installations – apparatus and vehicles	15	16	9	9	4

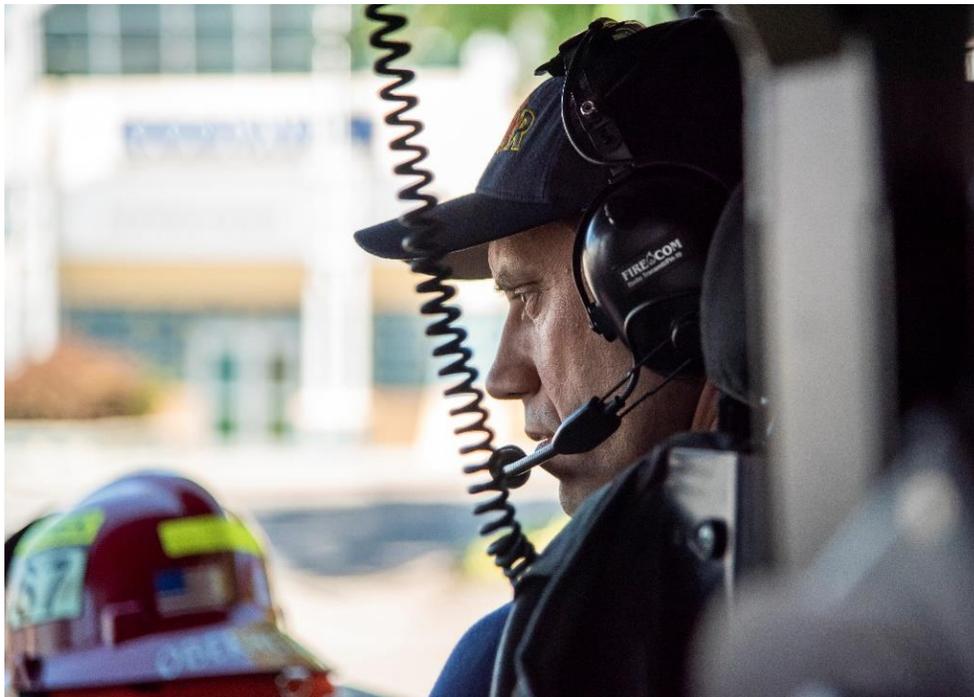
<sup>1</sup> Represents stipend phones connected

<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

\* Represents D2 and Newberg excess radios being removed from the system E.g. decommission of old apparatus.



## 2019-20 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: New station alerting interface, included with the new CAD system, implemented. New radio equipment for District procured, installed, and deployed in conjunction with the WCCCA radio system replacement. Work with IT staff regarding software updates affecting MDC systems e.g. migration to Windows 10

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

Goal/Strategy: Goal 3 – Strategy 3A

Timeframe: 12 months

Partner(s): Fire Chiefs Office

Budget Impact: None

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

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

Goal/Strategy: Goal 2 – Strategy 2A and 2H

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.

## 2019-20 Tactics, continued

- 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.

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

Goal/Strategy: Goal 1 – Strategy 1A, 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 Specialist, Information Technology

Budget Impact: Increase required

Measured By: Personnel, equipment, and supplies moved to new Logistics facility; all Communications functions operational.

Communications, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10175 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 248,734	\$ 255,775	\$ 293,780	\$ 305,537	\$ 305,537	\$ 305,537
5004 Vacation Taken Nonunion	26,072	31,369	22,850	24,741	24,741	24,741
5006 Sick Taken Nonunion	14,472	8,633	6,528	7,147	7,147	7,147
5008 Personal Leave Taken Nonunion	4,570	2,974	3,264	2,893	2,893	2,893
5010 Comp Taken Nonunion	1,655	169				
5015 Vacation Sold	2,467	2,114	7,847	6,545	6,545	6,545
5019 Comp Time Sold Nonunion	1,234					
5021 Deferred Comp Match Nonunion	10,353	10,351	16,321	17,016	17,016	17,016
5121 Overtime Nonunion	332	1,817	2,000	2,000	2,000	2,000
5201 PERS Taxes	39,275	49,561	56,368	75,893	75,893	75,893
5203 FICA/MEDI	22,282	22,378	25,819	28,081	28,081	28,081
5206 Worker's Comp	3,815	3,257	4,511	4,680	4,680	4,680
5207 TriMet/Wilsonville Tax	2,152	2,192	2,669	2,840	2,840	2,840
5208 OR Worker's Benefit Fund Tax	108	104	120	100	100	100
5211 Medical Ins Nonunion	56,062	68,815	77,694	80,901	80,901	80,901
5221 Post Retire Ins Nonunion	3,450	3,494	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	5,079	5,994	6,102	7,265	7,265	7,265
5240 Life/Disability Insurance	2,818	2,867	3,264	2,868	2,868	2,868
5270 Uniform Allowance	54	718	700	700	700	700
5295 Vehicle/Cell Allowance	1,150	1,250	1,200	1,200	1,200	1,200
<b>Total Personnel Services</b>	<b>446,133</b>	<b>473,831</b>	<b>534,637</b>	<b>574,007</b>	<b>574,007</b>	<b>574,007</b>
5300 Office Supplies			300	300	300	300
5301 Special Department Supplies	19,246	13,466	37,430	34,950	34,950	34,950
5321 Fire Fighting Supplies	763	150				
5330 Noncapital Furniture & Equip	49,892	36,883	64,480	37,500	37,500	37,500
5350 Apparatus Fuel/Lubricants	1,260	1,083	1,500	1,500	1,500	1,500
5364 M&R Fire Comm Equip	17,013	20,552	29,375	29,785	29,785	29,785
5415 Printing	223		800	800	800	800
5420 Dispatch	2,044,340	2,193,003	2,264,118	2,430,498	2,430,498	2,430,498
5430 Telephone	305,867	317,048	336,596	333,524	333,524	333,524
5450 Rental of Equip	1,689	2,042	1,920	2,160	2,160	2,160
5461 External Training	719	15	3,000	3,000	3,000	3,000
5462 Travel and Per Diem	1,702	574	3,040	3,040	3,040	3,040
5500 Dues & Subscriptions			240	480	480	480
5570 Misc Business Exp			150	150	150	150
<b>Total Materials and Services</b>	<b>2,442,715</b>	<b>2,584,815</b>	<b>2,742,949</b>	<b>2,877,687</b>	<b>2,877,687</b>	<b>2,877,687</b>
<b>Total General Fund</b>	<b>\$ 2,888,848</b>	<b>\$ 3,058,646</b>	<b>\$ 3,277,586</b>	<b>\$ 3,451,694</b>	<b>\$ 3,451,694</b>	<b>\$ 3,451,694</b>

**Program Description**

The Logistics Division manages Supply, Fleet Maintenance, and Facilities Maintenance. The service measures for these departments are found within their respective program information.

**Budget Summary**

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 356,601	\$ 390,140	\$ 414,313	\$ 446,106
Materials and Services	27,656	61,252	53,778	97,940
<b>Total Expenditures</b>	<b>\$ 384,256</b>	<b>\$ 451,391</b>	<b>\$ 468,091</b>	<b>\$ 544,046</b>

**Personnel Summary**

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Director of Logistics	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>

**2019-20 Significant Changes**

Personnel Services reflect projected salary and benefit costs for the assigned personnel, including the projected actual PERS rates. 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 includes \$35,000 for records storage room creation at the Station 56 South Shop and includes \$7,500 for decommissioning and moving of the air compressor to the new facility and also includes budget 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.



\*Architectural rendering of finished Logistics Service Center

### Status of 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.

Status: → Ongoing

Status Report: Design phase completed in February. Building improvements to begin by the end of fiscal year 2018-19; anticipating completion by the end of fiscal year 19/20.

- 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.

Status: → Ongoing

Status Report: Logistics Managers worked with Oregon Manufacturing Extension Partnership (OMEP) to apply new processes to Logistics department functions to reduce costs and to measure and improve performance. Pilot testing will occur before the end of fiscal year 2018-19 and continue into fiscal year 2019-20.

- 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.

Status: ≠ No Longer Relevant

Status Report: Unable to schedule; placed on hold until further notice.

### Status of 2018-19 Tactics, continued

- 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,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.  
 Status: → Ongoing  
 Status Report: Phase 1 of structural migration completed by IT. Introduction and adoption of Teams and other Office 365 tools is expected by the end of fiscal year 2018-19. For fiscal year 2019-20, the related strategy will be published under Information Technology.

### Additional Accomplishments

- Coordinated on completion of Station 55
- Coordinating on and supporting construction of Station 39
- Transitioned NOC Campus to Washington County
- Collaborated with architects and contractor in layout/design of the Logistics Service Center

### 2019-20 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, other divisions, executive management team  
 Budget Impact: None  
 Measured By: Development of and reporting to key performance indicators for each department.

- Support construction of Station 39 and Logistics Service Center with contractors and the Logistics team.

Goal/Strategy: Goal 3 – Strategy 3B  
 Timeframe: 12 months  
 Partner(s): Capital Projects Specialist, Information Technology  
 Budget Impact: Increase required  
 Measured By: On-time and on-budget opening of Station 39 and Logistics Service Center

Logistics Administration, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10170 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 196,987	\$ 198,873	\$ 213,421	\$ 220,173	\$ 220,173	\$ 220,173
5004 Vacation Taken Nonunion	13,098	23,715	16,599	17,829	17,829	17,829
5006 Sick Taken Nonunion	1,151	2,276	4,743	5,150	5,150	5,150
5008 Personal Leave Taken Nonunion	4,336	4,990	2,371	2,085	2,085	2,085
5010 Comp Taken Nonunion	499	119				
5015 Vacation Sold	4,118	13,569	17,391	18,239	18,239	18,239
5021 Deferred Comp Match Nonunion	17,414	18,962	19,501	20,185	20,185	20,185
5090 Temporary Services-Backfill	1,089					
5121 Overtime Nonunion	126	464	1,500	1,500	1,500	1,500
5201 PERS Taxes	44,727	61,606	64,030	81,610	81,610	81,610
5203 FICA/MEDI	14,112	14,947	19,635	21,861	21,861	21,861
5206 Worker's Comp	2,628	2,077	3,521	3,643	3,643	3,643
5207 TriMet/Wilsonville Tax	1,571	1,777	2,083	2,211	2,211	2,211
5208 OR Worker's Benefit Fund Tax	59	56	60	75	75	75
5211 Medical Ins Nonunion	42,078	38,957	41,073	42,676	42,676	42,676
5221 Post Retire Ins Nonunion	1,800	1,813	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,729	3,389	3,164	3,840	3,840	3,840
5240 Life/Disability Insurance	1,772	1,821	2,371	2,179	2,179	2,179
5270 Uniform Allowance	125	130	450	450	450	450
5290 Employee Tuition Reimburse	4,581					
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
<b>Total Personnel Services</b>	<b>356,601</b>	<b>390,140</b>	<b>414,313</b>	<b>446,106</b>	<b>446,106</b>	<b>446,106</b>
5300 Office Supplies	78	179	325	325	325	325
5301 Special Department Supplies	60	209	400	400	400	400
5320 EMS Supplies	306		100	100	100	100
5321 Fire Fighting Supplies	15		100	100	100	100
5330 Noncapital Furniture & Equip	2,184					
5350 Apparatus Fuel/Lubricants	2,765	3,473	10,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv			7,500	63,400	63,400	63,400
5400 Insurance Premium	478	315	500	500	500	500
5414 Other Professional Services	16,034	53,756	25,000	20,000	20,000	20,000
5415 Printing	19		500	500	500	500
5461 External Training	2,244	880	4,820	4,520	4,520	4,520
5462 Travel and Per Diem	2,305	1,178	2,503	1,705	1,705	1,705
5500 Dues & Subscriptions	611	968	1,030	390	390	390
5570 Misc Business Exp	368	294	600	600	600	600
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice	189					
<b>Total Materials and Services</b>	<b>27,656</b>	<b>61,252</b>	<b>53,778</b>	<b>97,940</b>	<b>97,940</b>	<b>97,940</b>
<b>Total General Fund</b>	<b>\$ 384,256</b>	<b>\$ 451,391</b>	<b>\$ 468,091</b>	<b>\$ 544,046</b>	<b>\$ 544,046</b>	<b>\$ 544,046</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,467,461	\$ 1,491,411	\$ 1,646,541	\$ 1,770,385
Materials and Services	975,254	1,126,216	1,186,873	1,228,725
<b>Total Expenditures</b>	<b>\$ 2,442,715</b>	<b>\$ 2,617,626</b>	<b>\$ 2,833,414</b>	<b>\$ 2,999,110</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Fleet Maintenance Manager	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	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalentents (FTE)</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

2019-20 Significant Changes

Personnel costs reflect the actual personnel in the department including estimated salaries and benefits. The technicians and utility worker are now represented by Local 1660. Union overtime was increased based on the elimination of comp time and provides for emergency call outs. The increase in Materials and Services relates primarily to the expected vehicle maintenance and repair expenses.

Status of 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.  
 Status: ✓ Complete  
 Status Report: Fleet staff have completed all annual OSHA compliancy training through Target Solutions within the required timelines. Fleet staff actively take part in the District’s policy of weekly workout time to improve and maintain good physical health. Seven Fleet/Communications staff participated in the District’s Commit to be Fit challenge and mini challenge. Two staff are part of the newly formed Workplace Wellness Committee.

- 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.  
 Status: → Ongoing  
 Status Report: 

<b>Benchmarks:</b>		<b>Status or Outcome:</b>
• Pumpers	\$3.45/hour	• Pumpers \$3.67/hour
• Elevated Waterway	\$5.25/hour	• Elevated Waterway \$7.85/hour
• Trucks	\$4.75/hour	• Trucks \$3.75/hour
• Medics	\$1.00/hour	• Medics \$1.10/hour
• Code 3 Staff	\$0.35/hour	• Code 3 Staff \$0.31/hour
• Staff	\$0.30/hour	• Staff \$.023/hour

- 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.  
 Status: → Ongoing  
 Status Report: 33% at 0-30 days - completed at benchmark  
 33% at 31-60 days over benchmark  
 17% at 61-90 days over benchmark  
 18% over 91 days over benchmark

## Status of 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.

Status: → Ongoing

Status Report: TVF&R and Clackamas Fire District #1 (CFD1) Fleet Management engaged in regular communications regarding fleet maintenance building plans and their build out of a new facility. This provided an understanding of their build process, lessons learned and options of building efficient floor plans and work areas for full utilization of the site. CFD1's manager provided information on equipment options, move in strategies, and how the transition affected current maintenance work and service to their crews. Continued communication will continue as CFD1 nears facility completion.

- 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.

Status: → Ongoing

Status Report: Surplus and disposal of non-District standard equipment and vehicle parts occurred and will continue. Fleet staff worked with management and the build team to finalize building plans and work areas for proper utilization and functional need. Efficiencies for fleet inventory and parts procurement are under development with the contractors. Development of work area efficiencies is set for Summer 2019.

- 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.

Status: → Ongoing

Status Report: 88% of resource hours recorded as chargeable time to Fleet functions; 12% of resource hours recorded as non-chargeable overhead.

## Fleet Maintenance, continued

### Additional Accomplishments

- Prepared the following for in service deployment:
  - two pumper units
  - five DFM pick ups
  - one DC vehicle
  - one Fire Chief's vehicle
  - one REE pick up
  - three pool vehicles

### Activities Summary

Service Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
<b>TVF&amp;R Fleet</b>					
Response Vehicles Maintained	126	149	172 <sup>2</sup>	175	170
Non-Response Vehicles Maintained	50	51	61	71	70
<b>Total Vehicles Maintained</b>	<b>176</b>	<b>200</b>	<b>233</b>	<b>246</b>	<b>240</b>
Maintenance Costs	\$1,795,439	\$1,903,144	\$2,276,375 <sup>4</sup>	\$2,278,780 <sup>4</sup>	\$2,371,240 <sup>4</sup>
<b>Outside Agency Fleets</b>					
Response Vehicles Maintained	81 <sup>1</sup>	81 <sup>3</sup>	0	0	0
Maintenance Costs	\$318,804 <sup>1</sup>	\$644,233 <sup>3</sup>	\$0	\$0	\$0

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

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

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

<sup>4</sup> Reflects fully burdened labor rate of \$150/hour and GL 5363 costs.

2019 Engine pump panel



## 2019-20 Tactics

- 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.  
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.

- Develop work flow and lean processes to streamline repairs and reduce in-servicing time.

Goal/Strategy: Goal 2 – Strategy 2A

Timeframe: 12 months

Partner(s): Logistics partners, Oregon Manufacturing Extension Program (OMEP)

Budget Impact: None

Measured By: KPIs for work processes developed, measured, and acted on for continuous improvement.

- 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: Interagency engagement by Managers and Supervisors to share information regarding best practices, lessons learned, and parts cost control/discounts through broader procurement practices.

2019-20 Tactics, continued

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

Goal/Strategy: Goal 3 – Strategy 3B

Timeframe: 18 months

Partner(s): Supply, Fleet, Capital Projects, 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.

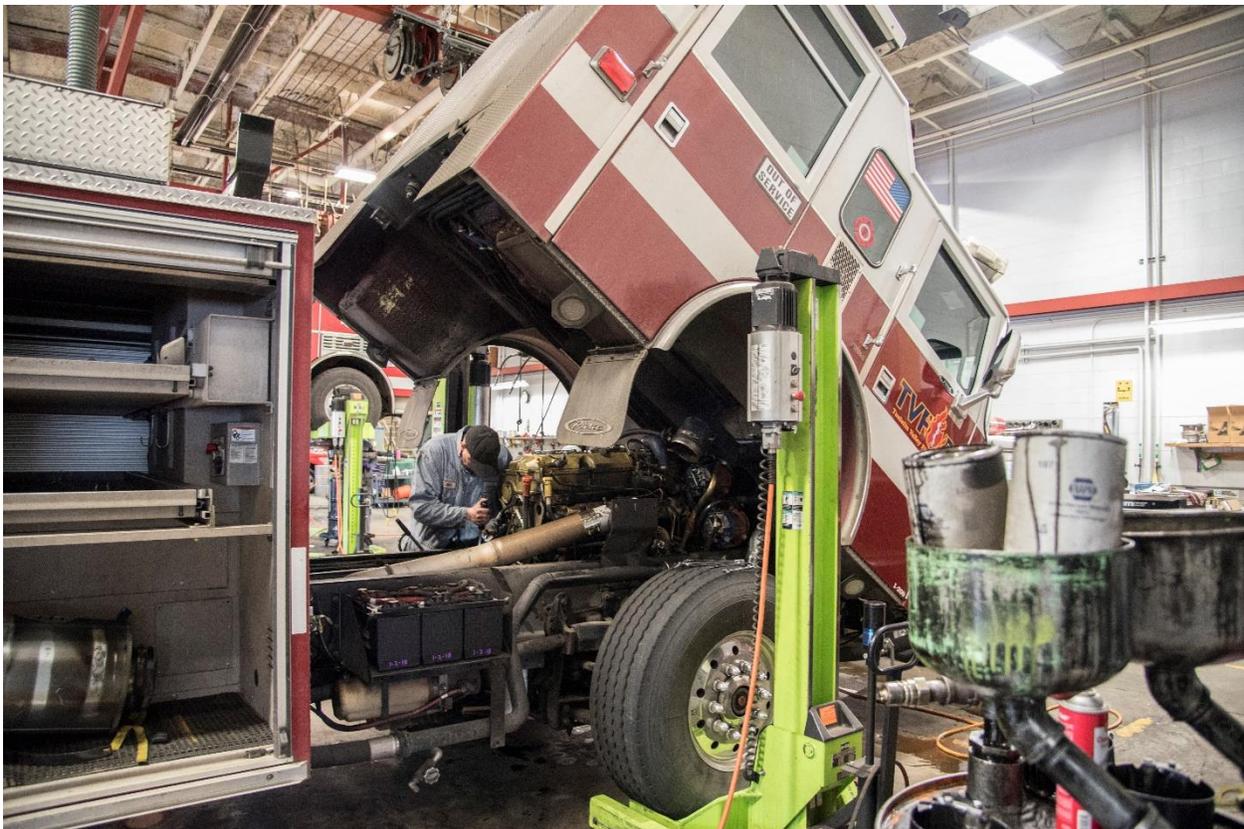
Goal/Strategy: Goal 2 – Strategy 2A

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

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10571 General Fund</b>						
5001 Salaries & Wages Union				\$ 600,501	\$ 600,501	\$ 600,501
5002 Salaries & Wages Nonunion	\$ 789,005	\$ 785,856	\$ 885,732	257,676	257,676	257,676
5003 Vacation Taken Union				85,259	85,259	85,259
5004 Vacation Taken Nonunion	54,783	61,608	68,890	20,866	20,866	20,866
5005 Sick Leave Taken Union				15,037	15,037	15,037
5006 Sick Taken Nonunion	26,261	31,010	19,683	6,027	6,027	6,027
5007 Personal Leave Taken Union				8,512	8,512	8,512
5008 Personal Leave Taken Nonunion	10,753	9,596	9,841	2,440	2,440	2,440
5010 Comp Taken Nonunion	14,899	11,784				
5015 Vacation Sold		8,760	8,033	11,063	11,063	11,063
5016 Vacation Sold at Retirement	1,294	17,589				
5019 Comp Time Sold Nonunion	2,206	1,558				
5020 Deferred Comp Match Union				35,465	35,465	35,465
5021 Deferred Comp Match Nonunion	36,481	37,215	49,063	14,350	14,350	14,350
5120 Overtime Union				25,000	25,000	25,000
5121 Overtime Nonunion	36,028	7,248	12,500			
5201 PERS Taxes	130,765	162,278	184,231	250,295	250,295	250,295
5203 FICA/MEDI	69,246	69,079	76,956	82,834	82,834	82,834
5206 Worker's Comp	10,770	10,092	13,450	20,695	20,695	20,695
5207 TriMet/Wilsonville Tax	6,691	6,763	7,957	8,378	8,378	8,378
5208 OR Worker's Benefit Fund Tax	375	348	390	387	387	387
5210 Medical Ins Union				235,440	235,440	235,440
5211 Medical Ins Nonunion	233,146	226,546	260,790	66,867	66,867	66,867
5220 Post Retire Ins Union				6,000	6,000	6,000
5221 Post Retire Ins Nonunion	11,550	11,850	11,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	20,751	19,729	20,812	6,001	6,001	6,001
5240 Life/Disability Insurance	8,630	8,499	9,813	2,492	2,492	2,492
5270 Uniform Allowance	3,225	3,402	5,500	5,500	5,500	5,500
5295 Vehicle/Cell Allowance	600	600	1,200	600	600	600
<b>Total Personnel Services</b>	<b>1,467,461</b>	<b>1,491,411</b>	<b>1,646,541</b>	<b>1,770,385</b>	<b>1,770,385</b>	<b>1,770,385</b>
5300 Office Supplies	1,687	1,924	1,850	2,035	2,035	2,035
5301 Special Department Supplies	21,875	23,899	26,000	31,000	31,000	31,000
5302 Training Supplies		22	500	500	500	500
5320 EMS Supplies	280	313	255	170	170	170
5321 Fire Fighting Supplies	769	810	1,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	2,377	4,060	4,350			
5350 Apparatus Fuel/Lubricants	19,404	15,628	20,000	21,000	21,000	21,000
5361 M&R Bldg/Bldg Equip & Improv	10,213	5,572	11,700	11,904	11,904	11,904
5363 Vehicle Maintenance	818,888	987,480	969,340	1,006,240	1,006,240	1,006,240

## Fleet Maintenance, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5365 M&R Firefight Equip	45,461	35,296	77,119	82,602	82,602	82,602
5367 M&R Office Equip	2,833	2,307	4,500	4,500	4,500	4,500
5414 Other Professional Services	66	261				
5415 Printing	19	19	100	100	100	100
5416 Custodial & Bldg Services	6,696	7,743	8,880	9,440	9,440	9,440
5432 Natural Gas	8,926	8,059	9,000	9,450	9,450	9,450
5433 Electricity	16,890	15,813	19,300	16,500	16,500	16,500
5434 Water/Sewer	3,505	3,933	4,100	4,300	4,300	4,300
5436 Garbage	2,552	2,573	3,500	3,500	3,500	3,500
5461 External Training	2,500	4,740	11,680	7,935	7,935	7,935
5462 Travel and Per Diem	1,954	2,621	2,489	3,739	3,739	3,739
5484 Postage UPS & Shipping	86	191		250	250	250
5500 Dues & Subscriptions	450	420	510	510	510	510
5502 Certifications & Licensing	809	510	700	700	700	700
5570 Misc Business Exp	141	77	300	300	300	300
5572 Advertis/Public Notice			200	200	200	200
5573 Inventory Over/Short/Obsolete	(199)	(4,907)	2,500	2,500	2,500	2,500
5575 Laundry/Repair Expense	7,071	6,851	7,000	7,350	7,350	7,350
<b>Total Materials and Services</b>	<b>975,254</b>	<b>1,126,216</b>	<b>1,186,873</b>	<b>1,228,725</b>	<b>1,228,725</b>	<b>1,228,725</b>
<b>Total General Fund</b>	<b>\$ 2,442,715</b>	<b>\$ 2,617,626</b>	<b>\$ 2,833,414</b>	<b>\$ 2,999,110</b>	<b>\$ 2,999,110</b>	<b>\$ 2,999,110</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 942,283	\$ 1,060,663	\$ 1,180,927	\$ 1,269,349
Materials and Services	109,059	162,707	177,185	171,400
<b>Total Expenditures</b>	<b>\$ 1,051,342</b>	<b>\$ 1,223,370</b>	<b>\$ 1,358,112</b>	<b>\$ 1,440,749</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Facilities Maintenance Manager/ Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Tech. LME	3.00	4.00	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 Equivalent (FTE)</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

2019-20 Significant Changes

Personnel Services in 2019-20 reflects the current employees’ expected wage and benefits.

Materials and Services reflects Special Department Supplies, account 5301, for hand tools, painting supplies, and other items used to maintain District facilities. Account 5361, Maintenance and Repair, includes vacant land and facility maintenance, access control for certain sites and the air conditioning HVAC computer system service agreement. A lighting control consultant to train facilities staff on usage of the new lighting control panels for fire stations is budgeted in account 5414 for \$5,000.

Status of 2018-19 Tactics

- Reduce energy cost and consumption for District facilities.

Goal/Strategy: Goal 2; Goal 3  
Timeframe: 12 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.  
Status: → Ongoing  
Status: Tracked KPI on District wide energy costs, which indicated they have decreased approximately 3% per year over the last two fiscal years while rates have increased approximately 3%. Work will continue with PGE and Energy Trust to monitor usage as well as identify and implement ways to further reduce cost and consumption through projects such as LED lighting retrofits and HVAC systems efficiency.

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

Goal/Strategy: Goal 3  
Timeframe: 18 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.  
Status: → Ongoing  
Status: Construction has not started to date. Approximate completion date is expected Summer of 2020. Worked with the consultant/OMEP in collaboration with other logistics groups to identify optimum workflow processes for the new building. Formal move plan will depend on those processes.

- Coordinate and support projects associated with District expansion.

Goal/Strategy: Goal 2; Goal 3  
Timeframe: 24 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.  
Status: → Ongoing  
Status Report: Station 39 construction initiated with projected completion in winter of 2019-20. Land acquisition for future Station 54 was not finalized and will continue into the next fiscal year. Station 55 construction and move-in was completed. Station 61 remodel was put on hold and will be reconsidered as resources allow. Work with WCCCA to install the new tap out system was initiated and will continue during the next fiscal year.

## Additional Accomplishments:

- Installed a new generator at Station 51 and access control at Stations 17, 19, 20 and 21.
- Reduction in overtime costs with piloted work schedule of 4 days a week/10-hours a day schedule change.

## Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Square footage maintained for facilities	361,736 <sup>1</sup>	408,486 <sup>2</sup>	418,700 <sup>3</sup>	389,150 <sup>4</sup>	400,072 <sup>5</sup>
District costs per square foot	\$4.17	\$5.41	\$5.12	\$5.71	\$5.13
Efficiency rating on completed work orders	80%	83%	85%	86%	86%
Average days to start corrective maintenance	4	5	5	6	6
Average days to complete corrective maintenance	6	4	6	6	6
Average percentage of labor charged to administrative functions	14%	14%	14%	14%	14%
Average travel hours per month by Technicians	28	32	34	36	36
Percentage of total available resource hours required to support capital bond projects	8%	6%	6%	6%	6%

<sup>1</sup> Includes the addition of Station 70 and removal of old Station 68.

<sup>2</sup> Includes the addition of Washington County District 2 (Station 17 and 19) (21,750 sqft) and Newberg Station 20 and 21) (25,000 sqft).

<sup>3</sup> Includes the addition of Station 55 (10,214 sqft).

<sup>4</sup> Includes the removal of NOC Admin Building due to the sale of the building to Washington County (29,550 sqft).

<sup>5</sup> Includes the addition of Station 39 (10,922 Sqft).

2019-20 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: 18 months  
Partner(s): Supply, Fleet, Capital Projects, 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 facilities maintenance.

Goal/Strategy: Goal 2; Goal 3  
Timeframe: 24 months  
Partner(s): All Divisions, WCCCA  
Budget Impact: Increase required  
Measured By: Completion of Station 39 and move in, support to other Capital projects, and progress toward station tap out installations.

- Develop work flow and lean processes to manage inventory, increase periodic maintenance performance, and reduce service time.

Goal/Strategy: Goal 2 – Strategy 2A  
Timeframe: 12 months  
Partner(s): Logistics partners, Oregon Manufacturing Extension Program (OMEP)  
Budget Impact: None  
Measured By: KPI for work processes developed, measured, and acted on for continuous improvement.

Facilities Maintenance, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10582 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 490,361	\$ 540,143	\$ 624,602	\$ 643,229	\$ 643,229	\$ 643,229
5004 Vacation Taken Nonunion	45,669	55,526	48,580	52,086	52,086	52,086
5006 Sick Taken Nonunion	27,050	25,511	13,880	15,045	15,045	15,045
5008 Personal Leave Taken Nonunion	5,168	5,422	6,940	6,090	6,090	6,090
5010 Comp Taken Nonunion	3,701	5,766				
5015 Vacation Sold		2,907	16,683	16,379	16,379	16,379
5017 PEHP Vac Sold at Retirement	17,704					
5019 Comp Time Sold Nonunion	7	2,386				
5021 Deferred Comp Match Nonunion	24,541	28,348	34,700	35,826	35,826	35,826
5121 Overtime Nonunion	16,052	11,368	10,000	10,000	10,000	10,000
5201 PERS Taxes	93,786	120,025	139,423	181,326	181,326	181,326
5203 FICA/MEDI	43,269	47,749	55,186	59,659	59,659	59,659
5206 Worker's Comp	6,751	6,778	9,637	9,943	9,943	9,943
5207 TriMet/Wilsonville Tax	4,180	4,676	5,703	6,034	6,034	6,034
5208 OR Worker's Benefit Fund Tax	223	236	270	225	225	225
5211 Medical Ins Nonunion	137,705	172,240	180,629	197,244	197,244	197,244
5220 Post Retire Ins Union		650				
5221 Post Retire Ins Nonunion	5,775	7,575	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	12,249	14,907	15,854	17,659	17,659	17,659
5240 Life/Disability Insurance	5,560	6,132	6,940	6,104	6,104	6,104
5270 Uniform Allowance	2,280	1,718	3,200	3,200	3,200	3,200
5295 Vehicle/Cell Allowance	250	600	600	1,200	1,200	1,200
<b>Total Personnel Services</b>	<b>942,283</b>	<b>1,060,663</b>	<b>1,180,927</b>	<b>1,269,349</b>	<b>1,269,349</b>	<b>1,269,349</b>
5300 Office Supplies	727	945	1,500	1,500	1,500	1,500
5301 Special Department Supplies	19,700	12,935	20,000	21,500	21,500	21,500
5305 Fire Extinguisher	11,351	4,767	10,000	10,000	10,000	10,000
5320 EMS Supplies	100	14	100	250	250	250
5321 Fire Fighting Supplies	55	83	250	250	250	250
5330 Noncapital Furniture & Equip	472	2,012				
5350 Apparatus Fuel/Lubricants	17,352	20,645	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	31,472	88,461	76,130	58,002	58,002	58,002
5367 M&R Office Equip	200	2,289	5,292	6,500	6,500	6,500
5414 Other Professional Services				5,000	5,000	5,000
5415 Printing	38	19	2,000	2,000	2,000	2,000
5416 Custodial & Bldg Services			1,440	8,400	8,400	8,400
5432 Natural Gas	6,476	5,575	5,400	6,000	6,000	6,000
5433 Electricity	5,929	5,630	9,600	5,400	5,400	5,400
5434 Water/Sewer	5,732	4,346	6,240	6,300	6,300	6,300
5436 Garbage		891	1,500	1,500	1,500	1,500

## Facilities Maintenance, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5450 Rental of Equip	4,421	4,265	5,000	5,000	5,000	5,000
5461 External Training	1,594	4,995	3,510	3,010	3,010	3,010
5462 Travel and Per Diem	2,028	3,632	6,943	8,098	8,098	8,098
5484 Postage UPS & Shipping				100	100	100
5500 Dues & Subscriptions	644	754	1,180	1,240	1,240	1,240
5502 Certifications & Licensing	275	100	400	500	500	500
5570 Misc Business Exp	495	349	500	600	600	600
5571 Planning Retreat Expense			200	250	250	250
<b>Total Materials and Services</b>	<b>109,059</b>	<b>162,707</b>	<b>177,185</b>	<b>171,400</b>	<b>171,400</b>	<b>171,400</b>
<b>Total General Fund</b>	<b>\$ 1,051,342</b>	<b>\$ 1,223,370</b>	<b>\$ 1,358,112</b>	<b>\$ 1,440,749</b>	<b>\$ 1,440,749</b>	<b>\$ 1,440,749</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 631,646	\$ 661,211	\$ 721,852	\$ 852,430
Materials and Services	426,494	107,730	231,161	248,152
<b>Total Expenditures</b>	<b>\$ 1,058,140</b>	<b>\$ 768,941</b>	<b>\$ 953,013</b>	<b>\$ 1,100,582</b>

## Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 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	1.00	1.00	1.00	1.00
Supply Assistant	2.00	2.00	2.00	2.00
Medical Equipment Technician	1.00	1.00	1.00	1.00
Supply Customer Service Clerk	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalent (FTE)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## 2019-20 Significant Changes

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

Within Materials and Services, hose replacement is budgeted in Firefighting Supplies account 5321. Maintenance and Repair, account 5361, reflects routine building maintenance for \$5,000, access control and intrusion monitoring for \$4,164, and other items. Account 5575, for \$126,310, 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 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.  
Status: ✓ Complete  
Status Report: Staff completed annual compliance training and discussed safety related issues at monthly staff meetings. Planning initiated for advanced safety practices and awareness required when Supply moves to the Logistics Service Center. As able, two members occasionally utilized weekly workout time.

- 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.  
Status: → Ongoing  
Status Report: Met with the Regional Logistics Group and supported information sharing. Resulting benefits included shared contracts and evaluation efforts for a more responsive Class A uniform vendor, and wear test information on particulate hoods and different turnout material. The Supply Manager served as co-chair of the Partners for a Sustainable Washington County Community (PSWCC) Operations Team and a member of the OATS sub team. This group has provided training specific to District interests such as return on investment for photovoltaic projects.

## Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Staff built on their knowledge of the Munis features. Much work was done to addressing Munis software bugs, e.g. perishables tracking and cycle count processing. Staff worked closely with Tyler Technologies and Finance on several issues with Munis, including month end balancing issues, inventory adjustments of returned items, and an upgrade to the Purchasing Plus module. Significant work was done in support of the new Logistics Service Center, e.g. layout, space utilization, process improvements. As space and labor allowed, necessary changes were and will continue to be implemented in advance of the move. Focus on reorder levels and purchasing processes has had a positive impact on inventory control as well as receiving. Exploration of a barcode module within Munis found limited potential at this time.

- 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.

Status: → Ongoing

Status Report: Procedures were routinely evaluated and updated throughout the reporting period. Staff coordinated solutions to equipment warranty issues, e.g. TI battery connectors, streamlight flashlights, statpacks and gear bags. Worked closely with the turnout inspection vendor to proactively retire turnouts based on age, condition and accumulative repair expenses. Organized and began tracking turnouts available and categorized for specific use, e.g. academy only. Made progress with utilizing Munis for equipment asset tracking and preventative maintenance scheduling. Assumed responsibility for video laryngoscope maintenance tracking and facilitation.

Status of 2018-19 Tactics, continued

- 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.  
Status: → Ongoing  
Status Report: Staff was actively involved in planning and preparation for the move with specific focus on current storage practices and future storage related efficiencies to be gained with different practices in the new Logistics building. Supply staff worked with management and the build team to finalize building plans and work areas for proper utilization and functional need. Identification of efficiencies centered on Supply inventory control, procurement, and receiving procedures are under development with contracted consultants. Tentative plans are in place to develop work area efficiencies in Summer 2019.

Additional Accomplishments

- Outfitted 19-01, 19-02, volunteer and community academies.
- Supported several AMP and other special projects, such as: New structure gloves, particulate hoods, EMS kits, I-Gel supraglottic airways, smokey pack trials, winter beanies, jacket liners, Logistics and Chaplain uniforms, wildland coats and pants, and addressing the Morning Pride harness buckle failure.
- Munis software improvements and implementation of Purchasing Plus.
- Recouped approximately \$20,000 through the sale of non-standard or out-of-service surplus items.
- Filled the Medical Equipment Technician position made vacant due to a retirement.

2019-20 Tactics

- Develop work flow and lean processes to streamline procedures impacting inventory control, utilization of space and staff and materials management.

Goal/Strategy: Goal 2 – Strategy 2A  
Timeframe: 12 months  
Partner(s): Logistics partners, Oregon Manufacturing Extension Program (OMEP)  
Budget Impact: None  
Measured By: KPIs for work processes developed, measured, and acted on for continuous improvement.

- Move Supply personnel and operations to the new Logistics Service Center.

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

## 2019-20 Tactics, continued

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

Goal/Strategy: Goal 2 - Strategy 2A

Timeframe: 24 months

Partner(s): Finance, Information Technology

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 and receiving procedures. Improved tracking and reporting of routine business operations. Continued efforts to utilize Munis and work with Tyler representatives to resolve software issues.

- Expand materials management functionality.

Goal/Strategy: Goal 2 - Strategy 2A, Goal 3

Timeframe: 24 months

Partner(s): EMS, Information Technology, 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.

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

Goal/Strategy: Goal 2; 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.



Supply, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10220 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 357,382	\$ 345,153	\$ 393,203	\$ 413,363	\$ 413,363	\$ 413,363
5004 Vacation Taken Nonunion	28,460	32,250	30,582	33,164	33,164	33,164
5006 Sick Taken Nonunion	4,780	2,845	8,738	9,580	9,580	9,580
5008 Personal Leave Taken Nonunion	1,425	2,093	4,369	3,878	3,878	3,878
5010 Comp Taken Nonunion	8,920	8,805				
5015 Vacation Sold	7,262	10,488	10,421	13,159	13,159	13,159
5016 Vacation Sold at Retirement	1,618			26,186	26,186	26,186
5017 PEHP Vac Sold at Retirement				18,203	18,203	18,203
5019 Comp Time Sold Nonunion	3,883	1,534				
5021 Deferred Comp Match Nonunion	18,066	18,253	21,676	22,809	22,809	22,809
5090 Temporary Services-Backfill		4,950				
5121 Overtime Nonunion	4,241	11,762	4,000	4,800	4,800	4,800
5201 PERS Taxes	74,339	92,771	98,912	142,486	142,486	142,486
5203 FICA/MEDI	31,250	30,853	33,426	41,703	41,703	41,703
5206 Worker's Comp	4,864	4,276	5,847	6,951	6,951	6,951
5207 TriMet/Wilsonville Tax	3,020	3,022	3,459	4,218	4,218	4,218
5208 OR Worker's Benefit Fund Tax	210	190	210	175	175	175
5211 Medical Ins Nonunion	64,144	74,806	88,088	91,852	91,852	91,852
5221 Post Retire Ins Nonunion	7,275	5,400	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	6,516	7,416	7,646	9,241	9,241	9,241
5240 Life/Disability Insurance	3,849	3,725	4,335	3,862	3,862	3,862
5270 Uniform Allowance	140	620	640	500	500	500
<b>Total Personnel Services</b>	<b>631,646</b>	<b>661,211</b>	<b>721,852</b>	<b>852,430</b>	<b>852,430</b>	<b>852,430</b>
5300 Office Supplies	721	829	800	800	800	800
5301 Special Department Supplies	1,966	3,635	3,900	4,980	4,980	4,980
5305 Fire Extinguisher			100	100	100	100
5320 EMS Supplies	339	324	150	150	150	150
5321 Fire Fighting Supplies	298,965	24,247	32,770	10,500	10,500	10,500
5325 Protective Clothing	1	351	70	70	70	70
5330 Noncapital Furniture & Equip				300	300	300
5350 Apparatus Fuel/Lubricants	5,164	5,570	6,000	6,300	6,300	6,300
5361 M&R Bldg/Bldg Equip & Improv	4,991	5,494	9,985	10,189	10,189	10,189
5365 M&R Firefight Equip			1,000	41,000	41,000	41,000
5366 M&R EMS Equip	819	20	150	150	150	150
5367 M&R Office Equip	2,605	2,407	2,650	2,650	2,650	2,650
5415 Printing		19	20	60	60	60
5416 Custodial & Bldg Services	5,030	6,201	7,500	7,813	7,813	7,813
5432 Natural Gas	5,083	4,039	4,000	4,200	4,200	4,200
5433 Electricity	6,041	5,733	6,552	6,000	6,000	6,000

## Supply, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5434 Water/Sewer	6,613	7,091	7,500	7,875	7,875	7,875
5436 Garbage	4,592	4,271	6,500	3,300	3,300	3,300
5450 Rental of Equip				2,600	2,600	2,600
5461 External Training		925	2,830	2,575	2,575	2,575
5462 Travel and Per Diem	70	2,231	4,170	4,220	4,220	4,220
5484 Postage UPS & Shipping	1,790	1,752	2,299	2,320	2,320	2,320
5500 Dues & Subscriptions	264	548	390	390	390	390
5570 Misc Business Exp	181	143	300	300	300	300
5573 Inventory Over/Short/Obsolete	(3,187)	(52,799)	2,500	3,000	3,000	3,000
5575 Laundry/Repair Expense	84,446	84,700	129,025	126,310	126,310	126,310
<b>Total Materials and Services</b>	<b>426,494</b>	<b>107,730</b>	<b>231,161</b>	<b>248,152</b>	<b>248,152</b>	<b>248,152</b>
<b>Total General Fund</b>	<b>\$ 1,058,140</b>	<b>\$ 768,941</b>	<b>\$ 953,013</b>	<b>\$ 1,100,582</b>	<b>\$ 1,100,582</b>	<b>\$ 1,100,582</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 annual awards for its Popular Annual Financial Report for the years since 2013.

## Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,335,982	\$ 1,409,937	\$ 1,648,137	\$ 1,817,891
Materials and Services	552,519	535,206	633,032	628,020
<b>Total Expenditures</b>	<b>\$ 1,888,501</b>	<b>\$ 1,945,143</b>	<b>\$ 2,281,169</b>	<b>\$ 2,445,911</b>

## Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Procurement & Contracts Administrator	1.00	1.00	1.00	1.00
Senior Financial Analyst			1.00	1.00
Financial Systems Analyst	1.00	1.00		
Management Analyst	1.00	1.00	1.00	
Payroll Manager	1.00	1.00	1.00	1.00
Senior Payroll Specialist	1.00	1.00	1.00	1.00
Senior Accountant				1.00
Accounting Specialist	2.00	2.00	2.00	1.00
Medical Billing Supervisor	1.00	1.00	1.00	1.00
Medical Billing Specialist	1.00	1.00	1.00	2.00
Accounting Clerk				1.00
Administrative Assistant	1.00	1.00	1.00	
<b>Total Full-Time Equivalents (FTE)</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

## 2019-20 Significant Changes

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

Within Materials and Services, supplies in accounts 5330 reflect small office equipment items. 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, consultation fees for medical billing, Munis consultation fees, and 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 2018-19 Tactics

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

Goal/Strategy: Goal 2

Timeframe: 12 months

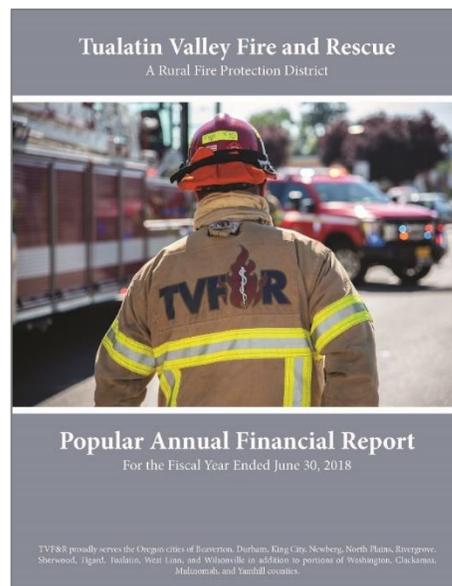
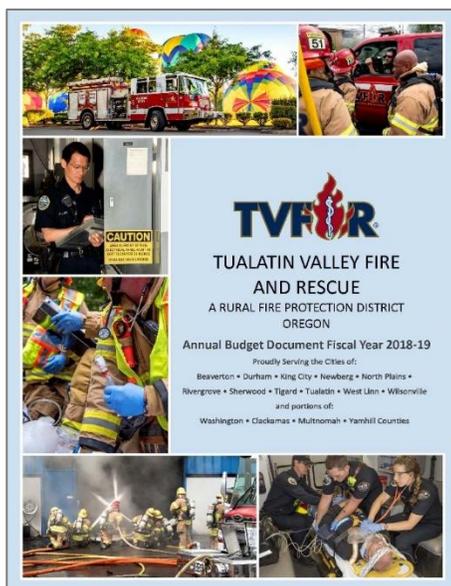
Partner(s): All departments

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.

Status: ✓ Complete

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.



## Status of 2018-19 Tactics, continued

- 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, Training, Operations, Fire Chief's Office

Budget Impact: None

Measured By: Collections realized at a 90% rate.

Status: ✓ Complete

Status Report: The collection rate has fluctuated between 87% and 92% depending on macro factors affecting the process. A meeting with a consultant to evaluate processes, an evaluation of the key performance indicators, and communication with partner departments indicated that these high collection rates will be maintained in the future.

- 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.

Status: ✓ Complete

Status Report: The accounting standards have been evaluated and most of the consolidation transactions have been recorded with the final consolidation to occur prior to the close of the fiscal year.

- 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.

Status: ≠ No Longer Relevant

Status Report: On hold until the vendor has updated their software to accommodate the unique payroll activity we have requested.

Status of 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.

Status: ✓ Complete

Status Report: Completed on time and earlier than most metro agencies. As a result, TVF&R's CAFR presentation was used by other governments in the area as a template to implement the new standard.

- Research the requirements of the pending Oregon Health Authority's 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 collection of federal Medicaid funds.

Status: → Ongoing

Status Report: Program development and access to concrete related information has taken OHA longer to establish than initially anticipated. Staff attended the initial fee-for-service cost report training delivered by the OHA GEMT Program staff in mid-May 2019 and will submit the cost reports as per deadlines set in the new fiscal year. Anticipating supplemental funds for eligible services retroactive to July 1, 2017 could be received by the end of calendar year 2019.

Additional Accomplishments

- Conflagration accounting – second year of extraordinary activity levels with 14 separate conflagrations and EMAC deployments.
- Master Fee Schedule – consolidated all fees that can reasonably be charged to our citizens and developed a fee schedule that was approved, by Ordinance, by the Board of Directors.
- Newberg Fire and Newberg Rural – performed accounting of assets and liabilities for mergers following GASB 69 for the consolidation of these two entities onto the general ledger.

## Activities Summary

	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Accounts receivable invoices	522	460	181	100	110
Accounts payable checks	5,169	5,482	5,404	5,500	5,600
Accounts payable Electronic Funds (EFT) processed	2,542	2,466	2,412	2,400	2,500
Accounts payable transactions	15,205	16,388	16,454	16,400	16,500
Approvals through workflow	7,111	7,173	7,202	7,800	8,000
Average length of time to approve requisitions	14:03 hrs	13:05 hrs	13:51 hrs	15:02 hrs	15:02 hrs
Cash receipts processed	1,513	1,610	1,123	1,200	1,200
Payroll pays issued	12,018	13,471	13,513	15,400	15,400
P-Card requisitions processed	3,763	3,631	3,739	3,900	4,000
Purchase orders processed	8,054	8,077	8,140	9,000	9,000
Requisitions processed	11,188	11,301	12,059	13,900	14,000
Ambulance transport trips		4,577	4,731	4,525	4,635
Ambulance transport invoices/claims		8,161	10,645	10,180	10,425
Certificate of Achievement for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Popular Annual Financial Reporting Award	✓	✓	✓	✓	✓
Distinguished Budget Presentation Award	✓	✓	✓	✓	✓

## 2019-20 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.

- Research and implement the requirements of the Oregon Health Authority's (OHA) Ground Emergency Medical Transport (GEMT) Medicaid supplemental reimbursement/cost sharing payment program and develop a strategy to implement the necessary billing process once the GEMT program is fully implemented by the state.

Goal/Strategy: Goal 3

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 collection of supplemental payments from the State for allowable costs incurred in providing services to Medicaid recipients.

2019-20 Tactics, continued

- Implement procedures required to gather appropriate data and information on EMS costs and other aspects of the EMS system in a manner consistent with the Centers for Medicare and Medicaid Services (CMS) pending guidance (anticipated by 12/31/19).

Goal/Strategy: Goal 1

Timeframe: 12 months

Partner(s): EMS, Fire Chief's Office

Budget Impact: Unknown

Measured By: Information supplied to CMS as per requirements. NOTE: The Centers for Medicare and Medicaid Services was directed to collect cost and other financial data from ambulance service suppliers/providers in order to substantiate their ambulance fee schedule. CMS has until 12/31/19 to specify the framework and identify the providers and suppliers subject to data collection.

- Implement a Transport Billing Compliance Program consisting of seven components based on federal Office of the Inspector General (OIG) advisories and guidance:
  1. Establish/formalize Compliance Standards, Policies and Procedures
  2. Designate a Compliance Officer
  3. Implement Education and Training Programs
  4. Conduct Internal Monitoring and Reviews
  5. Respond Appropriately to Detected Misconduct
  6. Create Open Lines of Communication
  7. Enforce Disciplinary Standards

Goal/Strategy: Goal 2; Chief's Bulls-eye (Professionalism - *accountability to the public*)

Timeframe: 24 months

Partner(s): EMS, Fire Chief's Office, Operations, Training

Budget Impact: None in year 1

Measured By: Implementation of the components and evidence of compliance during inspection of program by regulatory agencies.

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10210 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 811,570	\$ 833,292	\$ 925,159	\$ 989,499	\$ 989,499	\$ 989,499
5004 Vacation Taken Nonunion	42,052	44,759	71,957	79,044	79,044	79,044
5006 Sick Taken Nonunion	12,441	14,067	20,559	22,833	22,833	22,833
5008 Personal Leave Taken Nonunion	4,945	6,484	10,280	9,242	9,242	9,242
5010 Comp Taken Nonunion	1,742	2,206				
5015 Vacation Sold	6,994	21,479	24,456	28,198	28,198	28,198
5016 Vacation Sold at Retirement	14,480					
5019 Comp Time Sold Nonunion		148				
5021 Deferred Comp Match Nonunion	48,912	50,121	58,511	62,286	62,286	62,286
5090 Temporary Services-Backfill	7,807	1,337				
5121 Overtime Nonunion	203	232	1,000	1,000	1,000	1,000
5123 Comp Time Sold Nonunion		20				
5201 PERS Taxes	135,776	195,217	226,286	296,203	296,203	296,203
5203 FICA/MEDI	64,930	66,297	81,080	91,682	91,682	91,682
5206 Worker's Comp	11,095	10,177	14,258	15,280	15,280	15,280
5207 TriMet/Wilsonville Tax	6,495	6,790	8,436	9,273	9,273	9,273
5208 OR Worker's Benefit Fund Tax	322	303	360	324	324	324
5211 Medical Ins Nonunion	123,404	116,522	161,324	168,875	168,875	168,875
5220 Post Retire Ins Union	3,600	2,230	900	720	720	720
5221 Post Retire Ins Nonunion	8,925	10,200	10,800	10,800	10,800	10,800
5230 Dental Ins Nonunion	14,653	13,593	16,238	16,921	16,921	16,921
5240 Life/Disability Insurance	7,934	8,102	10,173	9,351	9,351	9,351
5290 Employee Tuition Reimburse	1,343					
5295 Vehicle/Cell Allowance	6,360	6,360	6,360	6,360	6,360	6,360
<b>Total Personnel Services</b>	<b>1,335,982</b>	<b>1,409,937</b>	<b>1,648,137</b>	<b>1,817,891</b>	<b>1,817,891</b>	<b>1,817,891</b>
5300 Office Supplies	3,172	2,806	3,800	3,800	3,800	3,800
5301 Special Department Supplies	860	145	750	750	750	750
5330 Noncapital Furniture & Equip	4,547		2,950	750	750	750
5400 Insurance Premium	405,737	420,898	435,500	440,350	440,350	440,350
5412 Audit & Related Filing Fees	43,105	25,005	46,850	43,450	43,450	43,450
5414 Other Professional Services	25,484	7,553	43,000	36,400	36,400	36,400
5415 Printing	1,128	1,646	2,700	2,450	2,450	2,450
5417 Temporary Services	501					
5418 Trustee/Administrative Fees	41,558	46,231	50,175	52,550	52,550	52,550
5461 External Training	7,726	8,474	14,115	16,955	16,955	16,955
5462 Travel and Per Diem	11,228	11,330	19,652	17,605	17,605	17,605
5484 Postage UPS & Shipping	179	1	200			
5500 Dues & Subscriptions	2,937	2,891	3,650	3,610	3,610	3,610
5502 Certifications & Licensing		125	540	150	150	150

Finance, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5570 Misc Business Exp	2,052	3,416	5,550	5,600	5,600	5,600
5571 Planning Retreat Expense			500	500	500	500
5572 Advertis/Public Notice	2,306	4,684	3,100	3,100	3,100	3,100
<b>Total Materials and Services</b>	<b>552,519</b>	<b>535,206</b>	<b>633,032</b>	<b>628,020</b>	<b>628,020</b>	<b>628,020</b>
<b>Total General Fund</b>	<b>\$ 1,888,501</b>	<b>\$ 1,945,143</b>	<b>\$ 2,281,169</b>	<b>\$ 2,445,911</b>	<b>\$ 2,445,911</b>	<b>\$ 2,445,911</b>

Program Description

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

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,113,530	\$ 2,815,734	\$ 1,403,694	\$ 3,989,530
Materials and Services	668,347	206,254	438,638	303,169
<b>Total Expenditures</b>	<b>\$ 1,781,877</b>	<b>\$ 3,021,988</b>	<b>\$ 1,842,332</b>	<b>\$ 4,292,699</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
District Chief	1.00	1.00	1.00	1.00
Battalion Chiefs <sup>(1)</sup>				9.00
Fire Marshal <sup>(2)</sup>	1.00	1.00	1.00	
Deployment & Staffing Coordinator <sup>(3)</sup>			1.00	
Administrative Assistant <sup>(4)</sup>		1.00		3.00
Light Duty Positions	2.00	2.00	2.00	2.50
Developmental Assignments FTE costs				0.75
<b>Total Full-Time Equivalents (FTE)</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>16.25</b>

<sup>(1)</sup> Moved from Former North and South (10180) Operating Centers

<sup>(2)</sup> Moved to Fire & Life Safety (10165)

<sup>(3)</sup> Moved to Business Strategy (10500)

<sup>(4)</sup> Moved from Former North and South (10180) Operating Centers

2019-20 Significant Changes

This newly reorganized department now includes all Battalion Chiefs managing their assigned response zone areas. These Battalion Chiefs work a 24-hour schedule and accounts 5105 through 5117 reflect the constant staffing model of the District. Account 5120, Union Overtime, reflects District-wide overtime for professional development training, honor guard meeting relief, new equipment research meetings and negotiated union relief payments. Account 5290 reflects the reimbursement planned for line employees in approved degree programs. Firefighting Supplies, account 5321, includes two new items: \$50,000 for Wildland hose deployment kit replacement and \$19,500 for fog nozzle tip replacements. Protective Clothing, account 5325, includes \$44,820 for particulate blocking hoods as research into the best product continues from 2018-19.

The District’s Safety Program is budgeted for within this cost center for \$13,000 in account 5473.

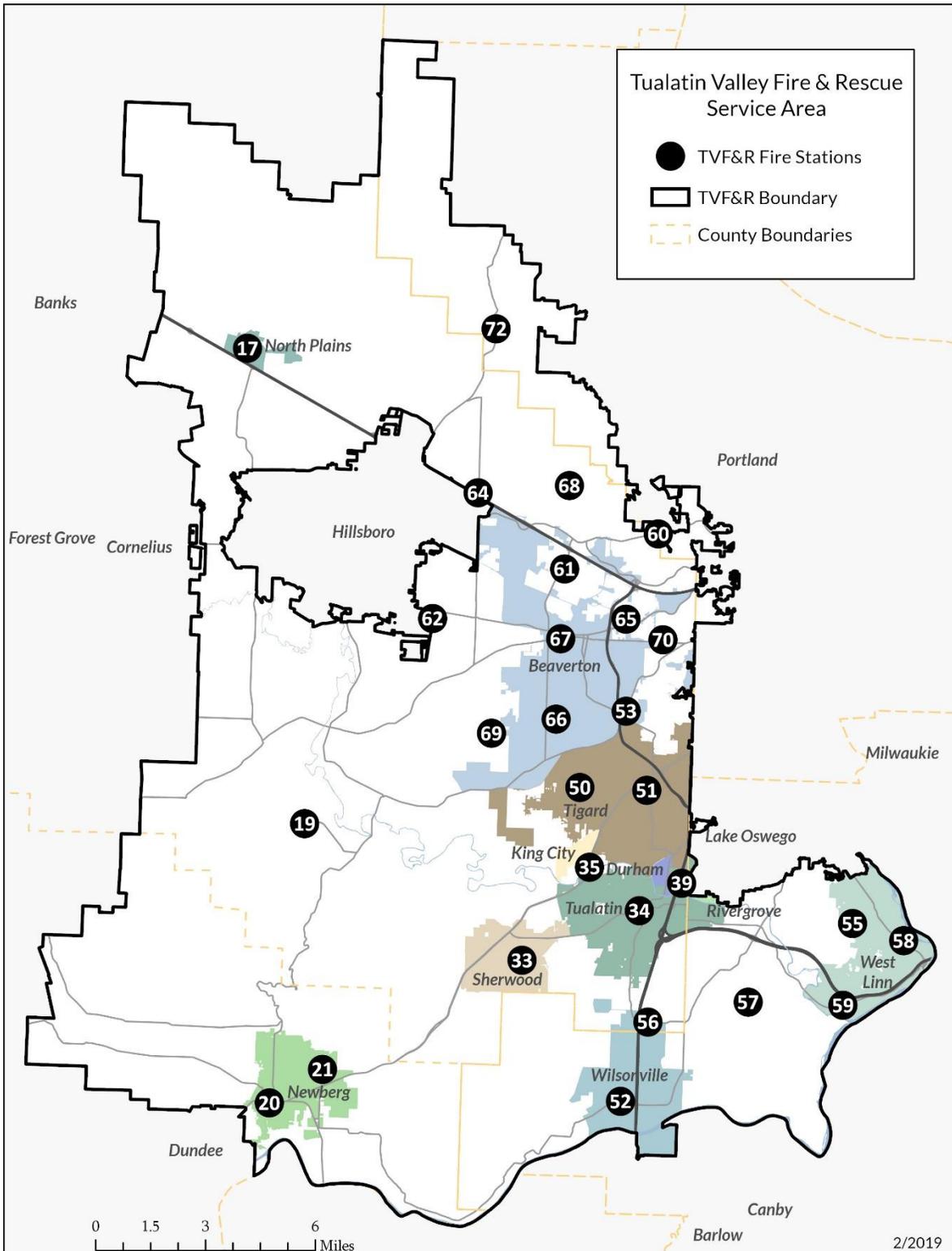
Operations Administration, continued

Station FTE and Unit Deployment 2019-20

Station	FTE	Unit(s)	Unit Type
Station 17 (North Plains)	12.00		Engine
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 39 (McEwan Road)	6.00*		Rescue
Station 50 (Walnut)	12.00		Engine
Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car
Station 52 (Wilsonville)	12.00*		Engine
Station 53 (Progress)	14.00		Engine, Medic
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, 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

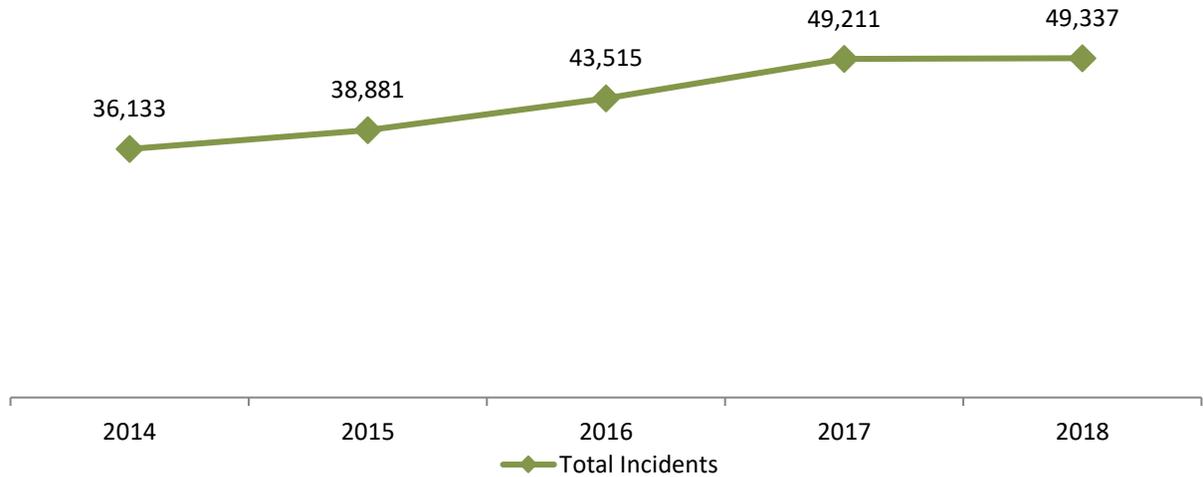
\*Analysis is being conducted on the appropriate deployment of units and staff at Station 39. Unit and FTE for Rescue 52 moved to Station 39 to provide minimum personnel budget. FTE per Unit 51-Hour Unit: FTE per Unit x 3 = Total FTE 40-Hour Unit: FTE per Unit x 1 = Total FTE

District Service Area



## Operations Administration, continued

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

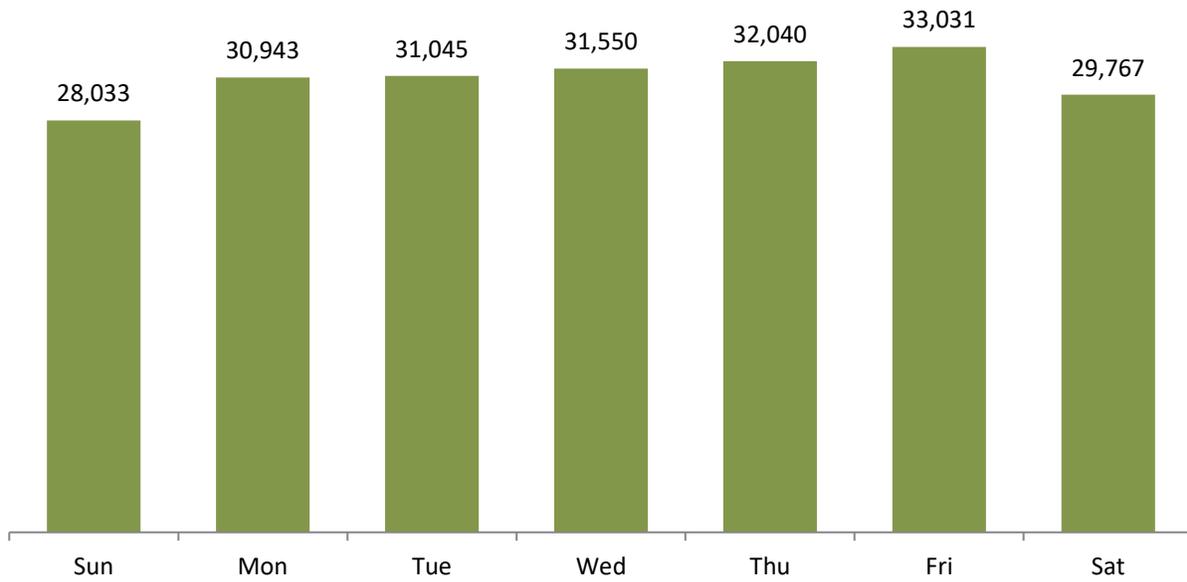


### District Incident Summary (Calendar Year)

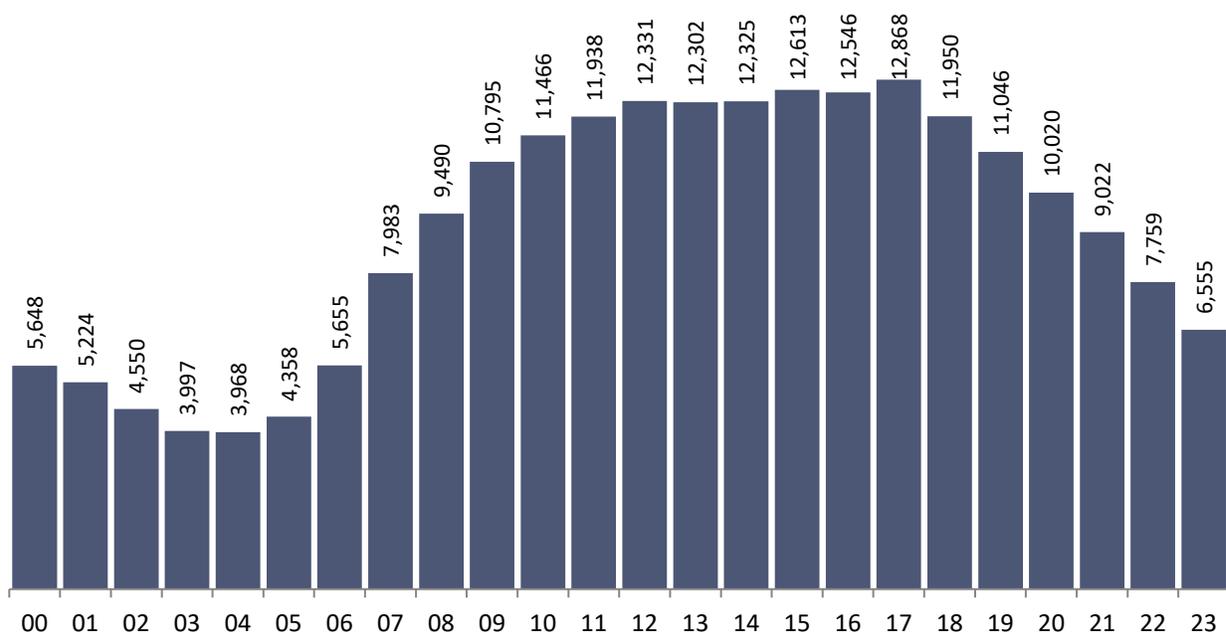
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	3,460	999	3,776	1,294	3,977	1,199	4,423	1,362	4,688	1,359
Overpressure	0	59	0	28	0	40	0	21	0	40
EMS/Rescue Call	29,829	23,460	32,067	26,236	36,036	29,693	40,688	33,390	39,542	33,663
Hazardous Condition	783	1,113	767	1,065	933	1,274	1,227	1,500	343	1,267
Service Call	1,260	2,496	1,334	2,502	1,547	3,054	2,048	3,625	4,721	3,447
Good Intent Call	304	6,013	386	5,681	418	5,866	272	6,676	0	6,897
False Call	0	1,942	0	2,058	0	2,366	0	2,611	0	2,654
Natural Condition	0	23	0	10	0	7	0	21	0	1
Other Situation	497	28	551	7	597	9	553	5	43	9
<b>Total</b>	<b>36,133</b>		<b>38,881</b>		<b>43,515</b>		<b>49,211</b>		<b>49,337</b>	

<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). Annual incident counts are static based upon the boundary of the District at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 and the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

District Incident Count by Day of Week, 2014–2018<sup>1</sup>

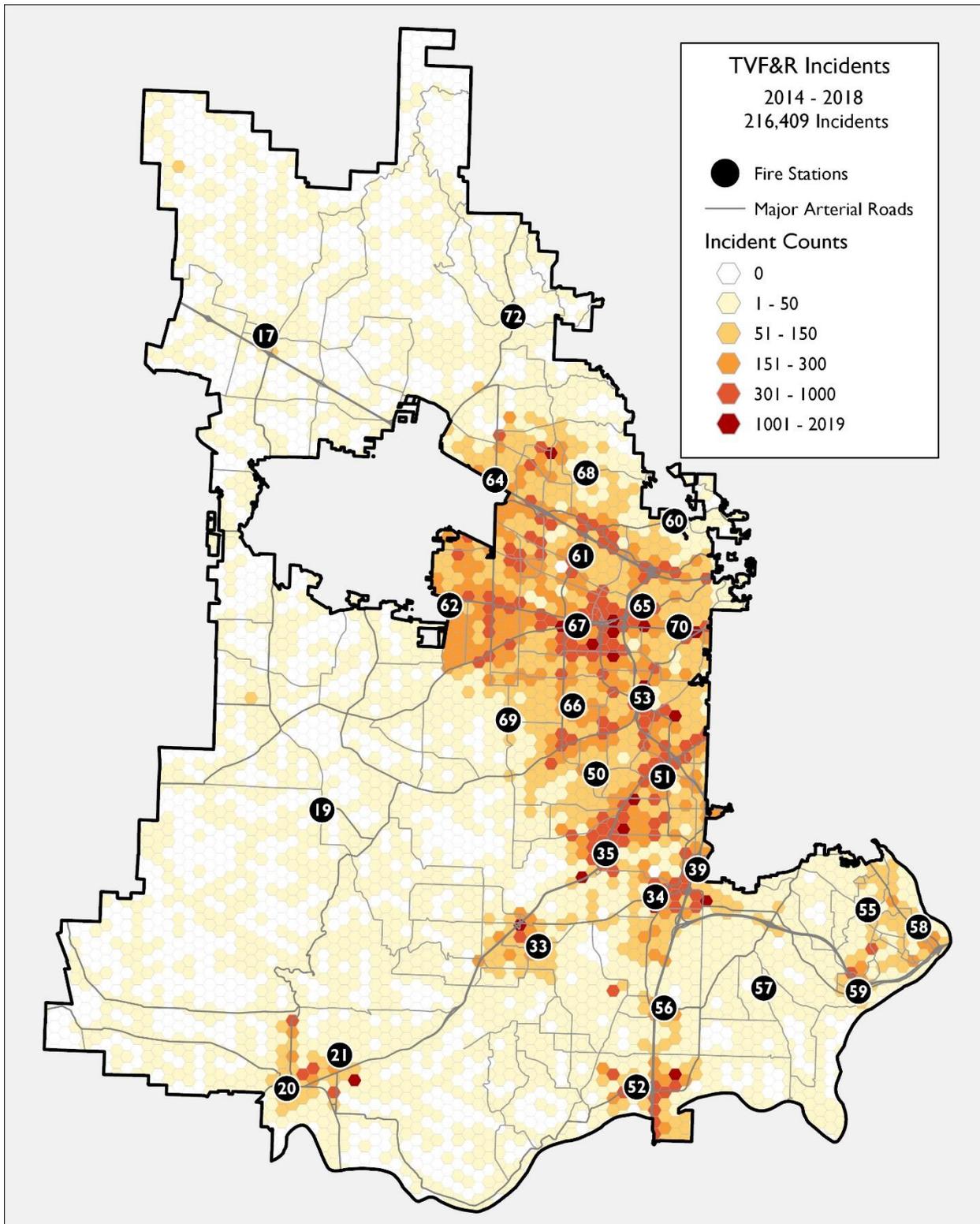


District Incident Count by Hour of Day, 2014–2018<sup>1</sup>



<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). Annual incident counts are static based upon the boundary of the District at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 and the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

Incident Density between 2014-2018



## Status of 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.

Status: ✓ Complete

Status Report: The methodology for analyzing response performance was revised and approved through the annual adoption of the Standards of Cover (SOC) by the Board of Directors. Response performance focus shifted dispatch types rather than situation found. Incident types were updated to segregate those requiring donning turnouts (e.g., fires, motor vehicle collisions). Travel time was added as a reportable time segment. Additionally, data are now analyzed rather than applying a standard deviation. A new visualization (histograms) was added to the SOC to simplify the complex analytics involved with response performance. Staff are also working with the EGIS vendor to incorporate these new definitions on the platform, which the crews rely on to review their performance.



### Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Operations and Training staff focused efforts on refining the Post Incident Analysis (PIA) process into a more holistic Incident Review System. The Incident Review System identifies three levels of incident review:

Post Fire Review (PFR): A tailboard review facilitated by Battalion Chiefs that occurs immediately following an incident using a template to provide structure for the review.

Operations Case Review (OCR): A video review of a larger/impactful incident (requested by Company Officers or higher rank) that occurs at least once per quarter. The incident is reviewed by the Division Chiefs of Operations and Training and vetted by identified subject matter experts. The video is posted to the Target Solutions application and assigned to line personnel for review.

Post Incident Analysis (PIA): A formal incident review completed by a PIA Team. PIAs are reserved for second-alarm or greater fires, a mass casualty incident (MCI), an MCI with a weapon, technical rescue incidents, hazardous materials incidents, and unusual or high-profile events. A Battalion Chief or higher rank may request a PIA. The review and final report is coordinated with the Fire Chief's Office (risk management) and published for internal and external awareness and training.

The outcomes of this new system will assist in the identification and application of needed fireground data points. Changes to the incident reporting system are already being discussed; this tactic will move to the next fiscal year for further review/implementation.

## Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: EGIS implementation efforts were exceeded through coordinated efforts by staff to regionalize the SitStat Monitor with 17 fire agencies, in three counties (Clackamas, Columbia, Washington), and four dispatch agencies (C911CD, C-COM, LOCOM, WCCCA). The District's investment in EGIS and the dispatch agencies' investment in a coordinated CAD provided the opportunity for the accomplishment. All agencies can now view incident, unit, dispatch remarks, and drive-time visualization for any incident occurring in one of the four dispatch centers. Staff will work to expand information sharing on the platform, to include occupancy pre-plans. Because of regionalized EGIS (REGIS), all agencies will share in the cost of annual support fees, which is significantly less than the cost of subscribing as individual agencies.

The mobile incident intelligence application, 2iS, was finalized and deployed to all crews on December 3, 2018. Initial reports from users describe a 15-20-minute reduction in time spent at the computer inputting reports to the incident reporting system. Staff will still focus efforts through the fiscal year to clear out "bugs" in the system, coordinate with private transport agencies and hospitals to share initial incident information electronically, and refine the user experience through regular feedback received by crews.

Moving forward, action to this tactic will be reported under Business Strategy and will include an inspection visualization in EGIS and expansion of additional EMS and fireground components in 2iS.

Status of 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).

Status: → Ongoing

Status Report: Staff are engaged with dispatch center staff (WCCCA) daily. Much of the effort in the performance period was focused on daily and weekly troubleshooting of issues reported by crews in the field related to MDC mapping, understanding the new CAD workflow in dispatching incidents (i.e., unit status changes, street speeds), and accuracy in dispatching the correct unit to the correct incident. Efforts were complicated through changes in staff at WCCCA after the new CAD implementation. Work is in progress to schedule monthly meetings with WCCCA, Fire Chief's Office, Integrated Operations, and EMS staff to review and solve overarching challenges with the new system. This will be a more efficient and focused means of coordination rather than working through the various fire defense boards and technical committees.

Much work is yet to be done in this area and the tactic will move forward into the next fiscal year, reported under Business Strategy

- 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).

Status: → Ongoing

Status Report: A work group of key staff from various departments has started outlining an overarching plan that will develop source material, identify technology solutions, and establish the workflow to ensure this communication path will be sustainable.

This tactic will move to the next fiscal year to include funds to support the technical solution and deploy and refine the system.

## Status of 2018-19 Tactics, continued

- 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”).

Status: ✓ Complete

Status Report: Staff have been evaluating demand, distribution, and concentration to help inform changes in deployment. Multiple factors have created unique challenges in aligning the resources with the need, including: The addition of 180 square miles and an ambulance service area (ASA), and the planned new station to open in fiscal year 2019-20 and staffed by existing FTE. Developing an information packet to communicate to the workforce remains a high priority. Where possible for both the personnel and finances, staff may redeploy resources on different timelines (i.e., focus on the ASA, then first-response). This will also be helpful for support staff and WCCCA to plan accordingly.

## Additional Accomplishments

- Deployed the sixth Truck Company in the District with the opening of Station 55 in West Linn, which improves distribution and concentration response for the citizens in that area.
- Moved CAR51's schedule from Tuesday-Friday to Monday-Thursday, and swapped the training days for the Technical Rescue and Hazardous Materials Teams to meet the incident demands in the Station 51 and 53 areas (short-term strategy prior to the larger deployment review).
- Worked through the impacts of the new CAD implementation. This was a SIGNIFICANT change for crews. While the new CAD has the capability to truly dispatch closest force units regardless of agency, it came with many hurdles for our crews who remained and continue to remain patient and provide constructive feedback for system refinement.
- Operational change in fireground hose deployment increased crew performance through tactics, training, and the purchase of equipment that reduced property loss and saved lives.
- Created industry-leading fire engine specifications that are now being used by other fire agencies. Received the first two engines under the new specifications, which directly ties into the operational changes in fireground hose deployment.
- Revised the effective response force (ERF) for Cardiac Arrest dispatches from four personnel to six based on the critical tasks required for these complex incidents. Coordinated with WCCCA and educated crews to ensure a minimum of six personnel will be dispatched to these incidents.
- Deployed apparatus and personnel to 11 Oregon wildland conflagrations and one California conflagration.
- Post annexation of the Newberg Fire Department and Newberg Rural Fire Protection District, solidified apparatus and personnel deployment changes in the new southern area of the District (currently one engine, one truck, and two transport rescues).
- Fire decontamination procedures were implemented through the revision of the Fire & Rescue Protocol. These procedures were adopted county-wide.

## Operations Administration, continued

### Activities Summary

Calendar Year	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected
<b>Code Enforcement</b>					
Inspections	4,169	4,891	4,394	3,727	3,642
Re-inspections	2,612	2,696	3,252	1,769	1,821
Night Inspections	337	198	246	175	160
Violations Found	4,290	4,209	2,679	2,168	1,700
<b>Investigations</b>					
Total Number of Incidents Investigated	212	243	206	223	220
Arson Investigations	28	42	23	20	20
<b>Public Education</b>					
Hands-Only CPR in Schools –Students Trained	7,186	7,979	5,720	4,151	4,200
Apartment Program – Number of Trainees	203	130	163	128	140
Adult Foster Care Program – Number of Trainees	72	70	35	38	70
Fire Safety House Events	28	24	20	8	20
<b>Total Attendance – Safety House</b>	<b>8,100</b>	<b>10,620</b>	<b>8,380</b>	<b>3,625</b>	<b>8,000</b>
<b>Total Public Education Events</b>	<b>755</b>	<b>717</b>	<b>834</b>	<b>887</b>	<b>850</b>
<b>Total Attendance – Public Education Events</b>	<b>65,210</b>	<b>70,685</b>	<b>70,231</b>	<b>71,335</b>	<b>72,000</b>



## 2019-20 Tactics

- Implement station-based briefings on current affairs using the Target Solutions electronic briefing tool and TV/monitor interfaces.

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

Timeframe: 12 months

Partner(s): District-wide

Budget Impact: Increase required

Measured By: TV/monitor interfaces installed in stations. Briefings conducted. Employee feedback.

- 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 in the service area.

Goal/Strategy: Goal 1 - Strategy 1F

Timeframe: 12 months

Partner(s): FCO, Community Services/Government Affairs

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.

- 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: 12 months

Partner(s): Business Strategy, Operations personnel, Training, Information Technology, Communications

Budget Impact: Increase required

Measured By: Consensus on data points that will evaluate on scene performance on the fireground. Data points informed by PIA process findings. Identified data points integrated into OnSceneRMS and the 2iS application

## Operations Administration, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10200 General Fund</b>						
5001 Salaries & Wages Union	\$ 157,312	\$ 71,660	\$ 152,050	\$ 1,231,424	\$ 1,231,424	\$ 1,231,424
5002 Salaries & Wages Nonunion	291,288	330,416	385,808	414,283	414,283	414,283
5003 Vacation Taken Union	32,118	15,852	21,466	174,837	174,837	174,837
5004 Vacation Taken Nonunion	28,835	29,029	30,007	33,010	33,010	33,010
5005 Sick Leave Taken Union	7,512	14,779	3,578	30,837	30,837	30,837
5006 Sick Taken Nonunion	3,295	7,276	8,574	9,535	9,535	9,535
5007 Personal Leave Taken Union	1,770		1,789	17,455	17,455	17,455
5008 Personal Leave Taken Nonunion		497	4,287	3,860	3,860	3,860
5015 Vacation Sold	12,355	6,638	9,774	8,810	8,810	8,810
5017 PEHP Vac Sold at Retirement			4,301	11,963	11,963	11,963
5018 Comp Time Sold Union	93					
5020 Deferred Comp Match Union	6,824	5,095	8,946	72,728	72,728	72,728
5021 Deferred Comp Match Nonunion	29,793	32,076	40,658	30,625	30,625	30,625
5101 Vacation Relief				195,000	195,000	195,000
5105 Sick Relief				5,000	5,000	5,000
5106 On the Job Injury Relief				10,000	10,000	10,000
5107 Short Term Disability Relief				1,250	1,250	1,250
5110 Personal Leave Relief				8,750	8,750	8,750
5117 Regular Day Off Relief				30,000	30,000	30,000
5118 Standby Overtime		81				
5120 Overtime Union	164,534	1,538,634	241,052	226,086	226,086	226,086
5121 Overtime Nonunion				1,000	1,000	1,000
5201 PERS Taxes	151,218	479,807	217,781	759,169	759,169	759,169
5203 FICA/MEDI	44,769	121,978	66,533	192,555	192,555	192,555
5206 Worker's Comp	9,959	17,661	14,586	46,330	46,330	46,330
5207 TriMet/Wilsonville Tax	4,818	12,713	6,932	19,474	19,474	19,474
5208 OR Worker's Benefit Fund Tax	164	613	150	524	524	524
5210 Medical Ins Union	44,200	26,338	46,122	270,756	270,756	270,756
5211 Medical Ins Nonunion	42,207	46,889	64,331	72,573	72,573	72,573
5220 Post Retire Ins Union	1,400	600	1,200	6,900	6,900	6,900
5221 Post Retire Ins Nonunion	1,800	2,175	2,700	4,500	4,500	4,500
5230 Dental Ins Nonunion	3,744	4,072	4,979	6,485	6,485	6,485
5240 Life/Disability Insurance	2,478	2,772	4,287	3,916	3,916	3,916
5270 Uniform Allowance	11,195	10,806	12,330	15,400	15,400	15,400
5290 Employee Tuition Reimburse	53,189	30,319	42,513	73,895	73,895	73,895
5295 Vehicle/Cell Allowance	6,660	6,960	6,960	600	600	600
<b>Total Personnel Services</b>	<b>1,113,530</b>	<b>2,815,734</b>	<b>1,403,694</b>	<b>3,989,530</b>	<b>3,989,530</b>	<b>3,989,530</b>
5300 Office Supplies	12	59	390	390	390	390
5301 Special Department Supplies	1,537	6,755	7,590	3,655	3,655	3,655

Operations Administration, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5304 Hydrant Maintenance	5,187		5,500			
5305 Fire Extinguisher			500			
5307 Smoke Detector Program	12	24				
5320 EMS Supplies	59,171	15,225				
5321 Fire Fighting Supplies	268,059	76,823	41,800	104,850	104,850	104,850
5325 Protective Clothing	91,406	18,518	137,790	79,320	79,320	79,320
5330 Noncapital Furniture & Equip	4,471	4,817	3,600	15,800	15,800	15,800
5350 Apparatus Fuel/Lubricants	2,679	11,185	3,575	15,900	15,900	15,900
5361 M&R Bldg/Bldg Equip & Improv		112	50,000			
5363 Vehicle Maintenance		2,162				
5365 M&R Firefight Equip	17,314	12,010	8,950	9,450	9,450	9,450
5366 M&R EMS Equip	73,712					
5400 Insurance Premium		207	1,000	250	250	250
5414 Other Professional Services	92,017	4,462	58,050			
5415 Printing	38		1,250	500	500	500
5418 Trustee/Administrative Fees		1,544				
5461 External Training	15,409	16,301	35,960	15,365	15,365	15,365
5462 Travel and Per Diem	19,731	19,357	52,400	34,900	34,900	34,900
5473 Employ Safety Pro & Incent	5,800	6,200	13,000	13,000	13,000	13,000
5481 Community Education Materials	5,000	4,827	4,500			
5484 Postage UPS & Shipping	65		1,800			
5500 Dues & Subscriptions	4,618	4,313	4,983	5,339	5,339	5,339
5502 Certifications & Licensing	685	195				
5570 Misc Business Exp	1,308	277	6,000	3,450	3,450	3,450
5571 Planning Retreat Expense	117	882		1,000	1,000	1,000
<b>Total Materials and Services</b>	<b>668,347</b>	<b>206,254</b>	<b>438,638</b>	<b>303,169</b>	<b>303,169</b>	<b>303,169</b>
<b>Total General Fund</b>	<b>\$ 1,781,877</b>	<b>\$ 3,021,988</b>	<b>\$ 1,842,332</b>	<b>\$ 4,292,699</b>	<b>\$ 4,292,699</b>	<b>\$ 4,292,699</b>



### North Integrated Operations Status of 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.

Status: → Ongoing

Status Report: Department heads and subject matter experts have presented at monthly Integrated Operations staff meetings. Examples of some of the subjects that have been covered include the Strategic Plan, upcoming local option levy ballot measure, and public annual financial report. Moving forward, this tactic will be reported under Operations Administration.

- 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.

Status: ✓ Complete

Status Report: This subject was specifically placed in the evaluation goals for Prevention staff and was discussed at monthly Integrated Operations staff meetings.

- 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.

Status: → Ongoing

Status Report: Integrated Operations staff participated on planning committees for various initiatives and jurisdictions such as roadway planning and development. Moving forward, work to support this tactic will be reported under Operations Administration and/or Fire and Life Safety.

North Integrated Operations Status of 2018-19 Tactics, continued

- 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.

Status: → Ongoing

Status Report: During this reporting period, administrative staff worked with Planning personnel to ensure accurate and consistent use of database fields. Moving forward, work to support this tactic will be reported under Fire and Life Safety.

- 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.

Status: → Ongoing

Status Report: Adult care homes were selected as the target community risk reduction initiative, based on analysis of EMS call volume and the need to better understand the dynamics behind a majority of the calls that do not warrant a 911/Code 3 response. To do this, contracted researchers were engaged to interview several care facilities' staff and inform targeted educational strategies and outreach to implement at those facilities and with Operations personnel. Both short and long-term goals will be identified and measured. This research should also help improve patient care, reduce call volume, reduce first responder fatigue, and develop long term relationships.

Moving forward, this initiative and related reporting will be under Fire and Life Safety.

North Integrated Operations Status of 2018-19 Tactics, continued

Additional Accomplishments

- Implemented zone assignments covering the service area to improve and gain efficiencies in Code Enforcement.
- Implemented a test station for New Construction electronic plan review.
- Improved the process for agritourism events in rural Washington County with County staff.
- Kicked off a law enforcement code save commendation program in partnership with EMS.

Activities Summary –

Calendar Year	2018 Actual	2019 Projected
<u>Code Enforcement</u>		
Inspections	1,991	2117
Re-inspections	947	945
Night Inspections	91	91
Violations Found	1,130	1100
<u>Investigations</u>		
Total Number of Incidents Investigated	145	140
<u>Public Affairs</u>		
Civic Events	178	178
<u>Public Education</u>		
Hands-Only CPR School Events	13	15
Fire Safety House Events	2	10
Total Public Education Events	525	525
Total Attendance – Public Education Events	40,160	41,000

South Integrated Operations Status of 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, Integrated OPS, Planning, FCO, Public Affairs

Budget Impact: Increase required

Measured By: Master workflow completed and presented to leadership. Pilot initiative selected; implementation initiated.

Status: → Ongoing

Status Report: Adult care homes were selected as the target community risk reduction initiative, based on analysis of EMS call volume and the need to better understand the dynamics behind a majority of the calls that do not warrant a 911/Code 3 response. To do this, contracted researchers were engaged to interview several care facilities' staff and inform targeted educational strategies and outreach to implement at those facilities and with Operations personnel. Both short and long-term goals will be identified and measured. This research should also help improve patient care, reduce call volume, reduce first responder fatigue, and develop long term relationships.

Moving forward, this initiative and related reporting will be under Fire and Life Safety.

- 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.

Status: → Ongoing

Status Report: Department heads and subject matter experts have presented at monthly Integrated Operations staff meetings. Examples of some of the subjects that have been covered include the local government issues, EGIS and planning, the District's Strategic Plan and trimester focus areas, disaster preparedness and District finances.

Moving forward, this tactic will be reported under Operations Administration.

South Integrated Operations Status of 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.  
 Status: → Ongoing  
 Status Report: Discussions at the Operations meeting included subjects on water and food storage at home and in personal vehicles, consideration tips for family member care (specifically children), notification through the Send Word Now notification application, and a plan to create a backpack, filling at each subsequent meeting with an item focused on for the month.

Moving forward, work toward this tactic will be reported under Fire and Life Safety and/or Operations Administration.

- 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.  
 Status: → Ongoing  
 Status Report: All levels of Operating Center Staff participated in local government meetings and task forces on various subjects around Land Use projects and their impacts on the District. Examples include French Prairie Rural Reserve designation, Basalt Creek development, and the West Sherwood Expansion.

- 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.  
 Status: → Ongoing  
 Status Report: During this reporting period, administrative staff worked with Planning personnel to ensure accurate and consistent use of database fields.

Moving forward, work to support this tactic will be reported under Fire and Life Safety.

South Integrated Operations Status of 2018-19 Tactics, continued

Additional Accomplishments

- Opened Station 55, serving the City of West Linn.
- Filed the Administrative Assistant vacancy.
- Participated in the inaugural First Responders Partnership program for West Linn Wilsonville School District.
- Worked with the City of Tualatin on Disaster Preparedness relating to water storage in the City.
- Reorganized the New Construction staffing model to better serve partner cities and minimize staff drive-time.
- Implemented zone assignments covering the service area to improve and gain efficiencies in Code Enforcement.

Activities Summary

Calendar Year	2018 Actual	2019 Projected
<u>Code Enforcement</u>		
Inspections	1,736	1455
Re-inspections	822	727
Night Inspections	84	84
Violations Found	1,038	1,000
<u>Investigations</u>		
Total Number of Incidents Investigated	78	75
<u>Public Affairs</u>		
Civic Events	101	101
<u>Public Education</u>		
Hands-Only CPR School Events	17	20
Fire Safety House Events	6	15
<b>Total Public Education Events</b>	<b>362</b>	<b>365</b>
<b>Total Attendance – Public Education Events</b>	<b>31,175</b>	<b>32,000</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. Subsequent reorganizations have transferred out functions and personnel.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Materials and Services	\$ 113,123	\$ 121,572	\$ 33,560	
<b>Total Expenditures</b>	<b>\$ 113,123</b>	<b>\$ 121,572</b>	<b>\$ 33,560</b>	

### 2019-20 Significant Changes

The facility operating costs of the former North Operating center have been moved to the facilities maintenance department for 2019-20.

## Former North Operating Center, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10155 General Fund</b>						
5300 Office Supplies	\$ 97					
5301 Special Department Supplies	302	365				
5321 Fire Fighting Supplies	(18)					
5325 Protective Clothing	11					
5350 Apparatus Fuel/Lubricants	885					
5361 M&R Bldg/Bldg Equip & Improv	24,459	38,561	27,060			
5367 M&R Office Equip	2,559	2,094				
5416 Custodial & Bldg Services	27,212	22,565	6,500			
5432 Natural Gas	14,493	11,899				
5433 Electricity	21,761	24,013				
5434 Water/Sewer	20,562	21,752				
5436 Garbage	334					
5450 Rental of Equip	390	78				
5480 Community/Open House/Outreach		70				
5484 Postage UPS & Shipping		175				
5500 Dues & Subscriptions	77					
<b>Total Materials and Services</b>	<b>113,123</b>	<b>121,572</b>	<b>33,560</b>			
<b>Total General Fund</b>	<b>\$ 113,123</b>	<b>\$ 121,572</b>	<b>\$ 33,560</b>			

Division Description

The former South Operating Center (SOC) managed the District’s connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District. The July 1, 2019 reorganizations have transferred personnel and expenses to other departments.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 3,392,136	\$ 3,476,686	\$ 3,624,518	
Materials and Services	56,160	50,888	94,566	
<b>Total Expenditures</b>	<b>\$ 3,448,296</b>	<b>\$ 3,527,574</b>	<b>\$ 3,719,084</b>	

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Division Chief	1.00	1.00	1.00	
Battalion Chief	6.00	6.00	6.00	
Assistant Fire Marshal	2.00	2.00	1.00	
Deputy Fire Marshal/Inspectors	6.00	6.00	6.00	
Public Affairs Officer	1.00	1.00	1.00	
Administrative Assistant	1.00	3.00	3.00	
<b>Total Full-Time Equivalents (FTE)</b>	<b>17.00</b>	<b>19.00</b>	<b>18.00</b>	

2019-20 Significant Changes

Effective July 1, 2017, personnel and materials and services have been transferred to other departments as part of the District reorganization.

## Former South Operating Center, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10180 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,151,155	\$ 1,121,668	\$ 1,218,722			
5002 Salaries & Wages Nonunion	531,031	545,643	505,705			
5003 Vacation Taken Union	180,274	170,079	172,055			
5004 Vacation Taken Nonunion	71,925	83,085	39,333			
5005 Sick Leave Taken Union	11,289	20,126	28,676			
5006 Sick Taken Nonunion	13,386	5,513	11,238			
5007 Personal Leave Taken Union	20,008	12,810	14,338			
5008 Personal Leave Taken Nonunion	6,187	8,421	5,619			
5009 Comp Taken Union	6,165	7,344				
5010 Comp Taken Nonunion	40	1,003				
5015 Vacation Sold	3,432		16,383			
5016 Vacation Sold at Retirement		362				
5017 PEHP Vac Sold at Retirement	8,865	8,891	33,646			
5018 Comp Time Sold Union	238					
5020 Deferred Comp Match Union	57,462	54,735	69,982			
5021 Deferred Comp Match Nonunion	48,293	50,970	42,865			
5090 Temporary Services-Backfill	20,779	6,783				
5101 Vacation Relief	123,849	92,802	129,600			
5105 Sick Relief	6,316	5,425	8,000			
5106 On the Job Injury Relief		7,143	14,400			
5107 Short Term Disability Relief			3,200			
5110 Personal Leave Relief	3,238	3,617	4,800			
5115 Vacant Slot Relief	5,319					
5117 Regular Day Off Relief	8,865	16,275				
5118 Standby Overtime	185	509				
5120 Overtime Union	53,489	29,221	48,692			
5121 Overtime Nonunion	1,375	52,093	7,500			
5201 PERS Taxes	453,519	557,830	568,829			
5203 FICA/MEDI	148,436	145,578	173,137			
5206 Worker's Comp	43,659	40,908	53,227			
5207 TriMet/Wilsonville Tax	15,953	16,058	17,920			
5208 OR Worker's Benefit Fund Tax	618	588	540			
5210 Medical Ins Union	240,332	251,600	276,732			
5211 Medical Ins Nonunion	124,635	126,037	125,202			
5220 Post Retire Ins Union	7,200	6,950	7,200			
5221 Post Retire Ins Nonunion	5,700	5,625	5,400			
5230 Dental Ins Nonunion	11,238	11,087	9,958			
5240 Life/Disability Insurance	5,788	5,608	5,619			
5270 Uniform Allowance	695	3,096	4,800			
5295 Vehicle/Cell Allowance	1,200	1,200	1,200			
<b>Total Personnel Services</b>	<b>3,392,136</b>	<b>3,476,686</b>	<b>3,624,518</b>			

Former South Operating Center, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5300 Office Supplies	1,525	1,491	1,700			
5301 Special Department Supplies	2,191	2,063	3,240			
5302 Training Supplies	611	104	2,100			
5305 Fire Extinguisher			40			
5307 Smoke Detector Program			1,800			
5320 EMS Supplies	137	467	800			
5321 Fire Fighting Supplies	366	73	750			
5325 Protective Clothing	304	350	3,600			
5330 Noncapital Furniture & Equip	3,244	1,125				
5350 Apparatus Fuel/Lubricants	10,778	16,525	18,375			
5361 M&R Bldg/Bldg Equip & Improv	407	86				
5367 M&R Office Equip	5,522	5,657	5,880			
5400 Insurance Premium	670	770	800			
5414 Other Professional Services	2,726	1,500	1,620			
5415 Printing	440	100	2,500			
5417 Temporary Services	3,369					
5450 Rental of Equip	114					
5462 Travel and Per Diem	400	989	1,000			
5471 Citizen Awards	42	48	450			
5480 Community/Open House/Outreach	7,638	9,144	34,315			
5481 Community Education Materials	5,228	2,419	3,250			
5484 Postage UPS & Shipping	4	62	300			
5500 Dues & Subscriptions	6,128	6,393	7,071			
5502 Certifications & Licensing	560	115	1,000			
5570 Misc Business Exp	3,650	1,289	3,000			
5571 Planning Retreat Expense	80	97	750			
5575 Laundry/Repair Expense	25	22	225			
<b>Total Materials and Services</b>	<b>56,160</b>	<b>50,888</b>	<b>94,566</b>			
<b>Total General Fund</b>	<b>\$ 3,448,296</b>	<b>\$ 3,527,574</b>	<b>\$ 3,719,084</b>			



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 68 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 8,253,206	\$ 9,425,251	\$ 11,732,022	\$ 12,588,145
Materials and Services	9,730	15,828	14,278	17,403
<b>Total Expenditures</b>	<b>\$ 8,262,936</b>	<b>\$ 9,441,079</b>	<b>\$ 11,746,300</b>	<b>\$ 12,605,548</b>

2019-20 Significant Changes

Increases in the Personnel Services budget include the addition of six personnel on January 1, 2020 to the Relief Pool and increased PERS rates.



## Relief Pool Personnel, continued

General Fund		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10280</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 3,642,482	\$ 4,136,894	\$ 5,061,157	\$ 5,339,560	\$ 5,339,560	\$ 5,339,560
5003	Vacation Taken Union	516,941	651,276	705,848	758,109	758,109	758,109
5005	Sick Leave Taken Union	153,116	120,715	110,103	133,710	133,710	133,710
5007	Personal Leave Taken Union	54,456	58,465	74,394	75,685	75,685	75,685
5016	Vacation Sold at Retirement			33,265	27,838	27,838	27,838
5017	PEHP Vac Sold at Retirement	1,901	18,886	46,457	47,015	47,015	47,015
5020	Deferred Comp Match Union	194,263	232,230	286,771	293,843	293,843	293,843
5101	Vacation Relief	529,652	541,046	714,060	791,829	791,829	791,829
5105	Sick Relief	76,649	102,024	121,017	133,003	133,003	133,003
5106	On the Job Injury Relief	11,781	42,809	16,633	40,210	40,210	40,210
5107	Short Term Disability Relief	1,069	1,431	351	6,186	6,186	6,186
5110	Personal Leave Relief	72,600	63,123	89,473	95,886	95,886	95,886
5115	Vacant Slot Relief	128,839	75,753				
5117	Regular Day Off Relief	60,423	119,686	248,344	213,423	213,423	213,423
5118	Standby Overtime	4,676	4,174	5,735	9,279	9,279	9,279
5120	Overtime Union	75,017	34,132	64,810	71,141	71,141	71,141
5201	PERS Taxes	1,119,687	1,378,148	1,865,049	2,111,245	2,111,245	2,111,245
5203	FICA/MEDI	391,438	439,186	579,749	614,809	614,809	614,809
5206	Worker's Comp	126,208	115,737	166,725	176,808	176,808	176,808
5207	TriMet/Wilsonville Tax	38,755	44,079	57,876	62,180	62,180	62,180
5208	OR Worker's Benefit Fund Tax	2,004	2,136	2,283	2,026	2,026	2,026
5210	Medical Ins Union	1,013,352	1,197,663	1,429,722	1,530,360	1,530,360	1,530,360
5220	Post Retire Ins Union	30,700	33,949	37,200	39,000	39,000	39,000
5270	Uniform Allowance	7,197	11,710	15,000	15,000	15,000	15,000
	<b>Total Personnel Services</b>	<b>8,253,206</b>	<b>9,425,251</b>	<b>11,732,022</b>	<b>12,588,145</b>	<b>12,588,145</b>	<b>12,588,145</b>
5321	Fire Fighting Supplies	774	372	1,500	1,500	1,500	1,500
5325	Protective Clothing	8,419	15,075	12,000	15,000	15,000	15,000
5415	Printing	19			25	25	25
5462	Travel and Per Diem	5	17	100	100	100	100
5500	Dues & Subscriptions	339	339	678	678	678	678
5575	Laundry/Repair Expense	174	25		100	100	100
	<b>Total Materials and Services</b>	<b>9,730</b>	<b>15,828</b>	<b>14,278</b>	<b>17,403</b>	<b>17,403</b>	<b>17,403</b>
	<b>Total General Fund</b>	<b>\$ 8,262,936</b>	<b>\$ 9,441,079</b>	<b>\$11,746,300</b>	<b>\$12,605,548</b>	<b>\$12,605,548</b>	<b>\$12,605,548</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 11,219	\$ 20,256	\$ 23,756	\$ 29,394
Materials and Services	45,231	23,327	24,693	35,466
<b>Total Expenditures</b>	<b>\$ 56,449</b>	<b>\$ 43,584</b>	<b>\$ 48,449</b>	<b>\$ 64,860</b>

2019-20 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. Account 5321, Firefighting Supplies, provides for replacement equipment, lighting jacks and rope. Accounts 5461 and 5462 provide funding for two team members to attend an advanced techniques rope rescue course focusing on industrial rope rescue and three to attend a structural collapse class in Portland.

### Status of 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.

Status: → Ongoing

Status Report: In hindsight, it was determined that a method to collect data on established RIT operations on scene had not yet been developed in order to monitor performance and will be considered along with other fireground performance measurements moving forward. Integration of RIT training into the Truck Company Operations training block was met with success and will continue to improve proficiency with the larger training group. The District also supported the effort by placing two individuals from Station 51 on temporary assignment to the Training Division while running all District line personnel through the six-week RIT training block.

- 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

Status: ✓ Complete

Status Report: Rope Rescue Rope I and II training was completed in May 2018 by team members needing certification.

- 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.

Status: → Ongoing

Status Report: T20's extrication tools were upgraded to the new District standard and E17 and E19 were outfitted with a fully new extrication package. On track to complete year 1 of 3 of the extrication upgrades.

Additional Accomplishments:

- Partnered with Tualatin Valley Water District for a live trench and confined space drill.
- Brought on three new team members.
- One member served on the academy cadre.
- Two members placed on temporary assignment to the Training Division to capitalize on their expertise in providing District-wide in-service training in rapid intervention team (RIT) skills and bailouts.
- Three members on promotional lists.
- Sent one member to a large animal rescue course.



2019-20 Tactics

- Continue to Increase Rapid Intervention Team (RIT) capabilities and efficiency across the District by supporting 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, Operations, Truck Company Operations  
 Budget Impact: None  
 Measured By: Training delivered to increase Truck companies' RIT capabilities and support decentralization of RIT operations.

- Coordinate the upgrade of extrication tools to T56 to meet the new District standard for Trucks.

Goal/Strategy: Goal 1; Goal 2  
 Timeframe: 24 months  
 Partner(s): Operations, Truck Company Operations, Finance  
 Budget Impact: Increase required  
 Measured By: Upgrade of tool complement to T56 completed. NOTE: This is year 2 of a 3-year plan to upgrade 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.

- Develop and deliver a large animal rescue training plan to increase Team efficiency and confidence in performing a large animal rescue using existing tools and equipment.

Goal/Strategy: Goal 2; Goal 3  
 Timeframe: 12 months  
 Partner(s): Training  
 Budget Impact: None  
 Measured By: Plan developed and train-the-trainer instruction on standard and most commonly used practices in large animal rescue delivered to Team members.

## Technical Rescue Team, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10622 General Fund</b>						
5120 Overtime Union	\$ 8,266	\$ 15,135	\$ 17,568	\$ 21,472	\$ 21,472	\$ 21,472
5201 PERS Taxes	1,746	3,433	4,324	5,641	5,641	5,641
5203 FICA/MEDI	625	1,131	1,344	1,643	1,643	1,643
5206 Worker's Comp	518	433	387	472	472	472
5207 TriMet/Wilsonville Tax	60	106	133	166	166	166
5208 OR Worker's Benefit Fund Tax	4	6				
5210 Medical Ins Union		12				
<b>Total Personnel Services</b>	<b>11,219</b>	<b>20,256</b>	<b>23,756</b>	<b>29,394</b>	<b>29,394</b>	<b>29,394</b>
5301 Special Department Supplies	14	229	500	500	500	500
5302 Training Supplies	4,242	304	4,460	3,310	3,310	3,310
5321 Fire Fighting Supplies	18,230	13,301	6,133	13,356	13,356	13,356
5325 Protective Clothing	5,260	5,361	6,000	6,000	6,000	6,000
5350 Apparatus Fuel/Lubricants			600	600	600	600
5365 M&R Firefight Equip	1,304	1,438	2,000	2,000	2,000	2,000
5461 External Training	8,800	2,685	3,000	7,700	7,700	7,700
5462 Travel and Per Diem	7,382	10	2,000	2,000	2,000	2,000
<b>Total Materials and Services</b>	<b>45,231</b>	<b>23,327</b>	<b>24,693</b>	<b>35,466</b>	<b>35,466</b>	<b>35,466</b>
<b>Total General Fund</b>	<b>\$ 56,449</b>	<b>\$ 43,584</b>	<b>\$ 48,449</b>	<b>\$ 64,860</b>	<b>\$ 64,860</b>	<b>\$ 64,860</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 36,586	\$ 43,515	\$ 79,683	\$ 90,687
Materials and Services	2,479	2,286	15,490	15,490
<b>Total Expenditures</b>	<b>\$ 39,065</b>	<b>\$ 45,802</b>	<b>\$ 95,173</b>	<b>\$ 106,177</b>

2019-20 Significant Changes

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



## Hazardous Materials Team, continued

### Status of 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.

Status: → Ongoing

Status Report: Designated monthly drill coordinator provided clear and constant training to all three shifts.

- 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.

Status: ✓ Complete

Status Report: During the reporting period, the HazMat Team received CAD notifications from the new system on toxic exposures, spills not associated with car crashes, and natural gas leaks.

- 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.

Status: → Ongoing

Status Report: Increased outreach training with partner agencies to include Hillsboro Fire Department and Washington County Emergency Management.

### Additional Accomplishments:

- Two HazMat Team members attended the IAFC National Hazmat Conference.
- Six additional HazMat Technicians recruited and trained.
- Increased HazMat Operations training provided to TVF&R line companies.

2019 – 20 Tactics

- Deliver Core Hazmat Team Curriculum to meet current standards and best practices

Goal/Strategy: Goal 2 – Strategy 2H  
 Timeframe: 12 Months  
 Partner(s): Operations, Training  
 Budget Impact: None  
 Measured By: Focused and consistent training provided to all team members aimed towards exceeding Mandatory Compliance Training for OSFM Hazmat Team Standards. Involvement by the Monthly Drill Coordinator to plan and deliver trainings.

- Enhance both external and internal outreach, and response capabilities, by providing Fire Fighter Hazmat Operations/Awareness Training focused on higher frequency Hazmat call types.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2 – Strategy 2A; Goal 3  
 Timeframe: 12 Months  
 Partner(s): Operations, Training  
 Budget Impact: Increase required  
 Measured By: Outreach Hazmat Operations/Awareness Training delivered to TVF&R line companies on the fourth Friday of each month. One OSFM external outreach engagement delivered each quarter of fiscal year 2019-20 to agencies within OSFM Hazmat Team 9 region. Participate in the OSFM Hazmat Conference.

- Enhance internal recruiting efforts to encourage tenured employees to apply for the Hazmat Team so that they are eligible for team assignment upon completion of a Hazmat Technician Course.

Goal/Strategy: Goal 2 – Strategy 2B  
 Timeframe: 12 Months  
 Partner(s): Operations, Training  
 Budget Impact: None  
 Measured By: Fully staffed Hazmat Team maintained throughout the fiscal year with opportunities to utilize all eligible Technicians.



## Hazardous Materials Team, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10625 General Fund</b>						
5120 Overtime Union	\$ 27,777	\$ 32,777	\$ 58,926	\$ 66,246	\$ 66,246	\$ 66,246
5201 PERS Taxes	5,822	7,120	14,502	17,403	17,403	17,403
5203 FICA/MEDI	1,975	2,392	4,508	5,068	5,068	5,068
5206 Worker's Comp	813	898	1,297	1,457	1,457	1,457
5207 TriMet/Wilsonville Tax	186	221	450	513	513	513
5208 OR Worker's Benefit Fund Tax	12	13				
5210 Medical Ins Union		94				
<b>Total Personnel Services</b>	<b>36,586</b>	<b>43,515</b>	<b>79,683</b>	<b>90,687</b>	<b>90,687</b>	<b>90,687</b>
5301 Special Department Supplies	227	442	1,500	1,500	1,500	1,500
5302 Training Supplies	104	23	750	750	750	750
5311 Haz Mat Response Materials	838	1,006	3,000	3,000	3,000	3,000
5321 Fire Fighting Supplies			750	750	750	750
5325 Protective Clothing	456		1,500	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	484	815	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip	369		5,000	5,000	5,000	5,000
5415 Printing			300	300	300	300
5570 Misc Business Exp			350	350	350	350
<b>Total Materials and Services</b>	<b>2,479</b>	<b>2,286</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>
<b>Total General Fund</b>	<b>\$ 39,065</b>	<b>\$ 45,802</b>	<b>\$ 95,173</b>	<b>\$ 106,177</b>	<b>\$ 106,177</b>	<b>\$ 106,177</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 30,863	\$ 35,920	\$ 44,544	\$ 22,881
Materials and Services	18,672	12,837	31,640	17,325
<b>Total Expenditures</b>	<b>\$ 49,535</b>	<b>\$ 48,757</b>	<b>\$ 76,184</b>	<b>\$ 40,206</b>

2019-20 Significant Changes

The proposed budget includes overtime or relief staffing for team and associate team member compliance and a five-day rope rescue training class for three team members. Account 5325 provides for replacement of worn out PPE and for new team members.



Status of 2018-19 Tactic

- 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.

Status: → Ongoing

- Status Report:
- Technical Water Rescue staffing levels maintained throughout the year with a minimum of five water rescue trained personnel on duty daily.
  - Ten Team members earned DPSST Maritime certifications for awareness, deckhand and boat operator.
  - Ten Team members qualified for NFPA Swift-Water Rescue Technician certification.
  - Ten Team members qualified for NFPA Technical Rope Rescue certification.

Ongoing work: Training for the three newest team members to the above mentioned levels

2019-20 Tactic

- Continue mandatory/compliance training. 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 2; Goal 3 – Strategy 3A

Timeframe: 48 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: None

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

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10626 General Fund</b>						
5120 Overtime Union	\$ 23,549	\$ 27,009	\$ 32,940	\$ 16,714	\$ 16,714	\$ 16,714
5201 PERS Taxes	5,091	6,126	8,107	4,391	4,391	4,391
5203 FICA/MEDI	1,690	2,047	2,520	1,279	1,279	1,279
5206 Worker's Comp	353	601	725	368	368	368
5207 TriMet/Wilsonville Tax	172	128	252	129	129	129
5208 OR Worker's Benefit Fund Tax	9	9				
<b>Total Personnel Services</b>	<b>30,863</b>	<b>35,920</b>	<b>44,544</b>	<b>22,881</b>	<b>22,881</b>	<b>22,881</b>
5301 Special Department Supplies		213				
5302 Training Supplies	177	214	200	200	200	200
5321 Fire Fighting Supplies	1,736	4,163	2,050	3,175	3,175	3,175
5325 Protective Clothing	8,636	5,022	2,250	3,500	3,500	3,500
5330 Noncapital Furniture & Equip	4,522	219	400	3,650	3,650	3,650
5350 Apparatus Fuel/Lubricants	2,595	2,632	12,000	5,000	5,000	5,000
5365 M&R Firefight Equip	926	373	1,000	1,500	1,500	1,500
5414 Other Professional Services			13,440			
5570 Misc Business Exp	81		300	300	300	300
<b>Total Materials and Services</b>	<b>18,672</b>	<b>12,837</b>	<b>31,640</b>	<b>17,325</b>	<b>17,325</b>	<b>17,325</b>
<b>Total General Fund</b>	<b>\$ 49,535</b>	<b>\$ 48,757</b>	<b>\$ 76,184</b>	<b>\$ 40,206</b>	<b>\$ 40,206</b>	<b>\$ 40,206</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). 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.

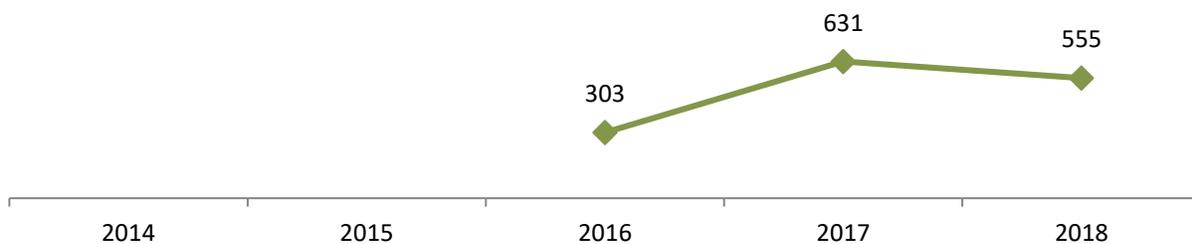
The 55.1 square miles of Station 17's station zone includes North Plains as well as a large portion of unincorporated Washington County north of Hillsboro. **Volunteer Company 317** is also located at Station 17, responding out of **Engine 317**.



### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,568,537	\$ 1,942,895	\$ 1,917,000	\$ 2,224,775
Materials and Services	54,505	62,223	93,568	76,536
<b>Total Expenditures</b>	<b>\$ 1,623,041</b>	<b>\$ 2,005,118</b>	<b>\$ 2,010,568</b>	<b>\$ 2,301,311</b>

### Station 17 Station Zone Incident Count (Calendar Year)<sup>1</sup>



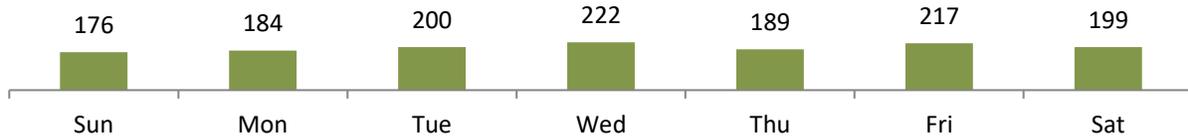
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

## Station 17 – North Plains, continued

### Station 17 Station Zone Incident Summary (Calendar Year) 7/1/16-12/31/2018<sup>1</sup>

NFIRS Series	2016		2017		2018	
	<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	43	11	94	34	104	31
Overpressure	0	1	0	0	0	1
EMS/Rescue Call	228	181	453	366	382	322
Hazardous Condition	12	21	30	37	8	22
Service Call	12	19	38	52	60	48
Good Intent Call	2	45	10	109	0	101
False Call	0	24	0	33	0	30
Natural Condition	0	1	0	0	0	0
Other Situation	6	0	6	0	1	0
<b>Total</b>	<b>303</b>		<b>631</b>		<b>555</b>	

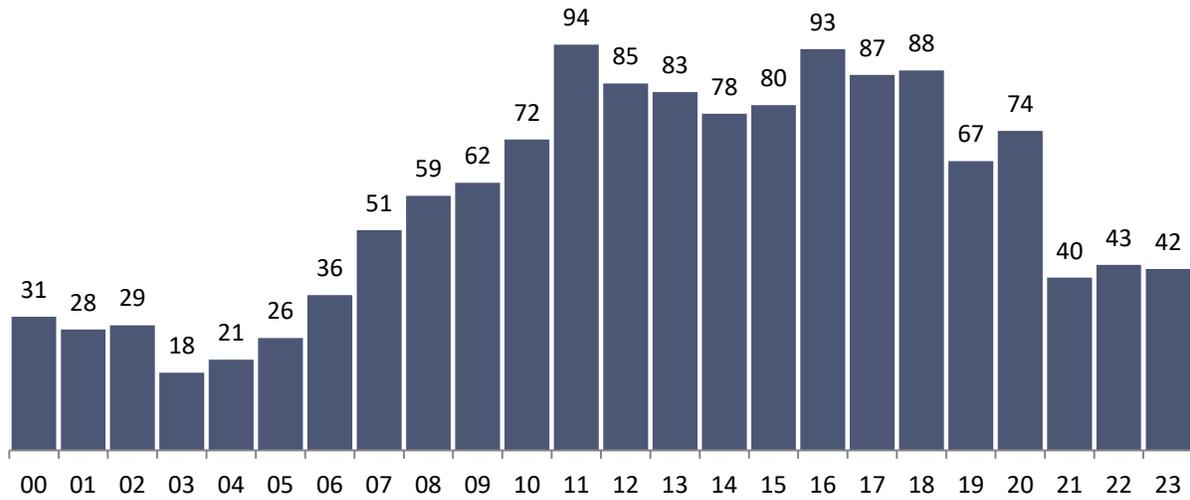
### Station 17 First-Station Zone Incident Count by Day of Week, 7/1/16-12/31/18<sup>1</sup>



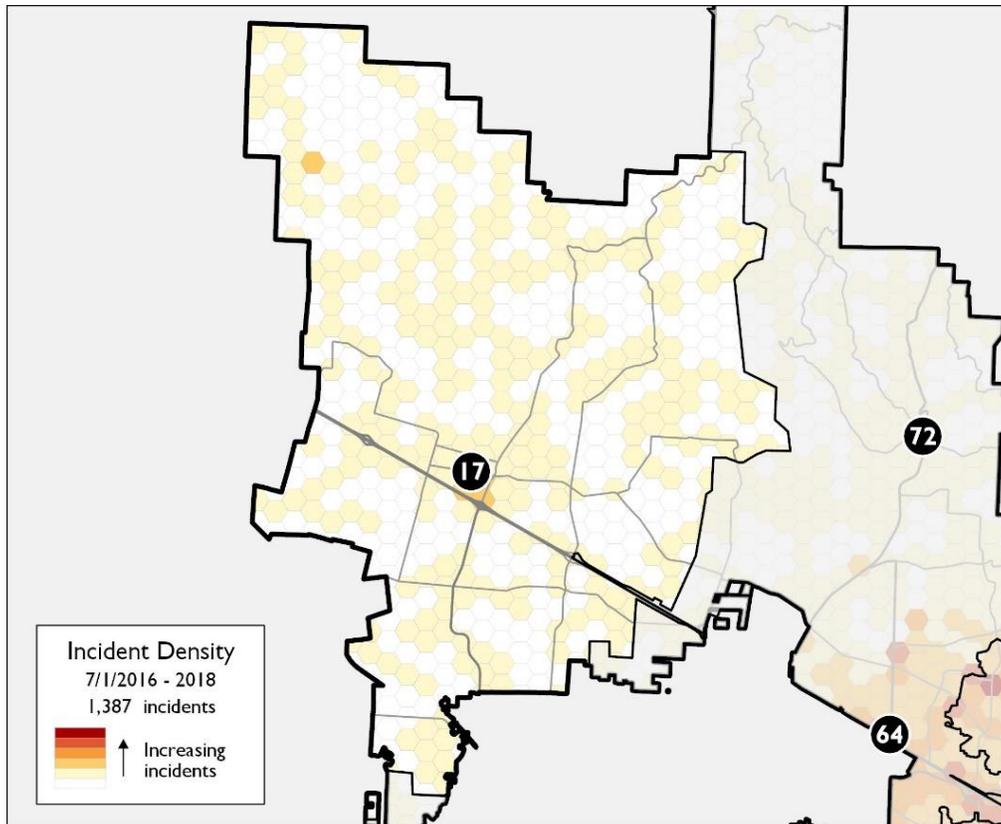
\*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

Station 17 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/18<sup>1</sup>



Incident Density 7/1/16-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

## Station 17 – North Plains, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10017 General Fund</b>						
5001 Salaries & Wages Union	\$ 698,973	\$ 832,657	\$ 823,295	\$ 938,601	\$ 938,601	\$ 938,601
5003 Vacation Taken Union	73,921	121,460	114,820	133,262	133,262	133,262
5005 Sick Leave Taken Union	10,276	11,643	17,910	23,504	23,504	23,504
5007 Personal Leave Taken Union	13,382	10,950	12,102	13,304	13,304	13,304
5016 Vacation Sold at Retirement			5,505	4,989	4,989	4,989
5017 PEHP Vac Sold at Retirement			7,688	8,426	8,426	8,426
5020 Deferred Comp Match Union	30,430	40,120	47,459	52,662	52,662	52,662
5101 Vacation Relief	138,540	157,764	118,172	141,910	141,910	141,910
5105 Sick Relief	20,183	31,016	20,028	23,836	23,836	23,836
5106 On the Job Injury Relief		8,418	2,753	7,206	7,206	7,206
5107 Short Term Disability Relief	1,846	1,272	664	1,109	1,109	1,109
5110 Personal Leave Relief	15,600	24,190	14,807	17,184	17,184	17,184
5115 Vacant Slot Relief	20,223	22,707				
5117 Regular Day Off Relief	9,952	29,593	41,099	38,249	38,249	38,249
5118 Standby Overtime	1,462	1,703	949	1,663	1,663	1,663
5120 Overtime Union	13,777	1,747	10,726	12,750	12,750	12,750
5201 PERS Taxes	217,379	284,720	304,666	372,681	372,681	372,681
5203 FICA/MEDI	76,259	92,161	94,705	108,527	108,527	108,527
5206 Worker's Comp	19,256	16,838	27,235	31,210	31,210	31,210
5208 OR Worker's Benefit Fund Tax	418	492	387	374	374	374
5210 Medical Ins Union	194,850	245,143	242,130	282,528	282,528	282,528
5220 Post Retire Ins Union	6,950	6,750	6,300	7,200	7,200	7,200
5270 Uniform Allowance	4,861	1,551	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>1,568,537</b>	<b>1,942,895</b>	<b>1,917,000</b>	<b>2,224,775</b>	<b>2,224,775</b>	<b>2,224,775</b>
5300 Office Supplies	33	266	480	480	480	480
5301 Special Department Supplies	2,390	2,976	3,420	3,600	3,600	3,600
5302 Training Supplies	37		100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	196	178	300	200	200	200
5320 EMS Supplies	4,960	5,053	8,500	7,000	7,000	7,000
5321 Fire Fighting Supplies	5,874	4,224	3,000	3,000	3,000	3,000
5325 Protective Clothing	2,092	1,394	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip		50	3,309	1,630	1,630	1,630
5350 Apparatus Fuel/Lubricants	6,158	7,345	8,000	8,500	8,500	8,500
5361 M&R Bldg/Bldg Equip & Improv	12,314	20,975	37,274	23,141	23,141	23,141
5365 M&R Firefight Equip		98	200	200	200	200
5367 M&R Office Equip	363	594	1,650	1,650	1,650	1,650
5414 Other Professional Services		140	100	250	250	250
5415 Printing	57		25	25	25	25

Station 17 – North Plains, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	746	894	930	930	930	930
5432 Natural Gas	3,836	3,174	3,960	3,960	3,960	3,960
5433 Electricity	8,581	8,263	9,600	8,500	8,500	8,500
5434 Water/Sewer	4,383	4,320	6,000	6,300	6,300	6,300
5436 Garbage	1,000	1,210	1,200	1,200	1,200	1,200
5450 Rental of Equip		119				
5480 Community/Open House/Outreach	815	166	200	200	200	200
5481 Community Education Materials	34	602	500	250	250	250
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	500	118	600	600	600	600
5575 Laundry/Repair Expense	100	25	400	400	400	400
<b>Total Materials and Services</b>	<b>54,505</b>	<b>62,223</b>	<b>93,568</b>	<b>76,536</b>	<b>76,536</b>	<b>76,536</b>
<b>Total General Fund</b>	<b>\$1,623,041</b>	<b>\$2,005,118</b>	<b>\$2,010,568</b>	<b>\$2,301,311</b>	<b>\$2,301,311</b>	<b>\$2,301,311</b>



Station Description

**Station 19**, located on SW Midway Road just off 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). 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.

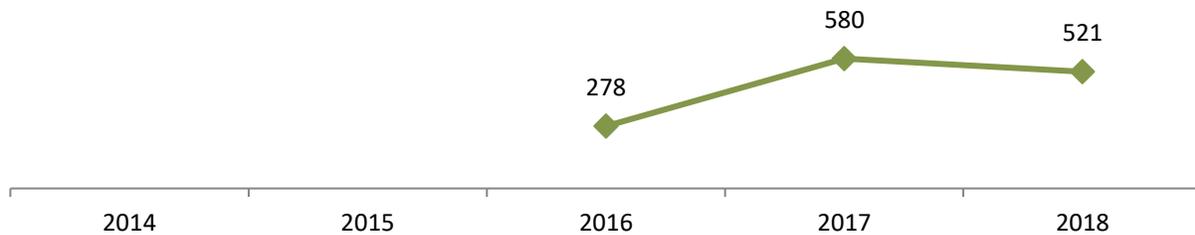
The 50.2 square miles of Station 19’s station zone consists of a large portion of unincorporated Washington County south of Hillsboro and down into the Chehalem Mountains near Yamhill County, which includes the unincorporated communities of Midway and Scholls.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,503,042	\$ 1,886,594	\$ 1,917,000	\$ 2,224,775
Materials and Services	70,294	75,864	79,229	87,876
<b>Total Expenditures</b>	<b>\$ 1,573,336</b>	<b>\$ 1,962,458</b>	<b>\$ 1,996,229</b>	<b>\$ 2,312,651</b>

Station 19 Station Zone Incident Count (Calendar Year)<sup>1</sup>



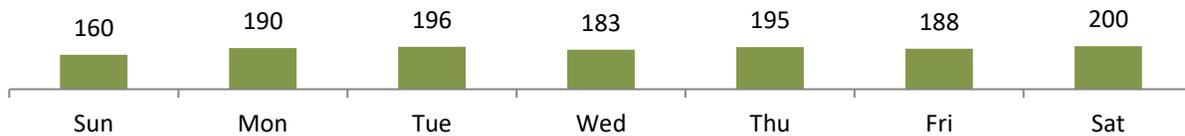
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

## Station 19 – Midway, continued

### Station 19 Station Zone Incident Summary (Calendar Year) 7/1/16-12/31/18<sup>1</sup>

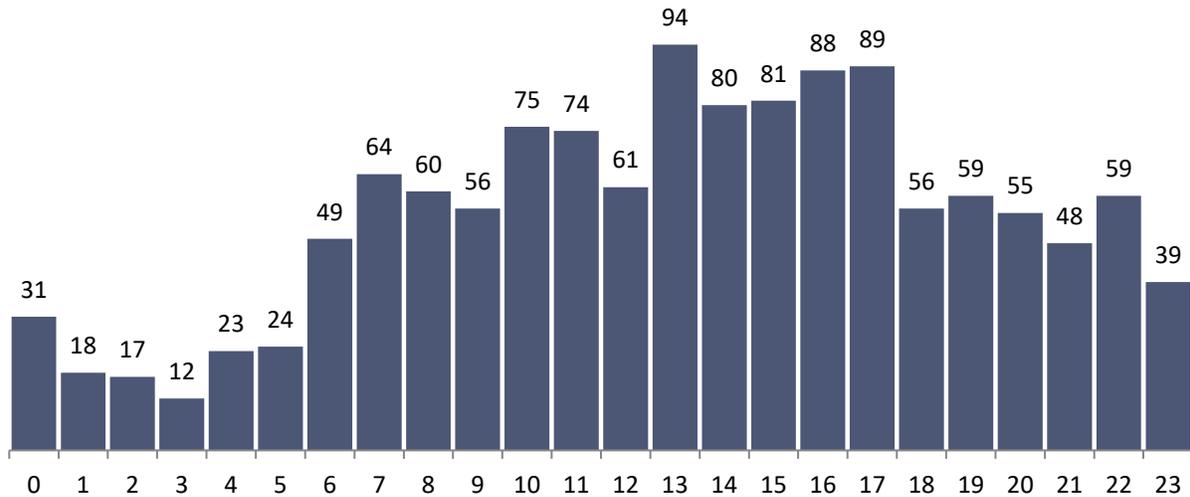
NFIRS Series	2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	23	11	84	36	83	28
Overpressure	0	0	0	1	0	0
EMS/Rescue Call	232	205	414	340	363	308
Hazardous Condition	10	16	35	44	3	24
Service Call	8	19	24	43	72	41
Good Intent Call	2	22	18	95	0	85
False Call	0	5	0	21	0	32
Natural Condition	0	0	0	0	0	0
Other Situation	3	0	5	0	0	3
<b>Total</b>	<b>278</b>		<b>580</b>		<b>521</b>	

### Station 19 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/2018<sup>1</sup>

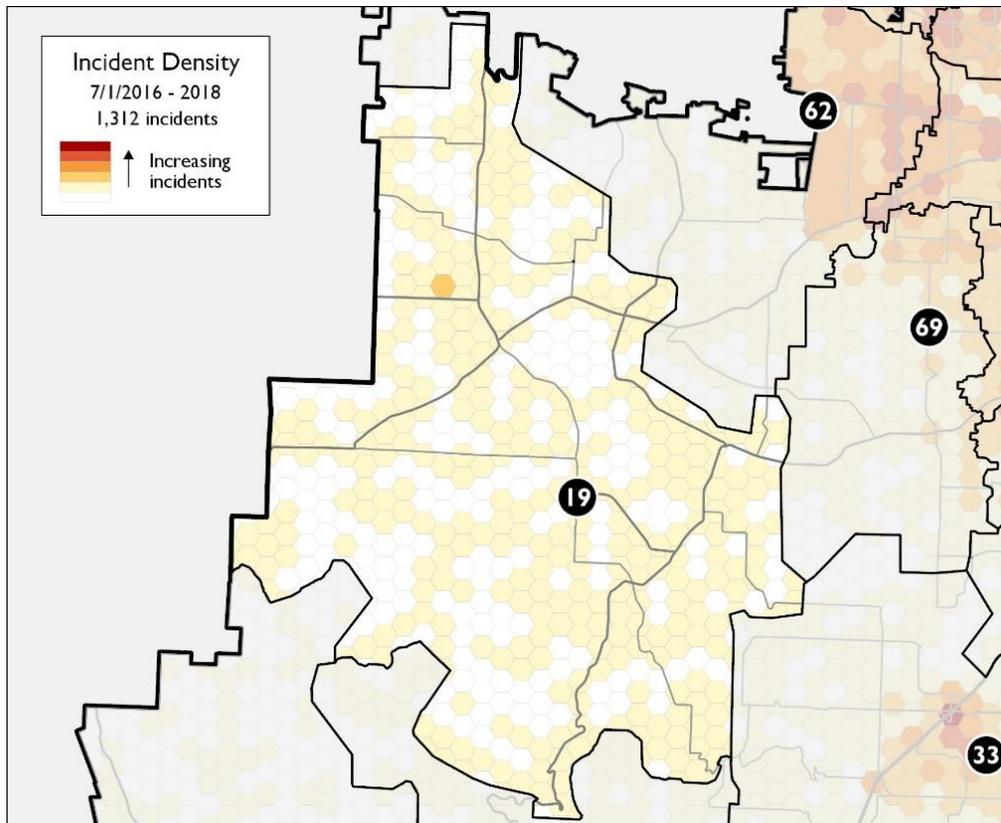


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

Station 19 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/18<sup>1</sup>



Incident Density 7/1/16-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical Station Zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include Washington County Fire District 2 as of July 1, 2016.

## Station 19 – Midway, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10019</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 670,946	\$ 803,799	\$ 823,295	\$ 938,601	\$ 938,601	\$ 938,601
5003	Vacation Taken Union	69,699	115,163	114,820	133,262	133,262	133,262
5005	Sick Leave Taken Union	10,306	11,624	17,910	23,504	23,504	23,504
5007	Personal Leave Taken Union	9,752	13,902	12,102	13,304	13,304	13,304
5016	Vacation Sold at Retirement		251	5,505	4,989	4,989	4,989
5017	PEHP Vac Sold at Retirement			7,688	8,426	8,426	8,426
5020	Deferred Comp Match Union	33,778	42,013	47,459	52,662	52,662	52,662
5101	Vacation Relief	107,008	155,621	118,172	141,910	141,910	141,910
5105	Sick Relief	23,940	18,923	20,028	23,836	23,836	23,836
5106	On the Job Injury Relief	4,405	6,821	2,753	7,206	7,206	7,206
5107	Short Term Disability Relief	558		664	1,109	1,109	1,109
5110	Personal Leave Relief	21,448	21,522	14,807	17,184	17,184	17,184
5115	Vacant Slot Relief	21,994	23,894				
5117	Regular Day Off Relief	17,265	38,028	41,099	38,249	38,249	38,249
5118	Standby Overtime	1,672	1,254	949	1,663	1,663	1,663
5120	Overtime Union	15,231	2,300	10,726	12,750	12,750	12,750
5201	PERS Taxes	206,328	275,062	304,666	372,681	372,681	372,681
5203	FICA/MEDI	72,780	91,576	94,705	108,527	108,527	108,527
5206	Worker's Comp	19,256	16,838	27,235	31,210	31,210	31,210
5208	OR Worker's Benefit Fund Tax	409	494	387	374	374	374
5210	Medical Ins Union	185,741	238,803	242,130	282,528	282,528	282,528
5220	Post Retire Ins Union	6,650	6,600	6,300	7,200	7,200	7,200
5270	Uniform Allowance	3,876	2,107	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,503,042</b>	<b>1,886,594</b>	<b>1,917,000</b>	<b>2,224,775</b>	<b>2,224,775</b>	<b>2,224,775</b>
5300	Office Supplies	118	236	480	480	480	480
5301	Special Department Supplies	2,947	5,789	4,380	4,560	4,560	4,560
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	143		300	200	200	200
5320	EMS Supplies	3,548	5,734	7,000	7,000	7,000	7,000
5321	Fire Fighting Supplies	4,794	6,203	3,000	3,000	3,000	3,000
5325	Protective Clothing	4,445	10,596	3,600	4,200	4,200	4,200
5330	Noncapital Furniture & Equip		1,704	3,954	2,100	2,100	2,100
5350	Apparatus Fuel/Lubricants	5,486	6,710	8,000	8,000	8,000	8,000
5361	M&R Bldg/Bldg Equip & Improv	26,418	15,411	24,915	35,661	35,661	35,661
5365	M&R Firefight Equip	195	585	200	200	200	200
5367	M&R Office Equip	1,129	1,362	1,650	1,650	1,650	1,650
5414	Other Professional Services	903	169	800	250	250	250

Station 19 – Midway, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	19		25	25	25	25
5416 Custodial & Bldg Services	894	1,037	1,075	1,075	1,075	1,075
5432 Natural Gas	8,069	8,480	5,880	6,175	6,175	6,175
5433 Electricity	9,808	10,390	11,550	11,600	11,600	11,600
5436 Garbage	500	506	550	580	580	580
5450 Rental of Equip		354				
5480 Community/Open House/Outreach	407	109	200	200	200	200
5481 Community Education Materials	244	170	750			
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	116	180	600	600	600	600
5575 Laundry/Repair Expense	75	100				
<b>Total Materials and Services</b>	<b>70,294</b>	<b>75,864</b>	<b>79,229</b>	<b>87,876</b>	<b>87,876</b>	<b>87,876</b>
<b>Total General Fund</b>	<b>\$1,573,336</b>	<b>\$1,962,458</b>	<b>\$ 1,996,229</b>	<b>\$2,312,651</b>	<b>\$2,312,651</b>	<b>\$2,312,651</b>



Station Description

**Station 20**, located in downtown Newberg just off Highway 99W, was originally constructed in the 1940s with an extensive remodel in 2012. This 15,500-square-foot station houses a total of **18 full-time personnel**. 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 station zone, 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.

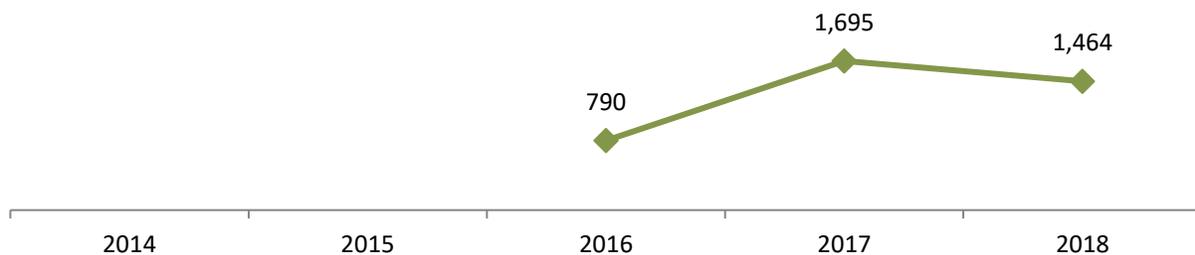
The 29.8 square miles of Station 20’s station zone includes southwest portions of Newberg and a large portion of unincorporated Yamhill County west of the city. Personnel at this station also assist with the management of the District’s wildland program by housing one of three wildland caches (in conjunction with Stations 52 and 62). This equipment is taken when a team is deployed as part of a Yamhill County deployment. **Volunteer Company 320** is also located at Station 20, responding out of **Engine 320**.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,462,890	\$ 2,924,250	\$ 3,089,516	\$ 3,427,831
Materials and Services	98,779	114,902	147,787	150,853
<b>Total Expenditures</b>	<b>\$ 2,561,669</b>	<b>\$ 3,039,152</b>	<b>\$ 3,237,303</b>	<b>\$ 3,578,684</b>

Station 20 Station Zone Incident Count (Calendar Year)<sup>1</sup>



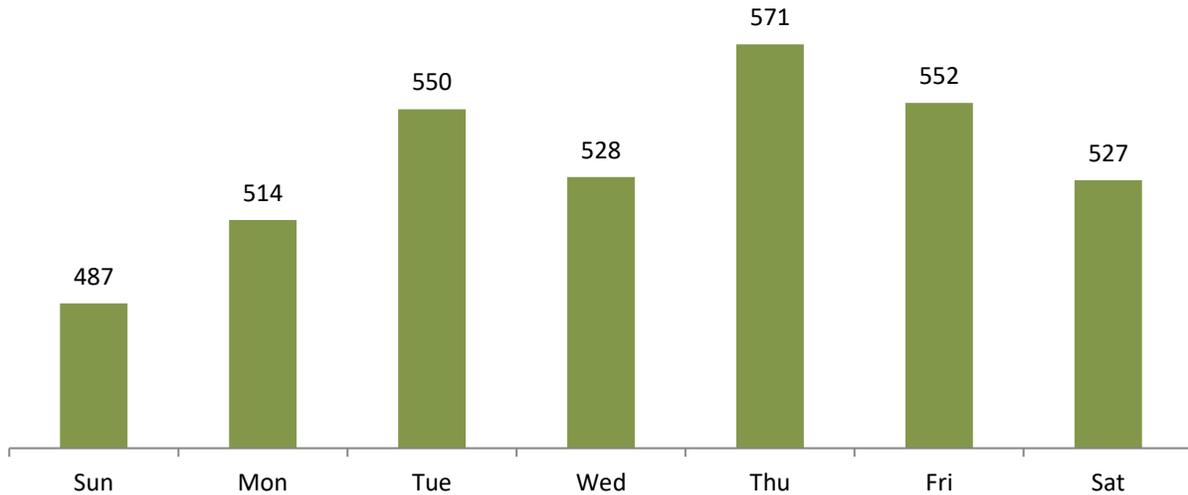
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

## Station 20 – Downtown Newberg, continued

### Station 20 Station Zone Incident Summary (Calendar Year) 7/1/16-12/31/2018<sup>1</sup>

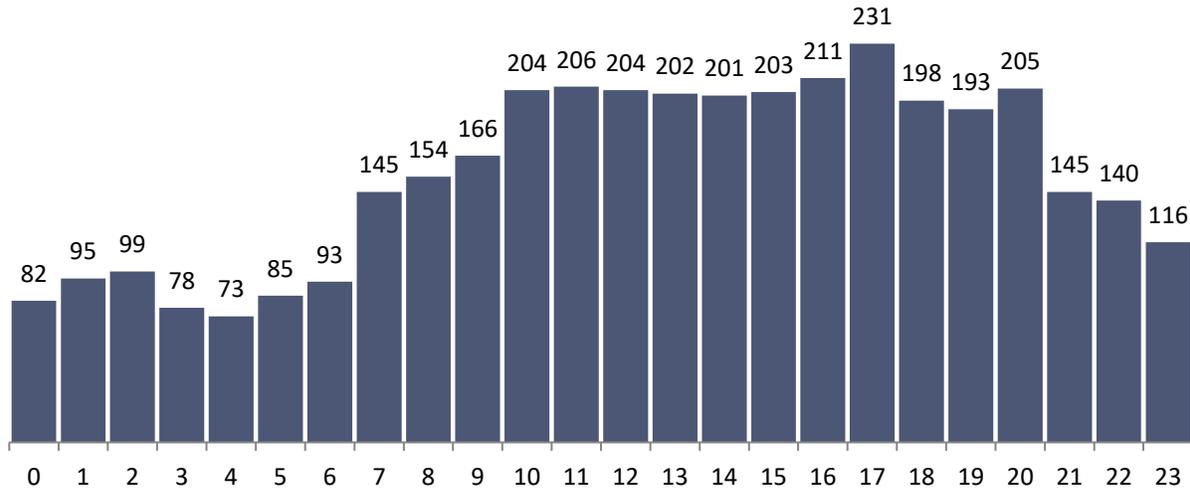
NFIRS Series	2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	72	16	198	46	171	37
Overpressure	0	1	0	1	0	3
EMS/Rescue Call	647	578	1,338	1,182	1,123	1,041
Hazardous Condition	27	27	50	46	14	40
Service Call	30	58	77	133	156	108
Good Intent Call	3	52	10	131	0	116
False Call	0	58	0	152	0	118
Natural Condition	0	0	0	3	0	1
Other Situation	11	0	22	1	0	0
<b>Total</b>	790		1,695		1,464	

### Station 20 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/18<sup>1</sup>

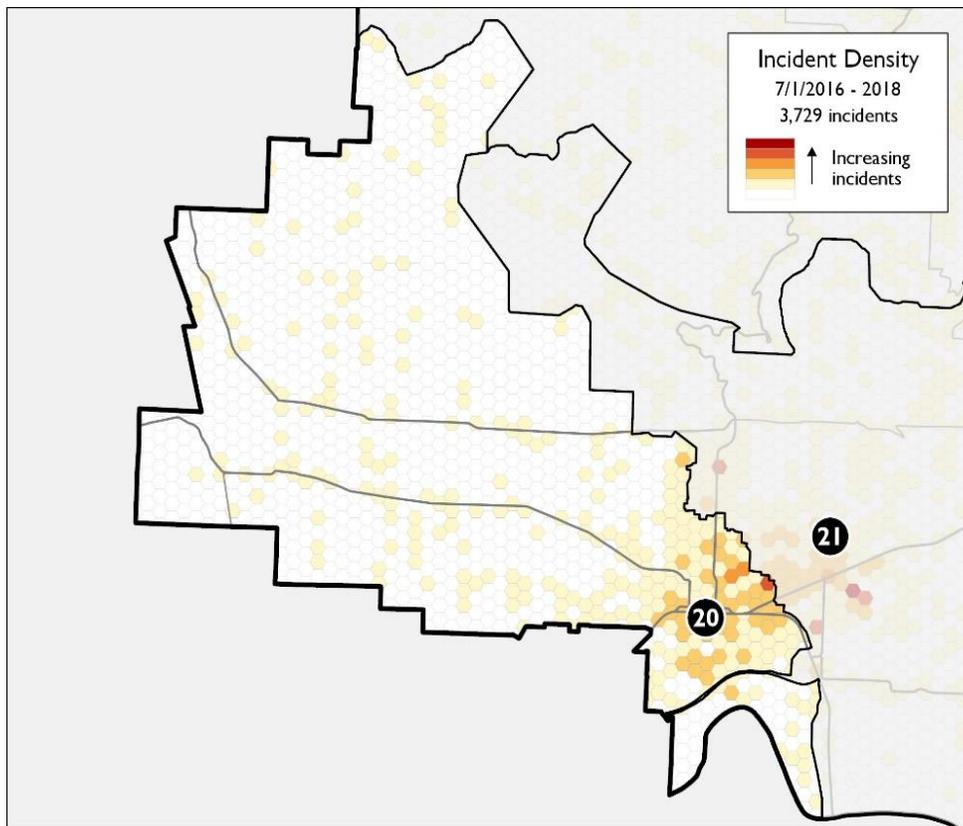


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

Station 20 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/18<sup>1</sup>



Incident Density 7/1/16-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

## Station 20 – Downtown Newberg, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10020 General Fund</b>						
5001 Salaries & Wages Union	\$1,122,708	\$1,264,823	\$ 1,338,157	\$1,458,052	\$1,458,052	\$1,458,052
5003 Vacation Taken Union	105,253	173,831	186,624	207,014	207,014	207,014
5005 Sick Leave Taken Union	23,138	28,562	29,111	36,512	36,512	36,512
5007 Personal Leave Taken Union	18,009	14,962	19,670	20,667	20,667	20,667
5016 Vacation Sold at Retirement			8,759	7,602	7,602	7,602
5017 PEHP Vac Sold at Retirement		1,491	12,233	12,839	12,839	12,839
5020 Deferred Comp Match Union	47,197	65,980	75,511	80,245	80,245	80,245
5101 Vacation Relief	157,576	195,011	188,021	216,240	216,240	216,240
5105 Sick Relief	14,705	38,796	31,865	36,321	36,321	36,321
5106 On the Job Injury Relief	2,170	8,621	4,380	10,981	10,981	10,981
5107 Short Term Disability Relief	5,014		1,057	1,689	1,689	1,689
5110 Personal Leave Relief	10,828	18,848	23,559	26,185	26,185	26,185
5115 Vacant Slot Relief	67,156	48,033				
5117 Regular Day Off Relief	34,137	76,178	65,392	58,283	58,283	58,283
5118 Standby Overtime	1,827	2,152	1,510	2,534	2,534	2,534
5120 Overtime Union	41,457	10,303	17,065	19,428	19,428	19,428
5201 PERS Taxes	322,912	419,466	492,917	576,519	576,519	576,519
5203 FICA/MEDI	120,750	137,694	153,223	167,886	167,886	167,886
5206 Worker's Comp	33,191	31,737	44,064	48,281	48,281	48,281
5208 OR Worker's Benefit Fund Tax	661	747	607	561	561	561
5210 Medical Ins Union	320,657	374,155	380,491	423,792	423,792	423,792
5220 Post Retire Ins Union	8,851	10,051	9,900	10,800	10,800	10,800
5270 Uniform Allowance	4,691	2,812	5,400	5,400	5,400	5,400
<b>Total Personnel Services</b>	<b>2,462,890</b>	<b>2,924,250</b>	<b>3,089,516</b>	<b>3,427,831</b>	<b>3,427,831</b>	<b>3,427,831</b>
5300 Office Supplies	267	530	720	720	720	720
5301 Special Department Supplies	5,433	5,825	5,130	5,700	5,700	5,700
5302 Training Supplies	7	28	100	100	100	100
5305 Fire Extinguisher			100	100	100	100
5307 Smoke Detector Program	194	143	300	200	200	200
5320 EMS Supplies	31,426	33,269	35,000	35,000	35,000	35,000
5321 Fire Fighting Supplies	5,113	4,835	5,500	5,500	5,500	5,500
5325 Protective Clothing	3,932	9,032	5,400	17,120	17,120	17,120
5330 Noncapital Furniture & Equip	276	3,016	3,037	6,020	6,020	6,020
5350 Apparatus Fuel/Lubricants	15,911	16,152	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	14,536	17,363	35,175	20,775	20,775	20,775
5365 M&R Firefight Equip	40		200	750	750	750
5367 M&R Office Equip	1,255	1,790	1,650	1,650	1,650	1,650
5414 Other Professional Services			100	100	100	100
5415 Printing	57		25	25	25	25

Station 20 – Downtown Newberg, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	1,295	1,629	1,695	1,943	1,943	1,943
5432 Natural Gas	5,883	5,967	6,000	6,000	6,000	6,000
5433 Electricity	11,822	13,399	17,000	14,000	14,000	14,000
5434 Water/Sewer			7,980	12,000	12,000	12,000
5436 Garbage	236	41	525	900	900	900
5480 Community/Open House/Outreach	73		200	200	200	200
5481 Community Education Materials	398	817	750	750	750	750
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	488	720	900	900	900	900
5575 Laundry/Repair Expense	100	306	200	300	300	300
<b>Total Materials and Services</b>	<b>98,779</b>	<b>114,902</b>	<b>147,787</b>	<b>150,853</b>	<b>150,853</b>	<b>150,853</b>
<b>Total General Fund</b>	<b>\$2,561,669</b>	<b>\$3,039,152</b>	<b>\$3,237,303</b>	<b>\$3,578,684</b>	<b>\$3,578,684</b>	<b>\$3,578,684</b>



Station Description

**Station 21**, located on the corner of North Springbrook Road and Middlebrook Drive, was constructed in 1999 and includes a half-acre training area and a four-story training tower. This 10,675-square-foot station houses a total of **18 full-time personnel**. 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.

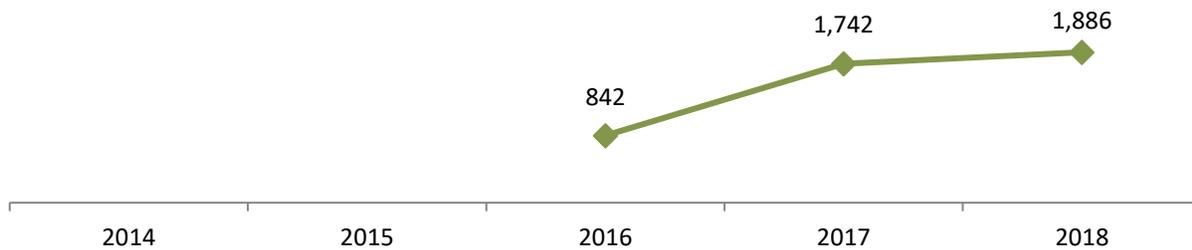
The 28.1 square miles of Station 21’s station zone includes northeast portions of Newberg and unincorporated areas of Yamhill County north of the city into the Chehalem Mountains and east of the city near the Washington County border. One of the District’s **Water Rescue Teams** is housed at Station 21 (in conjunction with Station 59).



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,540,628	\$ 2,992,693	\$ 3,165,339	\$ 3,506,990
Materials and Services	84,269	97,312	146,882	171,045
<b>Total Expenditures</b>	<b>\$ 2,624,897</b>	<b>\$ 3,090,004</b>	<b>\$ 3,312,221</b>	<b>\$ 3,678,035</b>

Station 21 Station Zone Incident Count (Calendar Year)<sup>1</sup>



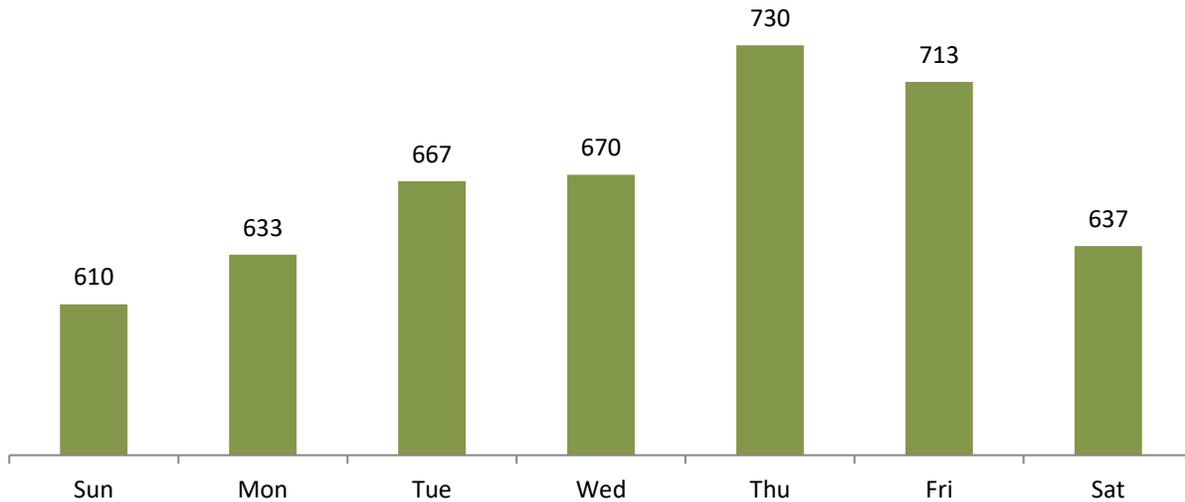
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

## Station 21 – Springbrook, continued

### Station 21 Station Zone Incident Summary (Calendar Year) 7/1/19-12/31/18<sup>1</sup>

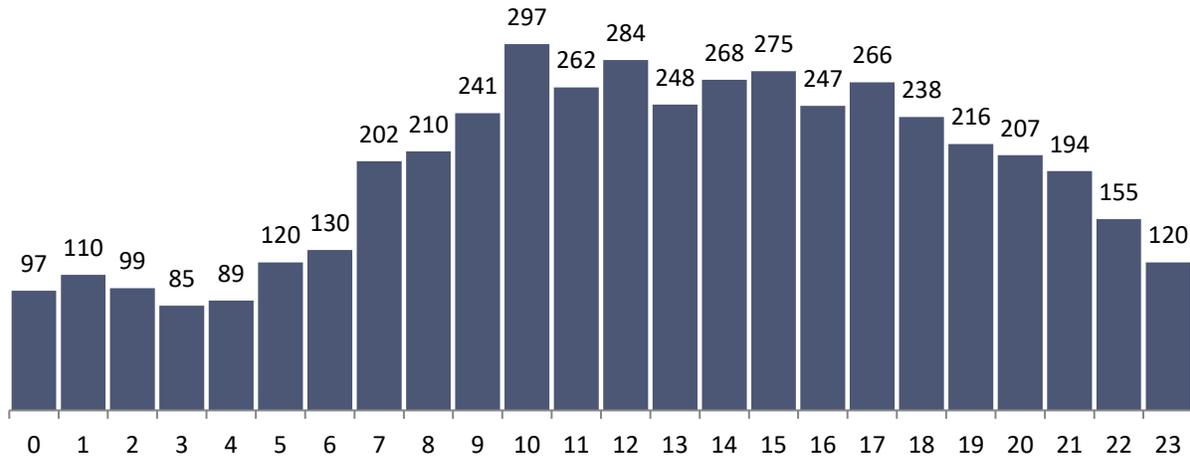
NFIRS Series	2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	68	22	125	36	127	33
Overpressure	0	1	0	1	0	2
EMS/Rescue Call	716	618	1,516	1,347	1,575	1,438
Hazardous Condition	23	28	45	42	7	36
Service Call	15	81	34	150	177	164
Good Intent Call	6	56	9	102	0	136
False Call		36	0	64	0	77
Natural Condition		0	0	0	0	0
Other Situation	14	0	13	0	0	0
<b>Total</b>	<b>842</b>		<b>1,742</b>		<b>1,886</b>	

### Station 21 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/18<sup>1</sup>

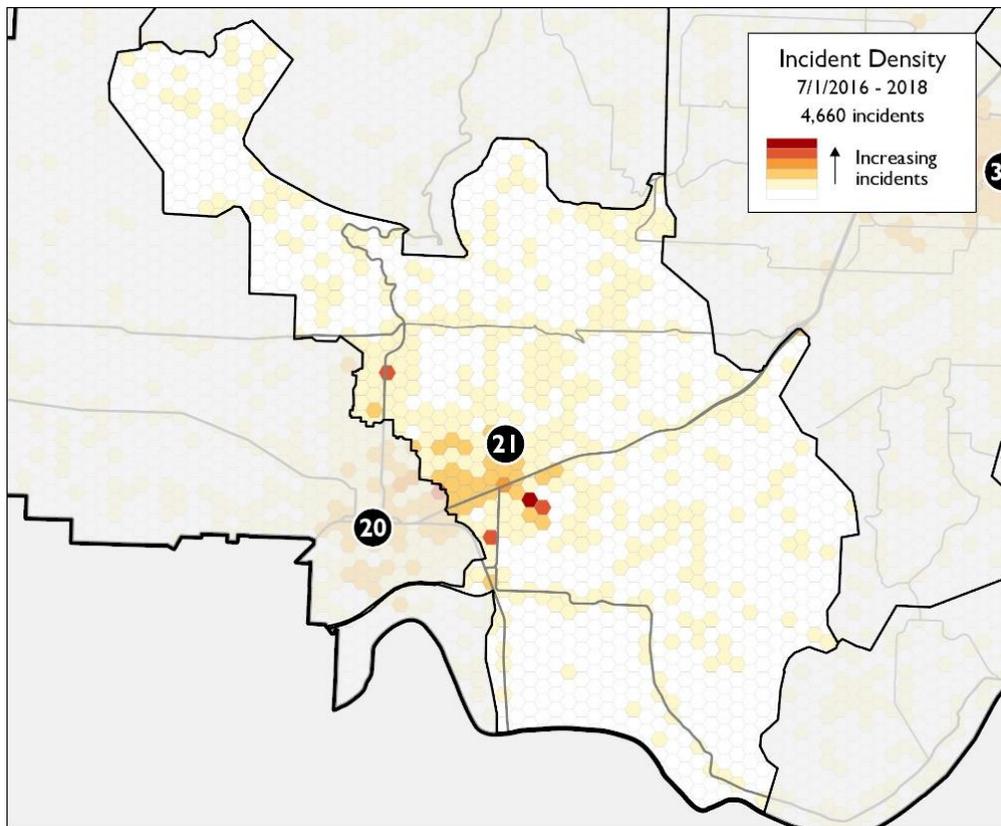


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

Station 21 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/18<sup>1</sup>



Incident Density 7/1/16-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. Incidents include the City of Newberg Fire Department/Newberg Rural Fire Protection District as of July 1, 2016.

## Station 21 – Springbrook, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10021</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$1,167,660	\$1,308,901	\$1,375,495	\$1,496,527	\$1,496,527	\$1,496,527
5003	Vacation Taken Union	119,416	165,439	191,832	212,476	212,476	212,476
5005	Sick Leave Taken Union	23,182	44,692	29,923	37,475	37,475	37,475
5007	Personal Leave Taken Union	15,645	21,676	20,218	21,212	21,212	21,212
5016	Vacation Sold at Retirement		8,214	9,014	7,807	7,807	7,807
5017	PEHP Vac Sold at Retirement			12,588	13,185	13,185	13,185
5020	Deferred Comp Match Union	54,390	64,861	77,706	82,404	82,404	82,404
5101	Vacation Relief	147,500	169,262	193,488	222,057	222,057	222,057
5105	Sick Relief	19,980	40,404	32,792	37,299	37,299	37,299
5106	On the Job Injury Relief	2,188	7,854	4,507	11,276	11,276	11,276
5107	Short Term Disability Relief	846	5,512	1,088	1,735	1,735	1,735
5110	Personal Leave Relief	13,554	34,417	24,244	26,890	26,890	26,890
5115	Vacant Slot Relief	58,022	24,358				
5117	Regular Day Off Relief	35,268	84,707	67,293	59,851	59,851	59,851
5118	Standby Overtime	1,700	1,521	1,554	2,602	2,602	2,602
5120	Overtime Union	44,044	11,826	17,562	19,950	19,950	19,950
5201	PERS Taxes	343,231	436,559	506,795	591,796	591,796	591,796
5203	FICA/MEDI	123,578	141,728	157,537	172,335	172,335	172,335
5206	Worker's Comp	31,813	28,627	45,305	49,560	49,560	49,560
5208	OR Worker's Benefit Fund Tax	671	734	607	561	561	561
5210	Medical Ins Union	324,916	379,781	380,491	423,792	423,792	423,792
5220	Post Retire Ins Union	9,850	10,355	9,900	10,800	10,800	10,800
5270	Uniform Allowance	3,174	1,266	5,400	5,400	5,400	5,400
	<b>Total Personnel Services</b>	<b>2,540,628</b>	<b>2,992,693</b>	<b>3,165,339</b>	<b>3,506,990</b>	<b>3,506,990</b>	<b>3,506,990</b>
5300	Office Supplies	386	618	720	720	720	720
5301	Special Department Supplies	5,518	5,572	5,130	5,400	5,400	5,400
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120			
5307	Smoke Detector Program	45	95	300	200	200	200
5320	EMS Supplies	26,909	26,389	35,000	35,000	35,000	35,000
5321	Fire Fighting Supplies	2,693	954	4,500	4,707	4,707	4,707
5325	Protective Clothing	2,885	4,953	5,400	6,300	6,300	6,300
5330	Noncapital Furniture & Equip	880	2,736	5,222	4,005	4,005	4,005
5350	Apparatus Fuel/Lubricants	11,619	12,936	15,000	15,000	15,000	15,000
5361	M&R Bldg/Bldg Equip & Improv	16,164	24,360	46,175	70,958	70,958	70,958
5365	M&R Firefight Equip	42	49	200	200	200	200
5367	M&R Office Equip	1,479	1,614	1,650	1,650	1,650	1,650
5414	Other Professional Services			100	100	100	100
5415	Printing		19	25	25	25	25

Station 21 – Springbrook, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	804	1,072	1,120	1,330	1,330	1,330
5432 Natural Gas	3,393	3,025	4,500	4,500	4,500	4,500
5433 Electricity	10,337	11,350	12,000	12,000	12,000	12,000
5434 Water/Sewer			5,500	5,000	5,000	5,000
5436 Garbage		550	2,120	2,000	2,000	2,000
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	303	306	500	400	400	400
5500 Dues & Subscriptions	44	40	100	100	100	100
5570 Misc Business Exp	618	625	900	900	900	900
5575 Laundry/Repair Expense	150	50	300	250	250	250
<b>Total Materials and Services</b>	<b>84,269</b>	<b>97,312</b>	<b>146,882</b>	<b>171,045</b>	<b>171,045</b>	<b>171,045</b>
<b>Total General Fund</b>	<b>\$2,624,897</b>	<b>\$3,090,004</b>	<b>\$3,312,221</b>	<b>\$3,678,035</b>	<b>\$3,678,035</b>	<b>\$3,678,035</b>



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**.

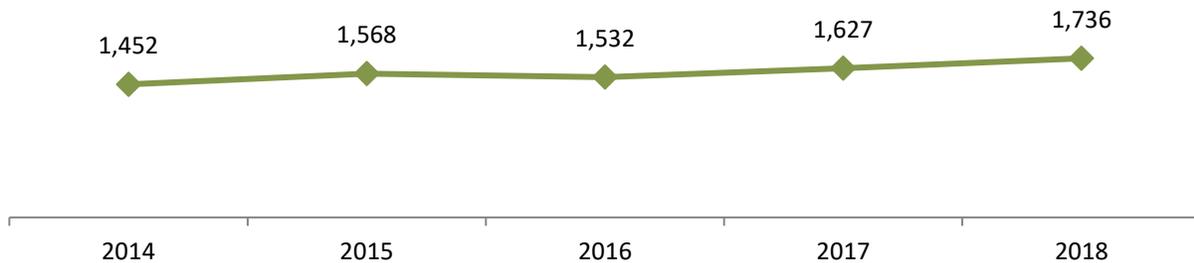
The 27.9 square miles of Station 33’s station zone includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is also located at Station 33, responding out of **Rehab 333** and **Van 333**.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,114,968	\$ 2,185,188	\$ 2,521,160	\$ 2,587,605
Materials and Services	84,392	79,317	85,191	104,093
<b>Total Expenditures</b>	<b>\$ 2,199,359</b>	<b>\$ 2,264,505</b>	<b>\$ 2,606,351</b>	<b>\$ 2,691,698</b>

Station 33 Station Zone Incident Count (Calendar Year)<sup>1</sup>



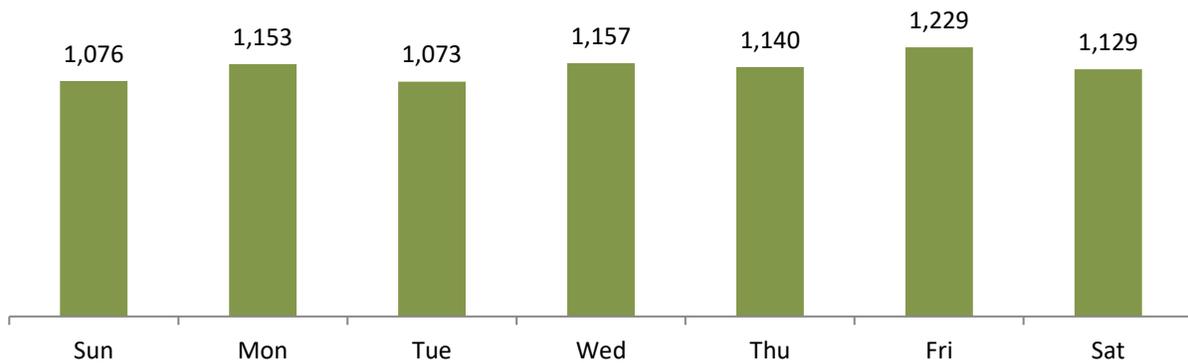
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 33 – Sherwood, continued

Station 33 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

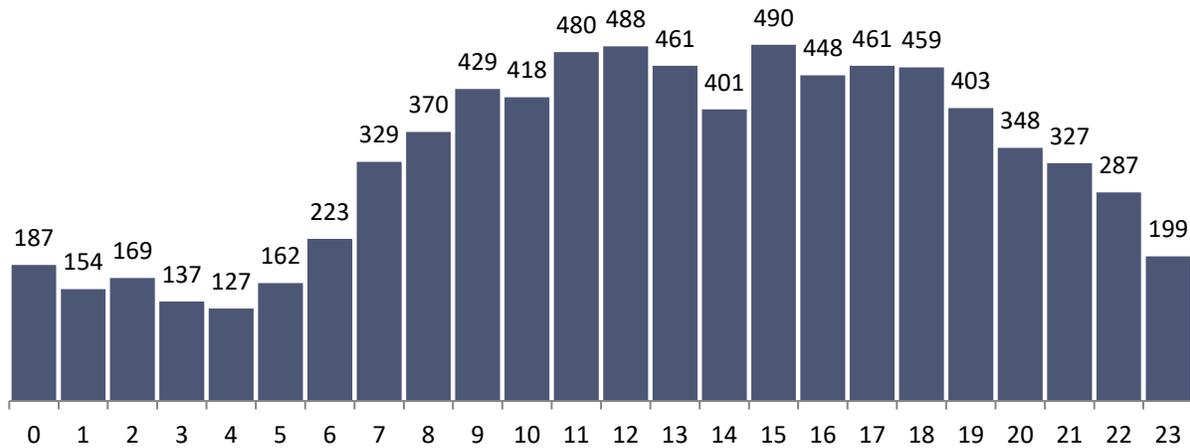
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	175	61	178	50	162	39	163	43	197	53
Overpressure	0	2	0	1	0	2	0	0	0	0
EMS/Rescue Call	1,159	991	1,219	1,079	1,211	1,079	1,295	1,102	1,318	1158
Hazardous Condition	38	47	42	41	44	47	54	71	28	68
Service Call	55	90	91	110	82	108	81	101	193	113
Good Intent Call	10	171	16	198	16	155	15	185	0	223
False Call	0	89	0	88	0	102	0	125	0	121
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	15	1	22	1	17	0	19	0	0	0
<b>Total</b>	<b>1,452</b>		<b>1,568</b>		<b>1,532</b>		<b>1,627</b>		<b>1,736</b>	

Station 33 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

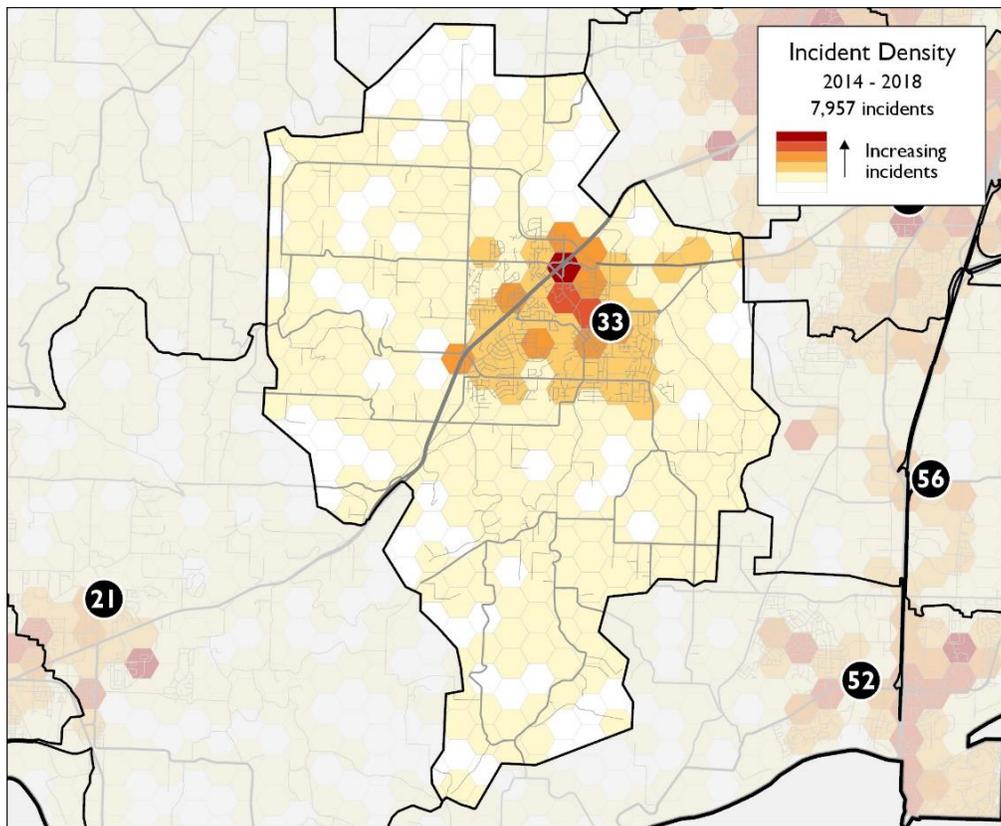


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 33 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 33 – Sherwood, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10033 General Fund</b>						
5001 Salaries & Wages Union	\$ 922,734	\$ 940,885	\$ 1,076,635	\$1,086,774	\$1,086,774	\$1,086,774
5003 Vacation Taken Union	137,944	144,730	150,152	154,300	154,300	154,300
5005 Sick Leave Taken Union	20,335	11,114	23,422	27,214	27,214	27,214
5007 Personal Leave Taken Union	11,947	12,743	15,825	15,404	15,404	15,404
5016 Vacation Sold at Retirement	34,334		7,139	5,733	5,733	5,733
5017 PEHP Vac Sold at Retirement			9,971	9,683	9,683	9,683
5020 Deferred Comp Match Union	49,085	46,678	61,547	60,519	60,519	60,519
5101 Vacation Relief	145,641	183,150	153,253	163,082	163,082	163,082
5105 Sick Relief	31,383	24,812	25,973	27,393	27,393	27,393
5106 On the Job Injury Relief	2,865	4,490	3,570	8,282	8,282	8,282
5107 Short Term Disability Relief	1,186		862	1,274	1,274	1,274
5110 Personal Leave Relief	21,726	21,204	19,203	19,748	19,748	19,748
5115 Vacant Slot Relief	21,903	13,771				
5117 Regular Day Off Relief	11,744	34,668	53,300	43,956	43,956	43,956
5118 Standby Overtime	965	1,673	1,231	1,911	1,911	1,911
5120 Overtime Union	22,904	8,545	13,910	14,652	14,652	14,652
5201 PERS Taxes	295,284	307,540	397,695	430,808	430,808	430,808
5203 FICA/MEDI	98,785	100,669	123,623	125,454	125,454	125,454
5206 Worker's Comp	25,138	27,450	35,552	36,078	36,078	36,078
5207 TriMet/Wilsonville Tax	10,107	10,357	12,341	12,688	12,688	12,688
5208 OR Worker's Benefit Fund Tax	519	528	515	436	436	436
5210 Medical Ins Union	239,923	279,705	322,841	329,616	329,616	329,616
5220 Post Retire Ins Union	7,150	8,300	8,400	8,400	8,400	8,400
5270 Uniform Allowance	1,366	2,175	4,200	4,200	4,200	4,200
<b>Total Personnel Services</b>	<b>2,114,968</b>	<b>2,185,188</b>	<b>2,521,160</b>	<b>2,587,605</b>	<b>2,587,605</b>	<b>2,587,605</b>
5300 Office Supplies	368	192	560	560	560	560
5301 Special Department Supplies	3,628	4,311	3,990	4,200	4,200	4,200
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	146	71	300	200	200	200
5320 EMS Supplies	12,308	15,190	10,300	15,000	15,000	15,000
5321 Fire Fighting Supplies	3,123	3,754	3,500	3,500	3,500	3,500
5325 Protective Clothing	787	1,835	4,200	4,900	4,900	4,900
5330 Noncapital Furniture & Equip		1,624	1,470			
5350 Apparatus Fuel/Lubricants	10,376	15,722	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	28,613	11,571	15,471	30,340	30,340	30,340
5365 M&R Firefight Equip	241	147	200	200	200	200
5366 M&R EMS Equip	64					
5367 M&R Office Equip	1,319	1,221	1,650	1,650	1,650	1,650
5414 Other Professional Services	175	366	300	400	400	400

Station 33 – Sherwood, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	19		25	25	25	25
5416 Custodial & Bldg Services	415	692	725	968	968	968
5432 Natural Gas	2,472	2,091	3,000	3,150	3,150	3,150
5433 Electricity	9,159	9,414	9,800	9,800	9,800	9,800
5434 Water/Sewer	7,931	7,293	9,700	9,700	9,700	9,700
5436 Garbage	1,486	1,610	1,900	2,000	2,000	2,000
5480 Community/Open House/Outreach		83	200	200	200	200
5481 Community Education Materials	408	793	1,200	800	800	800
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	686	489	700	700	700	700
5575 Laundry/Repair Expense	634	808	800	600	600	600
<b>Total Materials and Services</b>	<b>84,392</b>	<b>79,317</b>	<b>85,191</b>	<b>104,093</b>	<b>104,093</b>	<b>104,093</b>
<b>Total General Fund</b>	<b>\$2,199,359</b>	<b>\$2,264,505</b>	<b>\$2,606,351</b>	<b>\$2,691,698</b>	<b>\$2,691,698</b>	<b>\$2,691,698</b>



Station Description

**Station 34**, located on SW 90th Court just off 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.

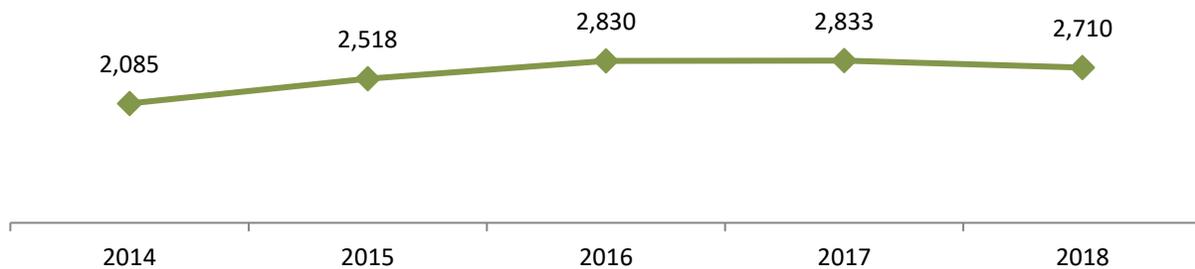
The 7.1 square miles of Station 34’s first-due area includes most of Tualatin, small portions of Durham and Tigard. Half of the District’s **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,295,897	\$ 2,366,246	\$ 2,489,160	\$ 2,558,018
Materials and Services	88,485	91,107	99,317	114,655
<b>Total Expenditures</b>	<b>\$ 2,384,382</b>	<b>\$ 2,457,353</b>	<b>\$ 2,588,477</b>	<b>\$ 2,672,673</b>

Station 34 Station Zone Incident Count (Calendar Year)<sup>1</sup>



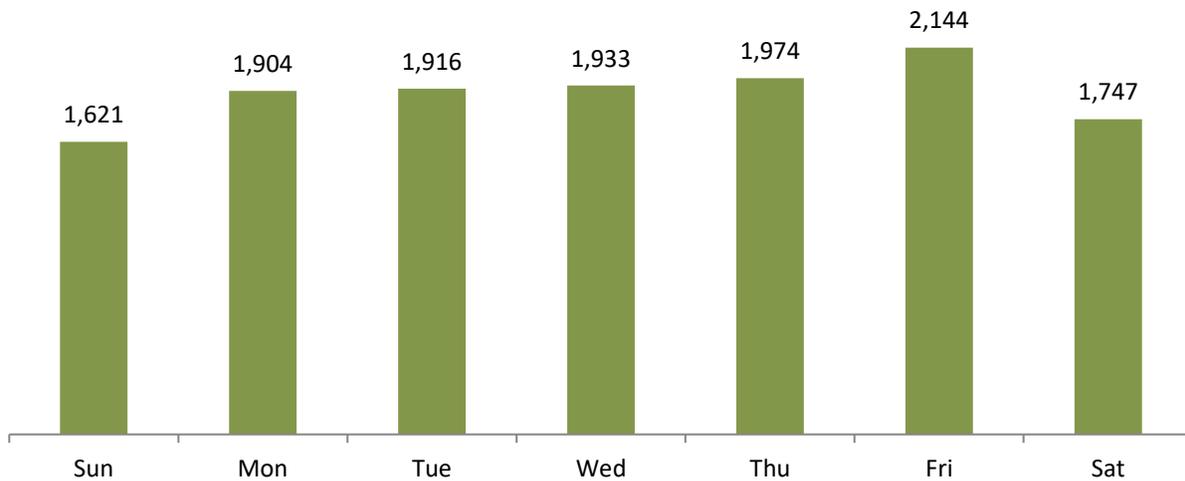
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 34 – Tualatin, continued

### Station 34 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

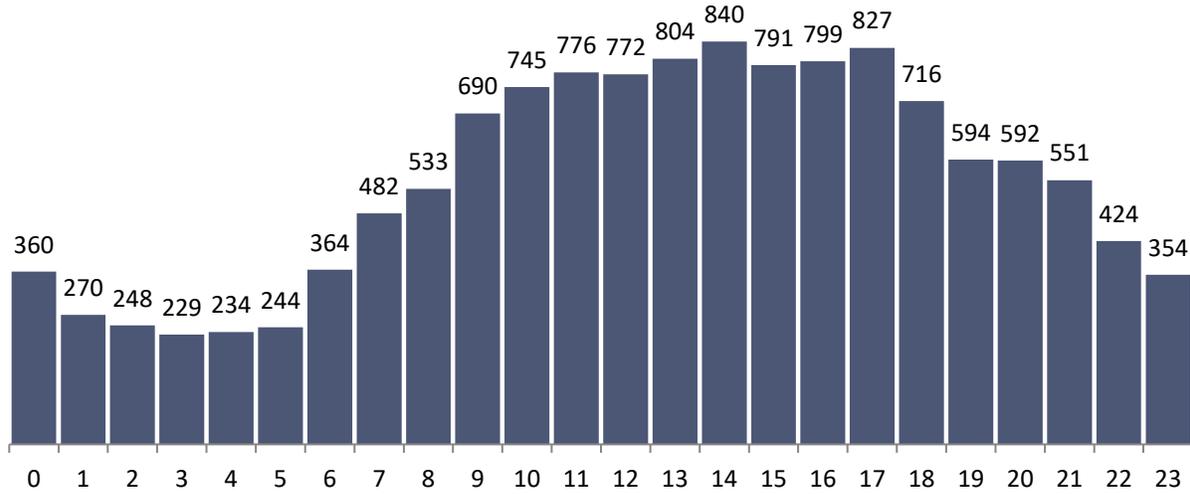
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	291	60	349	81	361	78	309	79	342	72
Overpressure	0	1	0	2	0	4	0	0	0	2
EMS/Rescue Call	1,640	1,283	1,993	1,639	2,308	1,890	2,330	1,939	2,173	1,857
Hazardous Condition	53	89	49	74	71	106	63	111	14	80
Service Call	63	110	70	102	63	110	89	126	181	112
Good Intent Call	9	374	19	420	8	441	16	386	0	383
False Call	0	166	0	200	0	200	0	191	0	204
Natural Condition	0	2	0	0	0	1	0	1	0	0
Other Situation	29	0	38	0	19	0	26	0	0	0
<b>Total</b>	<b>2,085</b>		<b>2,518</b>		<b>2,830</b>		<b>2,833</b>		<b>2,710</b>	

### Station 34 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

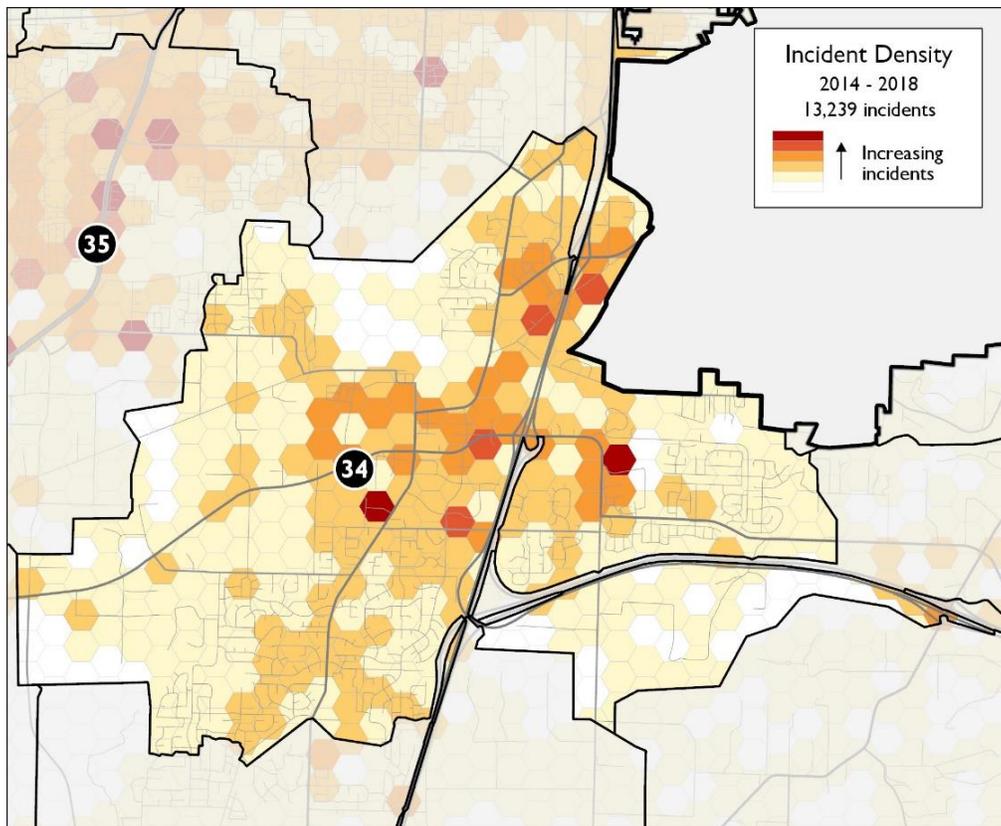


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 34 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 34 – Tualatin, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10034</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 944,436	\$ 979,850	\$ 1,070,528	\$1,082,525	\$1,082,525	\$1,082,525
5003	Vacation Taken Union	140,092	138,563	149,300	153,697	153,697	153,697
5005	Sick Leave Taken Union	25,043	14,432	23,289	27,108	27,108	27,108
5007	Personal Leave Taken Union	11,865	10,093	15,736	15,344	15,344	15,344
5016	Vacation Sold at Retirement			7,165	5,754	5,754	5,754
5017	PEHP Vac Sold at Retirement	45,017	2,048	10,007	9,718	9,718	9,718
5020	Deferred Comp Match Union	53,582	51,361	61,769	60,737	60,737	60,737
5101	Vacation Relief	170,126	210,338	153,805	163,670	163,670	163,670
5105	Sick Relief	24,094	36,271	26,067	27,491	27,491	27,491
5106	On the Job Injury Relief	2,001	13,438	3,583	8,311	8,311	8,311
5107	Short Term Disability Relief	2,363		865	1,279	1,279	1,279
5110	Personal Leave Relief	18,860	30,315	19,272	19,819	19,819	19,819
5115	Vacant Slot Relief	55,782	28,099				
5117	Regular Day Off Relief	41,729	63,498	53,492	44,114	44,114	44,114
5118	Standby Overtime	1,461	931	1,235	1,918	1,918	1,918
5120	Overtime Union	41,582	5,881	13,960	14,705	14,705	14,705
5201	PERS Taxes	312,373	347,908	396,239	429,827	429,827	429,827
5203	FICA/MEDI	107,668	112,671	123,170	125,169	125,169	125,169
5206	Worker's Comp	29,303	25,602	35,422	35,996	35,996	35,996
5207	TriMet/Wilsonville Tax	10,811	11,419	12,296	12,659	12,659	12,659
5208	OR Worker's Benefit Fund Tax	557	562	479	405	405	405
5210	Medical Ins Union	247,834	271,807	299,781	306,072	306,072	306,072
5220	Post Retire Ins Union	7,350	8,700	7,800	7,800	7,800	7,800
5270	Uniform Allowance	1,971	2,458	3,900	3,900	3,900	3,900
	<b>Total Personnel Services</b>	<b>2,295,897</b>	<b>2,366,246</b>	<b>2,489,160</b>	<b>2,558,018</b>	<b>2,558,018</b>	<b>2,558,018</b>
5300	Office Supplies	342	541	520	520	520	520
5301	Special Department Supplies	4,895	3,749	3,705	3,900	3,900	3,900
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	475	119	300	200	200	200
5311	Haz Mat Response Materials		52				
5320	EMS Supplies	12,854	15,196	20,000	16,000	16,000	16,000
5321	Fire Fighting Supplies	2,075	3,106	3,250	3,250	3,250	3,250
5325	Protective Clothing	11,648	2,988	3,900	4,550	4,550	4,550
5330	Noncapital Furniture & Equip			1,653	1,130	1,130	1,130
5350	Apparatus Fuel/Lubricants	8,891	8,215	13,000	13,000	13,000	13,000
5361	M&R Bldg/Bldg Equip & Improv	15,891	27,939	18,337	37,971	37,971	37,971
5365	M&R Firefight Equip	153	147	200	200	200	200
5367	M&R Office Equip	1,771	1,631	1,650	1,650	1,650	1,650

Station 34 – Tualatin, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5414 Other Professional Services	317	575	300	500	500	500
5415 Printing	19	19	25	25	25	25
5416 Custodial & Bldg Services	422	737	770	770	770	770
5432 Natural Gas	4,477	3,373	5,355	5,100	5,100	5,100
5433 Electricity	12,269	11,910	13,367	12,800	12,800	12,800
5434 Water/Sewer	7,920	7,330	8,530	8,530	8,530	8,530
5436 Garbage	2,145	1,998	2,081	2,185	2,185	2,185
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	1,017	717	750	750	750	750
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	442	335	650	650	650	650
5575 Laundry/Repair Expense	425	389	454	454	454	454
<b>Total Materials and Services</b>	<b>88,485</b>	<b>91,107</b>	<b>99,317</b>	<b>114,655</b>	<b>114,655</b>	<b>114,655</b>
<b>Total General Fund</b>	<b>\$2,384,382</b>	<b>\$2,457,353</b>	<b>\$2,588,477</b>	<b>\$2,672,673</b>	<b>\$2,672,673</b>	<b>\$2,672,673</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**.

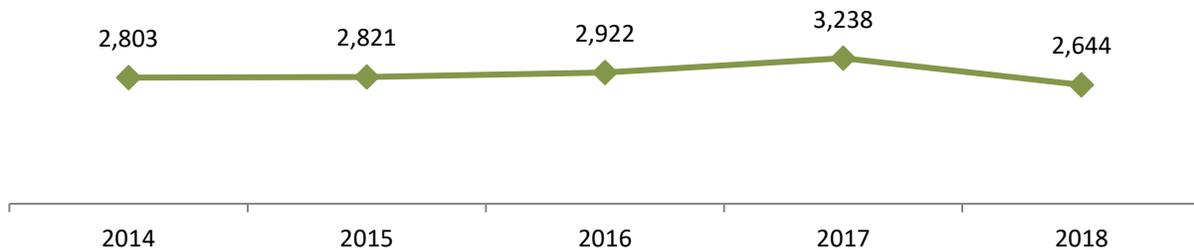
The 6.3 square miles of Station 35’s station zone includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a portion of northwest Tualatin.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,645,486	\$ 2,868,230	\$ 3,247,217	\$ 3,331,413
Materials and Services	190,630	136,713	104,097	104,480
<b>Total Expenditures</b>	<b>\$ 2,836,116</b>	<b>\$ 3,004,943</b>	<b>\$ 3,351,314</b>	<b>\$ 3,435,893</b>

Station 35 Station Zone Incident Count (Calendar Year)<sup>1</sup>



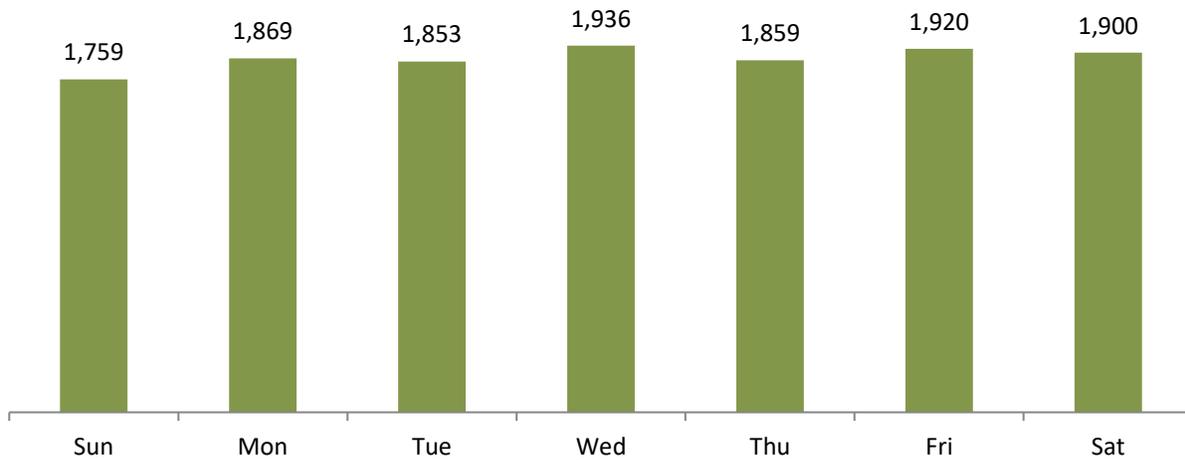
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 35 – King City, continued

Station 35 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

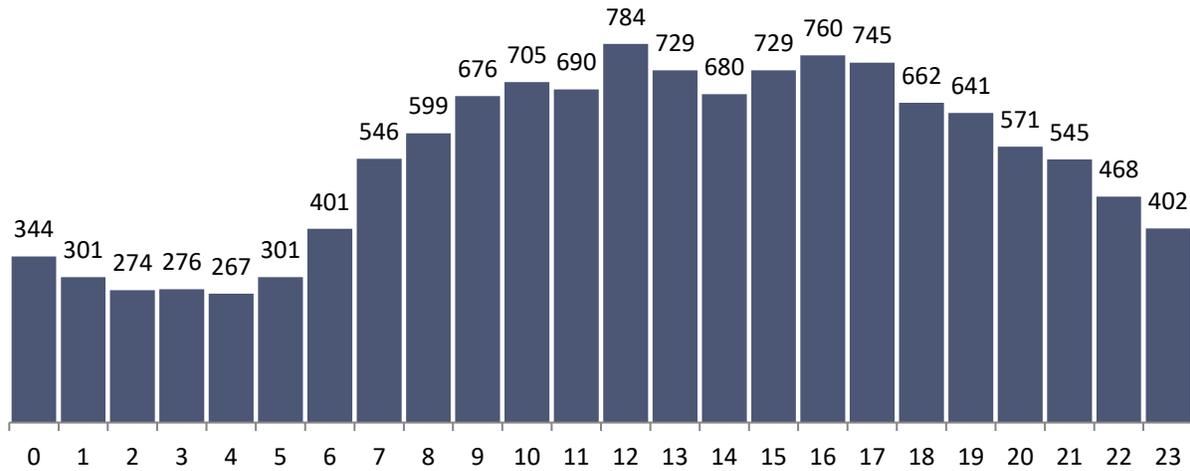
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	147	40	154	48	192	60	195	58	161	52
Overpressure	0	3	0	0	0	1	0	1	0	1
EMS/Rescue Call	2,516	1,898	2,513	1,989	2,587	2,077	2,872	2,304	2,130	1,869
Hazardous Condition	33	46	40	57	37	44	51	69	12	25
Service Call	71	302	84	281	68	320	93	342	341	275
Good Intent Call	8	391	5	300	9	292	7	308	0	280
False Call	0	121	0	145	0	126	0	155	0	142
Natural Condition	0	1	0	0	0	0	0	1	0	0
Other Situation	28	1	25	1	29	2	20	0	0	0
<b>Total</b>	2,803		2,821		2,922		3,238		2,644	

Station 35 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

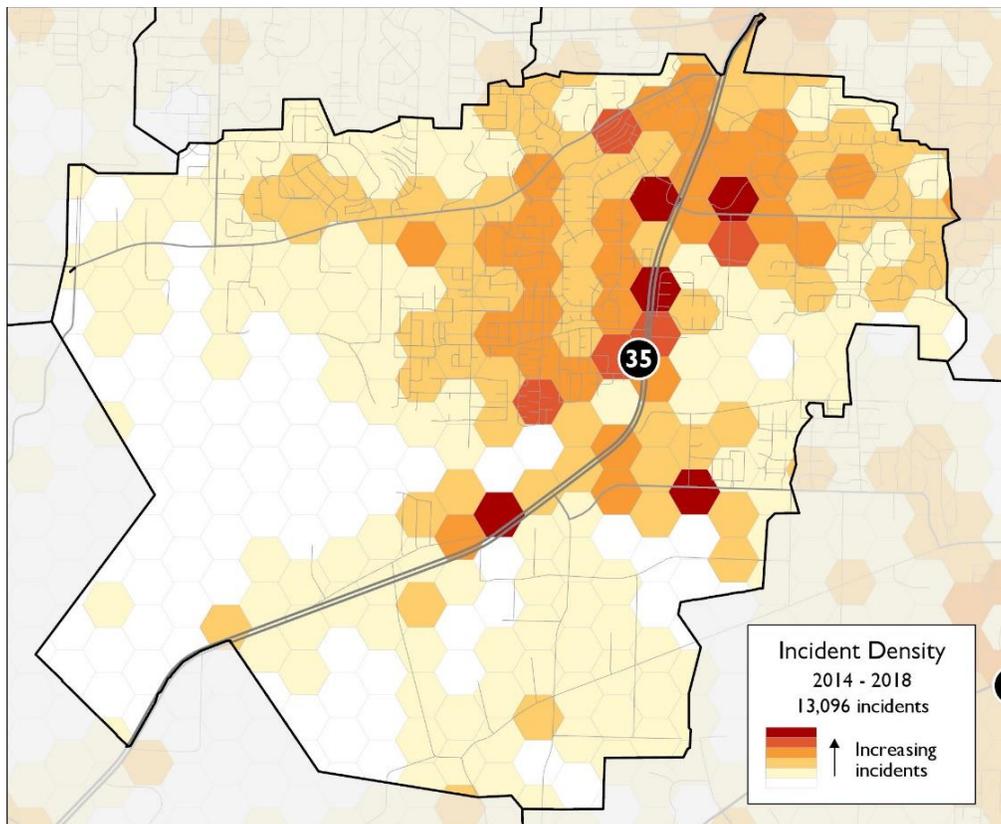


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 35 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 35 – King City, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10035 General Fund</b>						
5001 Salaries & Wages Union	\$1,184,536	\$1,210,897	\$1,390,991	\$1,403,246	\$1,403,246	\$1,403,246
5003 Vacation Taken Union	136,012	152,186	193,993	199,232	199,232	199,232
5005 Sick Leave Taken Union	30,985	41,442	30,260	35,139	35,139	35,139
5007 Personal Leave Taken Union	14,144	18,594	20,446	19,890	19,890	19,890
5016 Vacation Sold at Retirement			9,104	7,311	7,311	7,311
5017 PEHP Vac Sold at Retirement			12,714	12,347	12,347	12,347
5020 Deferred Comp Match Union	53,922	62,774	78,482	77,170	77,170	77,170
5101 Vacation Relief	159,005	193,166	195,419	207,953	207,953	207,953
5105 Sick Relief	26,413	43,446	33,119	34,930	34,930	34,930
5106 On the Job Injury Relief	3,810	10,070	4,552	10,560	10,560	10,560
5107 Short Term Disability Relief	2,602	2,452	1,099	1,625	1,625	1,625
5110 Personal Leave Relief	36,728	30,330	24,486	25,182	25,182	25,182
5115 Vacant Slot Relief	55,855	27,612				
5117 Regular Day Off Relief	34,624	60,435	67,965	56,050	56,050	56,050
5118 Standby Overtime	1,759	1,015	1,570	2,437	2,437	2,437
5120 Overtime Union	26,825	28,310	17,737	18,683	18,683	18,683
5201 PERS Taxes	348,506	401,790	512,365	554,758	554,758	554,758
5203 FICA/MEDI	127,346	135,418	159,268	161,549	161,549	161,549
5206 Worker's Comp	39,112	32,951	45,803	46,459	46,459	46,459
5207 TriMet/Wilsonville Tax	12,488	13,453	15,900	16,339	16,339	16,339
5208 OR Worker's Benefit Fund Tax	755	747	663	561	561	561
5210 Medical Ins Union	336,898	385,983	415,081	423,792	423,792	423,792
5220 Post Retire Ins Union	9,500	12,200	10,800	10,800	10,800	10,800
5270 Uniform Allowance	3,659	2,958	5,400	5,400	5,400	5,400
<b>Total Personnel Services</b>	<b>2,645,486</b>	<b>2,868,230</b>	<b>3,247,217</b>	<b>3,331,413</b>	<b>3,331,413</b>	<b>3,331,413</b>
5300 Office Supplies	501	201	720	720	720	720
5301 Special Department Supplies	5,953	5,574	5,130	5,400	5,400	5,400
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	631	766	300	600	600	600
5320 EMS Supplies	25,767	25,119	27,000	27,000	27,000	27,000
5321 Fire Fighting Supplies	2,453	1,962	4,500	4,500	4,500	4,500
5325 Protective Clothing	10,631	3,909	5,400	6,300	6,300	6,300
5330 Noncapital Furniture & Equip	500	510				
5350 Apparatus Fuel/Lubricants	12,548	16,452	14,000	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	105,817	60,104	19,926	16,486	16,486	16,486
5365 M&R Firefight Equip	186	49	200	200	200	200
5367 M&R Office Equip	1,271	1,345	1,650	1,650	1,650	1,650
5414 Other Professional Services	471	347	400	450	450	450

Station 35 – King City, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing		19	25	25	25	25
5416 Custodial & Bldg Services	243	546	642	926	926	926
5432 Natural Gas	3,467	3,052	3,713	3,713	3,713	3,713
5433 Electricity	7,960	7,952	9,282	8,840	8,840	8,840
5434 Water/Sewer	7,158	6,412	6,000	6,300	6,300	6,300
5436 Garbage	3,206	1,600	2,839	2,500	2,500	2,500
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	744	50	300	300	300	300
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	648	347	900	900	900	900
5575 Laundry/Repair Expense	443	357	650	650	650	650
<b>Total Materials and Services</b>	<b>190,630</b>	<b>136,713</b>	<b>104,097</b>	<b>104,480</b>	<b>104,480</b>	<b>104,480</b>
<b>Total General Fund</b>	<b>\$2,836,116</b>	<b>\$3,004,943</b>	<b>\$3,351,314</b>	<b>\$3,435,893</b>	<b>\$3,435,893</b>	<b>\$3,435,893</b>



**Station Description**

This new station is in construction with an expected opening in the winter of 2020. The budget for 2019-20 reflects the expected purchase of stand-up supplies and furnishings in advance of station opening.

The 1.9 square miles of Station 39’s station zone includes most of Durham, small portions of Tigard and Tualatin, all of Rivergrove, and a small area of unincorporated Clackamas County. Station 39 will have a Community Room that is used 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services				\$ 1,187,830
Materials and Services			\$ 74,515	103,555
<b>Total Expenditures</b>			<b>\$ 74,515</b>	<b>\$ 1,291,385</b>

## Station 39 – McEwan Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10039 General Fund</b>						
5001 Salaries & Wages Union				\$ 503,980	\$ 503,980	\$ 503,980
5003 Vacation Taken Union				71,555	71,555	71,555
5005 Sick Leave Taken Union				12,620	12,620	12,620
5007 Personal Leave Taken Union				7,144	7,144	7,144
5016 Vacation Sold at Retirement				2,679	2,679	2,679
5017 PEHP Vac Sold at Retirement				4,524	4,524	4,524
5020 Deferred Comp Match Union				28,277	28,277	28,277
5101 Vacation Relief				76,198	76,198	76,198
5105 Sick Relief				12,799	12,799	12,799
5106 On the Job Injury Relief				3,869	3,869	3,869
5107 Short Term Disability Relief				595	595	595
5110 Personal Leave Relief				9,227	9,227	9,227
5117 Regular Day Off Relief				20,538	20,538	20,538
5118 Standby Overtime				893	893	893
5120 Overtime Union				6,846	6,846	6,846
5201 PERS Taxes				200,110	200,110	200,110
5203 FICA/MEDI				58,273	58,273	58,273
5206 Worker's Comp				16,758	16,758	16,758
5207 TriMet/Wilsonville Tax				5,894	5,894	5,894
5208 OR Worker's Benefit Fund Tax				187	187	187
5210 Medical Ins Union				141,264	141,264	141,264
5220 Post Retire Ins Union				3,600	3,600	3,600
<b>Total Personnel Services</b>				<b>1,187,830</b>	<b>1,187,830</b>	<b>1,187,830</b>
5300 Office Supplies			1,000	1,000	1,000	1,000
5301 Special Department Supplies			10,000	10,000	10,000	10,000
5320 EMS Supplies			11,500	11,500	11,500	11,500
5330 Noncapital Furniture & Equip			30,000	30,000	30,000	30,000
5350 Apparatus Fuel/Lubricants				5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv			20,215	21,115	21,115	21,115
5367 M&R Office Equip				1,650	1,650	1,650
5416 Custodial & Bldg Services			1,600	2,050	2,050	2,050
5432 Natural Gas				3,090	3,090	3,090
5433 Electricity				7,800	7,800	7,800
5434 Water/Sewer				3,750	3,750	3,750
5436 Garbage				800	800	800
5480 Community/Open House/Outreach				4,000	4,000	4,000
5481 Community Education Materials				500	500	500
5500 Dues & Subscriptions			200	300	300	300
5570 Misc Business Exp				300	300	300
5575 Laundry/Repair Expense				700	700	700
<b>Total Materials and Services</b>			<b>74,515</b>	<b>103,555</b>	<b>103,555</b>	<b>103,555</b>
<b>Total General Fund</b>			<b>\$ 74,515</b>	<b>\$1,291,385</b>	<b>\$1,291,385</b>	<b>\$1,291,385</b>

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.

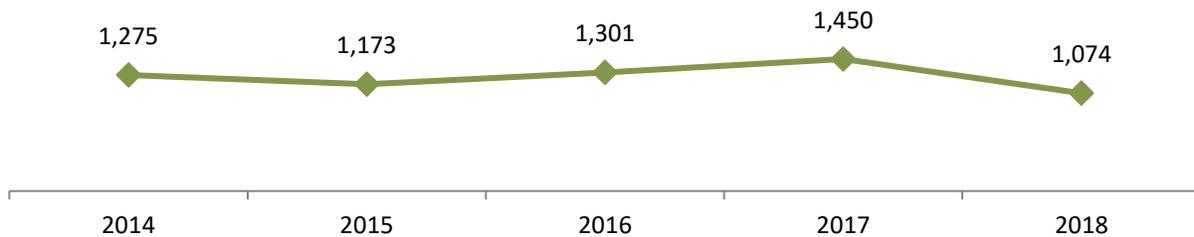
The 4.6 square miles of Station 50’s station zone includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 350** is also located at Station 50, responding out of **Rehab 350, Squad 350, and Van 350**.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,987,665	\$ 2,136,121	\$ 2,221,463	\$ 2,281,622
Materials and Services	75,753	90,097	95,364	83,233
<b>Total Expenditures</b>	<b>\$ 2,063,418</b>	<b>\$ 2,226,217</b>	<b>\$ 2,316,827</b>	<b>\$ 2,364,855</b>

Station 50 Station Zone Incident Count (Calendar Year) <sup>1</sup>



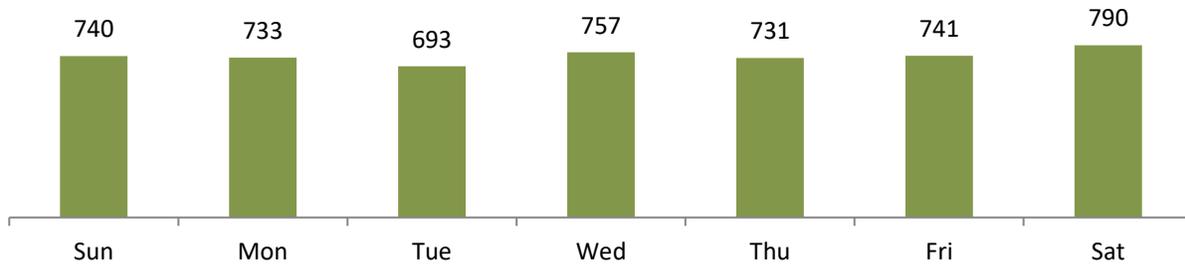
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 50 – Walnut, continued

Station 50 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

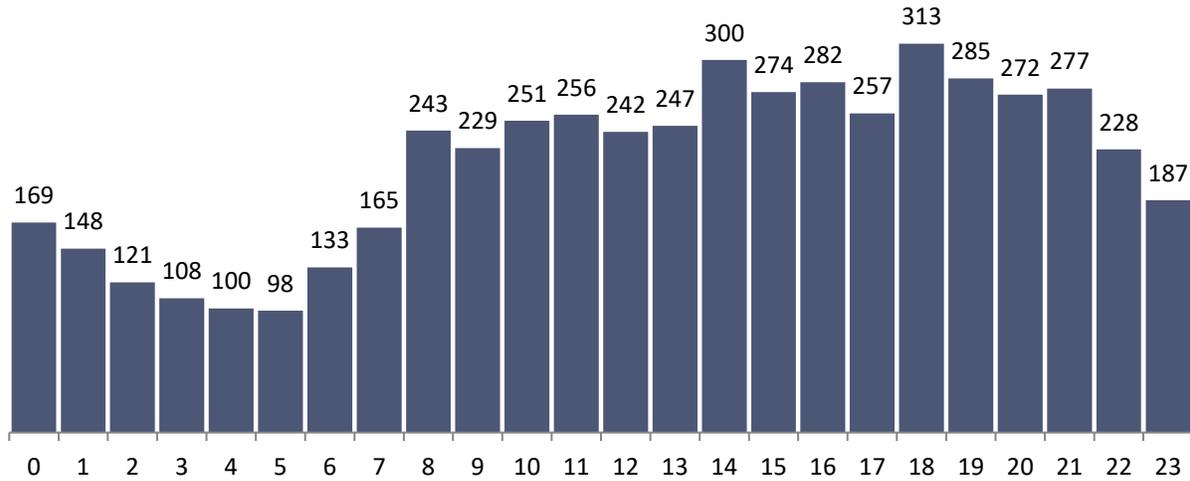
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	92	31	117	48	113	43	118	46	91	35
Overpressure	0	3	0	1	0	2	0	0	0	1
EMS/Rescue Call	1,085	870	930	780	1,059	854	1,183	952	850	722
Hazardous Condition	15	30	26	35	28	30	41	39	13	24
Service Call	66	97	74	82	79	111	85	121	120	83
Good Intent Call	6	175	9	138	9	175	5	196	0	139
False Call	0	67	0	88	0	86	0	95	0	70
Natural Condition	0	1	0	1	0	0	0	1	0	0
Other Situation	11	1	17	0	13	0	18	0	0	0
<b>Total</b>	<b>1,275</b>		<b>1,173</b>		<b>1,301</b>		<b>1,450</b>		<b>1,074</b>	

Station 50 Stations Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

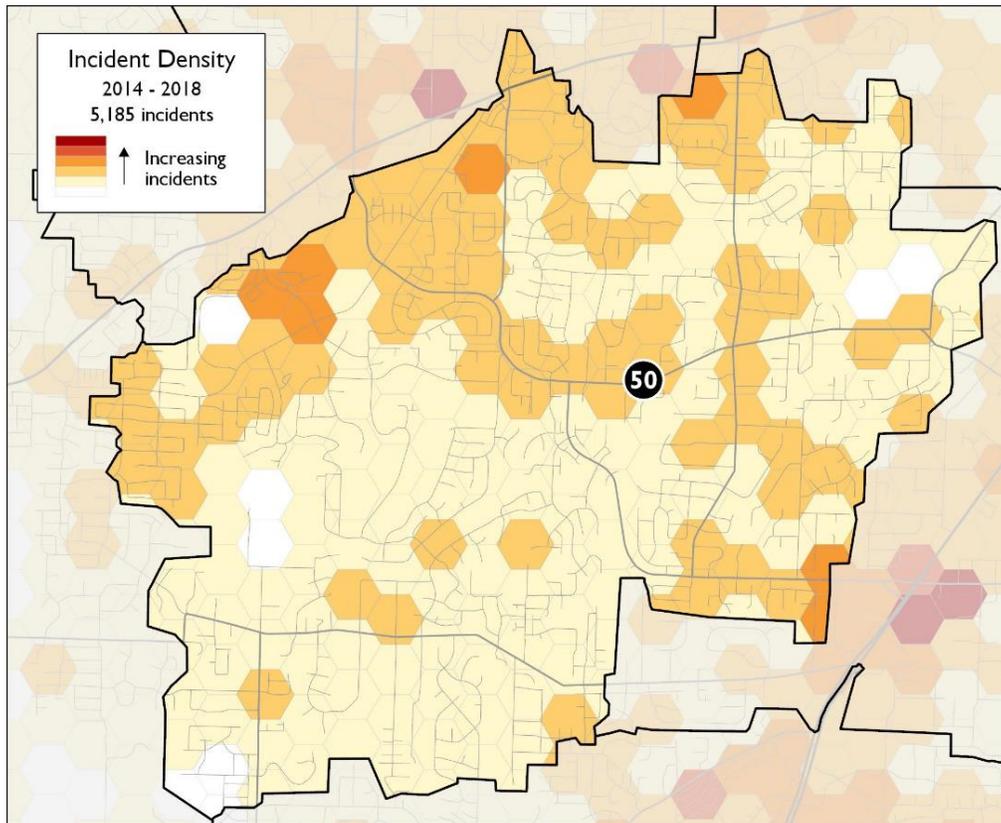


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 50 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 50 – Walnut, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10050</b>	<b>General Fund</b>						
5001	Salaries & Wages Union	\$ 867,803	\$ 904,980	\$ 951,082	\$ 960,992	\$ 960,992	\$ 960,992
5003	Vacation Taken Union	126,132	146,630	132,641	136,441	136,441	136,441
5005	Sick Leave Taken Union	12,843	10,937	20,690	24,065	24,065	24,065
5007	Personal Leave Taken Union	5,584	6,567	13,980	13,621	13,621	13,621
5016	Vacation Sold at Retirement			6,354	5,103	5,103	5,103
5017	PEHP Vac Sold at Retirement	3,682	3,756	8,874	8,618	8,618	8,618
5020	Deferred Comp Match Union	47,892	53,353	54,777	53,861	53,861	53,861
5101	Vacation Relief	158,151	183,199	136,394	145,142	145,142	145,142
5105	Sick Relief	42,575	35,732	23,116	24,379	24,379	24,379
5106	On the Job Injury Relief	3,944	14,851	3,177	7,370	7,370	7,370
5107	Short Term Disability Relief	1,213		767	1,134	1,134	1,134
5110	Personal Leave Relief	18,245	18,080	17,090	17,576	17,576	17,576
5115	Vacant Slot Relief	26,563	9,572				
5117	Regular Day Off Relief	15,136	24,560	47,436	39,120	39,120	39,120
5118	Standby Overtime	1,175	1,107	1,096	1,701	1,701	1,701
5120	Overtime Union	16,006	7,826	12,379	13,040	13,040	13,040
5201	PERS Taxes	277,020	309,744	351,887	381,483	381,483	381,483
5203	FICA/MEDI	94,653	100,373	109,384	111,091	111,091	111,091
5206	Worker's Comp	25,280	23,982	31,457	31,948	31,948	31,948
5207	TriMet/Wilsonville Tax	9,484	10,119	10,920	11,235	11,235	11,235
5208	OR Worker's Benefit Fund Tax	509	517	442	374	374	374
5210	Medical Ins Union	225,128	259,581	276,720	282,528	282,528	282,528
5220	Post Retire Ins Union	6,700	7,201	7,200	7,200	7,200	7,200
5270	Uniform Allowance	1,947	3,454	3,600	3,600	3,600	3,600
	<b>Total Personnel Services</b>	<b>1,987,665</b>	<b>2,136,121</b>	<b>2,221,463</b>	<b>2,281,622</b>	<b>2,281,622</b>	<b>2,281,622</b>
5300	Office Supplies	170	284	480	480	480	480
5301	Special Department Supplies	3,811	4,341	3,420	3,600	3,600	3,600
5302	Training Supplies			100	100	100	100
5305	Fire Extinguisher			120	120	120	120
5307	Smoke Detector Program	68	95	300	200	200	200
5320	EMS Supplies	7,146	8,538	11,000	10,000	10,000	10,000
5321	Fire Fighting Supplies	1,029	2,108	3,414	3,000	3,000	3,000
5325	Protective Clothing	3,171	3,398	3,600	4,200	4,200	4,200
5330	Noncapital Furniture & Equip	128					
5350	Apparatus Fuel/Lubricants	8,135	11,326	14,000	1,420	1,420	1,420
5361	M&R Bldg/Bldg Equip & Improv	17,798	23,426	21,350	22,129	22,129	22,129
5365	M&R Firefight Equip	49	93	200	200	200	200
5367	M&R Office Equip	1,367	1,362	1,650	1,650	1,650	1,650

Station 50 – Walnut, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5414 Other Professional Services	239	355	300	400	400	400
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	738	1,158	1,205	1,205	1,205	1,205
5432 Natural Gas	3,068	2,670	3,200	3,200	3,200	3,200
5433 Electricity	13,862	13,664	14,000	14,000	14,000	14,000
5434 Water/Sewer	12,070	13,848	13,000	14,000	14,000	14,000
5436 Garbage	1,735	1,814	1,800	1,854	1,854	1,854
5480 Community/Open House/Outreach	12	111	200	200	200	200
5481 Community Education Materials	508	708	800			
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	142	298	600	600	600	600
5575 Laundry/Repair Expense	470	462	500	550	550	550
<b>Total Materials and Services</b>	<b>75,753</b>	<b>90,097</b>	<b>95,364</b>	<b>83,233</b>	<b>83,233</b>	<b>83,233</b>
<b>Total General Fund</b>	<b>\$2,063,418</b>	<b>\$2,226,217</b>	<b>\$2,316,827</b>	<b>\$2,364,855</b>	<b>\$2,364,855</b>	<b>\$2,364,855</b>



Station Description

**Station 51**, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993 and seismically strengthened and remodeled in 2015. The 10,552-square-foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Heavy Rescue 51** and can also respond in **Engine 51** when needed. An additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 51**. In addition to the station zone, 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**.

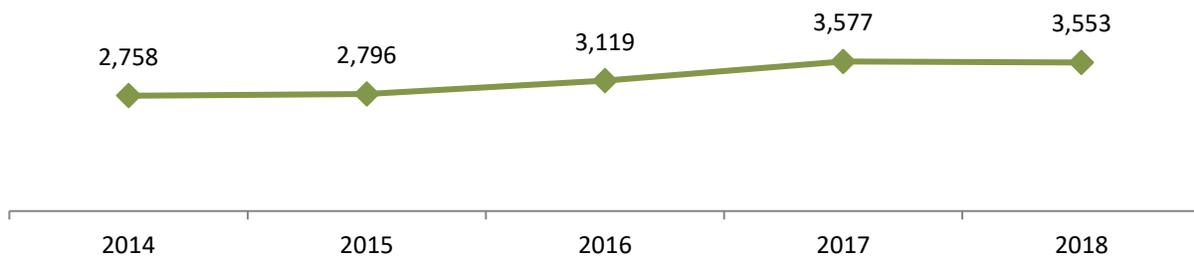
The 6.0 square miles of Station 51’s station zone includes a large portion of Tigard. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District’s Technical Rescue Team is also housed at Station 51.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 4,438,478	\$ 4,450,175	\$ 4,845,152	\$ 5,002,604
Materials and Services	109,589	118,171	119,569	144,241
<b>Total Expenditures</b>	<b>\$ 4,548,067</b>	<b>\$ 4,568,346</b>	<b>\$ 4,964,721</b>	<b>\$ 5,146,845</b>

Station 51 Station Zone Incident Count (Calendar Year)<sup>1</sup>



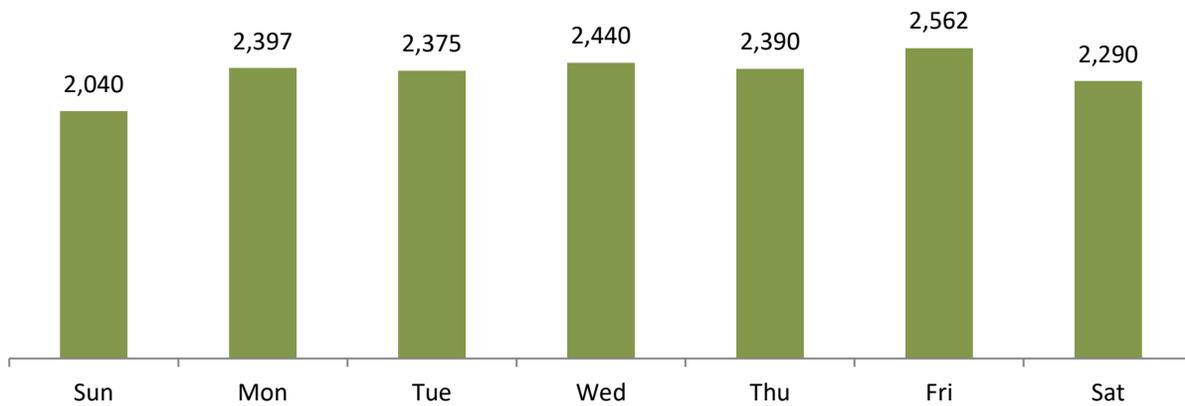
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 51 – Tigard, continued

### Station 51 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

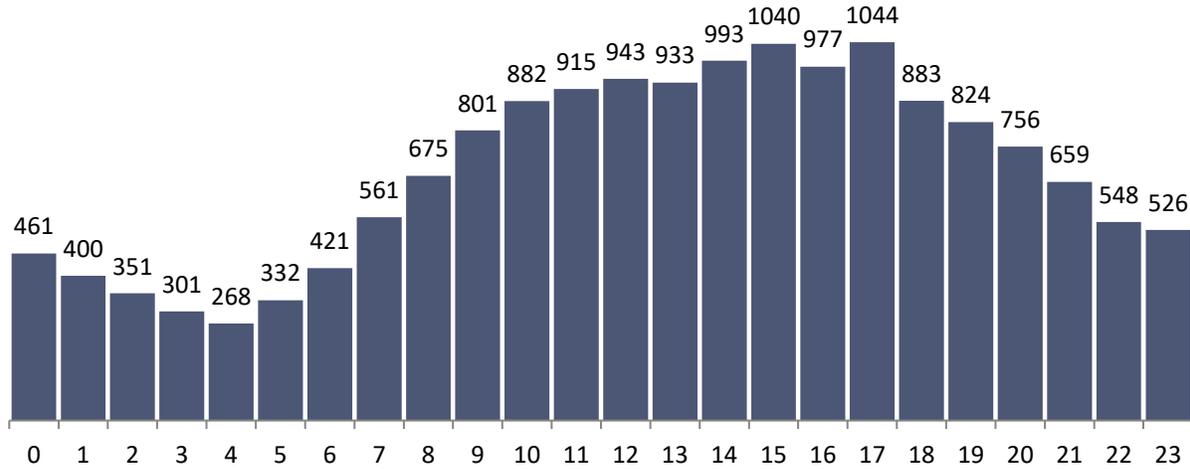
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	268	70	275	89	308	68	306	77	315	76
Overpressure	0	5	0	1	0	6	0	3	0	1
EMS/Rescue Call	2,295	1,519	2,336	1,734	2,619	2,107	3,044	2,396	2,958	2,372
Hazardous Condition	87	100	62	83	59	84	101	129	19	97
Service Call	66	133	67	161	84	151	91	159	261	165
Good Intent Call	14	778	13	592	13	519	11	647	0	664
False Call	0	148	0	135	0	181	0	164	0	178
Natural Condition	0	2	0	1	0	1	0	2	0	0
Other Situation	28	3	43	0	36	2	24	0	0	0
<b>Total</b>	<b>2,758</b>		<b>2,796</b>		<b>3,119</b>		<b>3,577</b>		<b>3,553</b>	

### Station 51 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

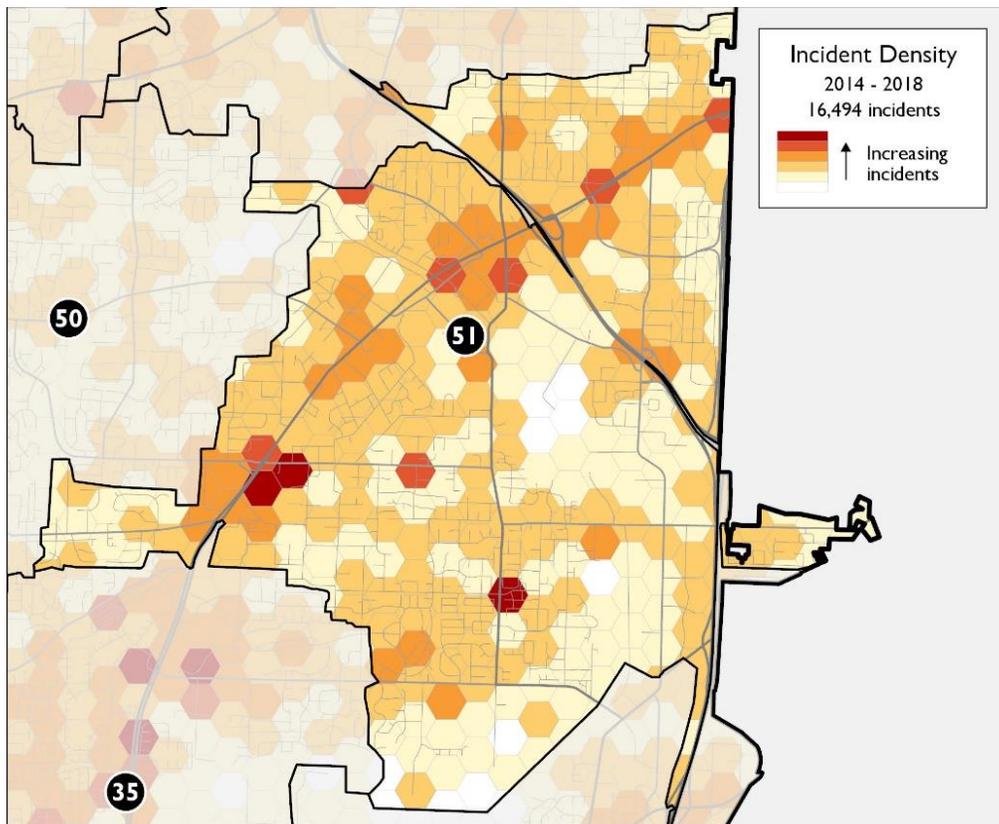


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 51 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 51 – Tigard, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10051 General Fund</b>						
5001 Salaries & Wages Union	\$1,931,811	\$1,900,893	\$2,087,260	\$2,122,054	\$2,122,054	\$2,122,054
5003 Vacation Taken Union	314,833	292,515	291,097	301,289	301,289	301,289
5005 Sick Leave Taken Union	45,908	77,693	45,407	53,139	53,139	53,139
5007 Personal Leave Taken Union	30,158	23,556	30,681	30,079	30,079	30,079
5016 Vacation Sold at Retirement			13,974	11,280	11,280	11,280
5017 PEHP Vac Sold at Retirement			19,515	19,050	19,050	19,050
5020 Deferred Comp Match Union	113,592	114,558	120,466	119,062	119,062	119,062
5101 Vacation Relief	320,732	293,043	299,960	320,840	320,840	320,840
5105 Sick Relief	38,082	49,119	50,837	53,891	53,891	53,891
5106 On the Job Injury Relief	3,506	39,195	6,987	16,293	16,293	16,293
5107 Short Term Disability Relief	672	6,215	1,687	2,507	2,507	2,507
5110 Personal Leave Relief	35,191	39,719	37,585	38,852	38,852	38,852
5115 Vacant Slot Relief	62,619	25,802				
5117 Regular Day Off Relief	55,626	64,438	104,323	86,476	86,476	86,476
5118 Standby Overtime	1,760	1,561	2,409	3,760	3,760	3,760
5120 Overtime Union	64,009	20,298	27,225	28,825	28,825	28,825
5201 PERS Taxes	612,952	654,880	772,610	842,583	842,583	842,583
5203 FICA/MEDI	213,474	207,317	240,165	245,366	245,366	245,366
5206 Worker's Comp	57,332	56,871	69,067	70,563	70,563	70,563
5207 TriMet/Wilsonville Tax	21,162	20,976	23,976	24,816	24,816	24,816
5208 OR Worker's Benefit Fund Tax	1,050	1,002	920	779	779	779
5210 Medical Ins Union	495,734	540,145	576,501	588,600	588,600	588,600
5220 Post Retire Ins Union	14,850	17,100	15,000	15,000	15,000	15,000
5270 Uniform Allowance	3,424	3,279	7,500	7,500	7,500	7,500
<b>Total Personnel Services</b>	<b>4,438,478</b>	<b>4,450,175</b>	<b>4,845,152</b>	<b>5,002,604</b>	<b>5,002,604</b>	<b>5,002,604</b>
5300 Office Supplies	325	711	1,000	1,000	1,000	1,000
5301 Special Department Supplies	6,941	8,212	7,125	7,500	7,500	7,500
5302 Training Supplies		39	100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	484	333	300	400	400	400
5320 EMS Supplies	15,892	13,286	16,000	18,000	18,000	18,000
5321 Fire Fighting Supplies	6,016	6,009	7,250	7,250	7,250	7,250
5325 Protective Clothing	12,154	14,373	7,500	8,750	8,750	8,750
5330 Noncapital Furniture & Equip	1,458	1,924		4,980	4,980	4,980
5350 Apparatus Fuel/Lubricants	14,219	19,070	21,000	21,000	21,000	21,000
5361 M&R Bldg/Bldg Equip & Improv	12,517	14,355	21,540	35,900	35,900	35,900
5365 M&R Firefight Equip	1,084	1,641	750	750	750	750
5367 M&R Office Equip	1,467	1,306	1,650	1,650	1,650	1,650

Station 51 – Tigard, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5414 Other Professional Services	686	592	300	700	700	700
5415 Printing	57		25	25	25	25
5416 Custodial & Bldg Services	322	1,043	1,086	1,086	1,086	1,086
5432 Natural Gas	6,371	5,119	4,000	4,000	4,000	4,000
5433 Electricity	12,237	12,454	13,000	13,300	13,300	13,300
5434 Water/Sewer	12,304	13,598	12,000	12,600	12,600	12,600
5436 Garbage	1,987	2,023	2,173	2,280	2,280	2,280
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	617	308	400	500	500	500
5484 Postage UPS & Shipping	11					
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	1,605	1,055	1,250	1,250	1,250	1,250
5575 Laundry/Repair Expense	800	681	700	800	800	800
<b>Total Materials and Services</b>	<b>109,589</b>	<b>118,171</b>	<b>119,569</b>	<b>144,241</b>	<b>144,241</b>	<b>144,241</b>
<b>Total General Fund</b>	<b>\$4,548,067</b>	<b>\$4,568,346</b>	<b>\$4,964,721</b>	<b>\$5,146,845</b>	<b>\$5,146,845</b>	<b>\$5,146,845</b>



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 **12 full-time personnel** (four 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).

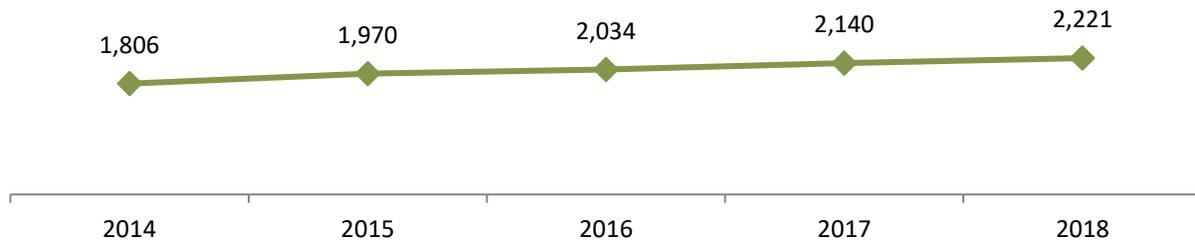
The 14.8 square miles of Station 52’s station zone includes central and south Wilsonville plus unincorporated Clackamas County to the west near the Yamhill County border. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, 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 three wildland caches (in conjunction with Stations 20 and 62). This equipment is taken when a team is deployed as part of a Clackamas County deployment.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,706,127	\$ 2,727,329	\$ 3,313,472	\$ 2,326,779
Materials and Services	108,386	100,626	113,615	124,034
<b>Total Expenditures</b>	<b>\$ 2,814,513</b>	<b>\$ 2,827,956</b>	<b>\$ 3,427,087</b>	<b>\$ 2,450,813</b>

Station 52 Station Zone Incident Count (Calendar Year)<sup>1</sup>



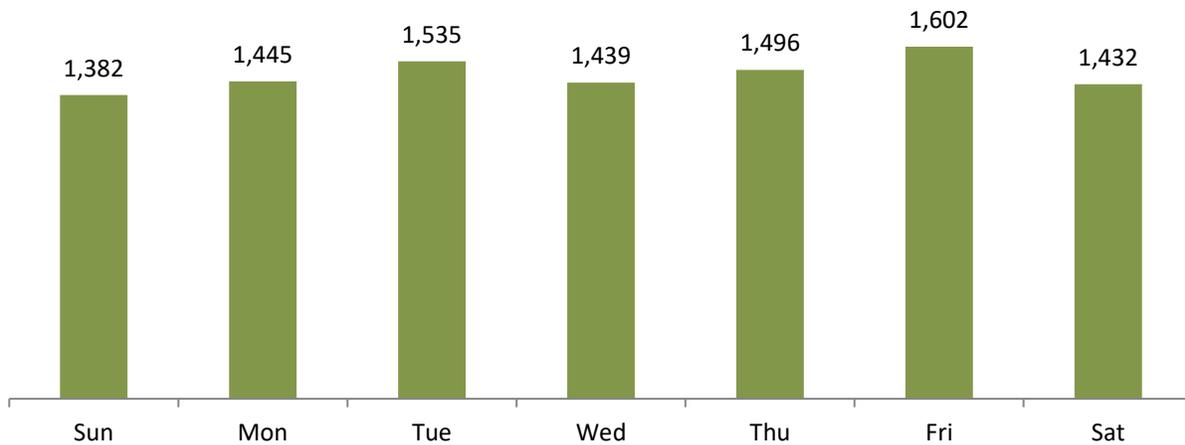
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 52 – Wilsonville, continued

Station 52 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

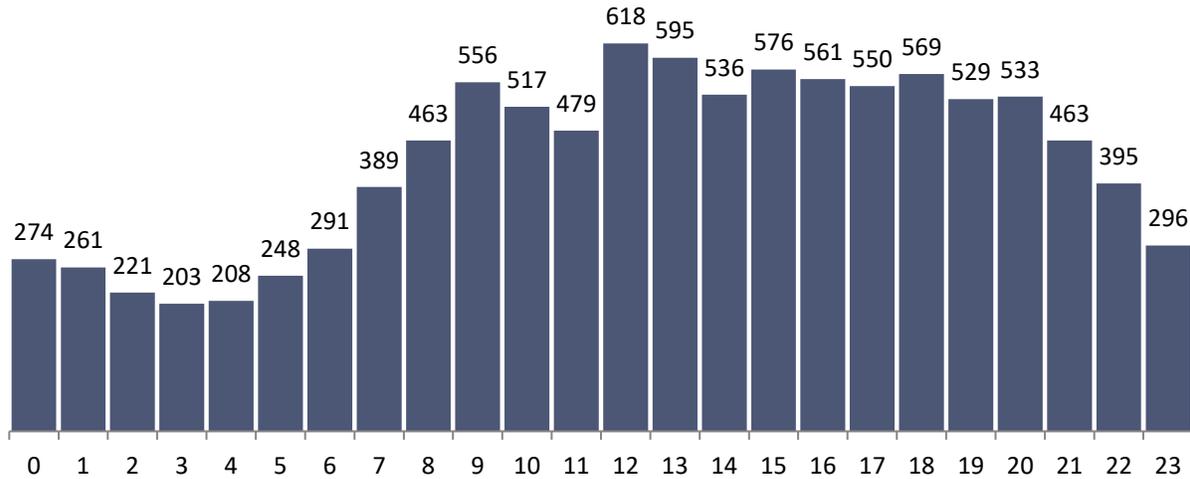
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	155	39	167	63	193	58	209	46	187	51
Overpressure	0	2	0	4	0	1	0	2	0	2
EMS/Rescue Call	1,560	1,341	1,711	1,501	1,741	1,524	1,804	1,588	1,832	1,673
Hazardous Condition	19	27	26	23	21	27	24	27	10	35
Service Call	47	134	41	141	53	159	71	152	189	183
Good Intent Call	7	173	12	149	8	148	18	161	0	130
False Call	0	89	0	88	0	117	0	164	0	147
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	18	1	13	0	18	0	14	0	3	0
<b>Total</b>	<b>1,806</b>		<b>1,970</b>		<b>2,034</b>		<b>2,140</b>		<b>2,221</b>	

Station 52 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

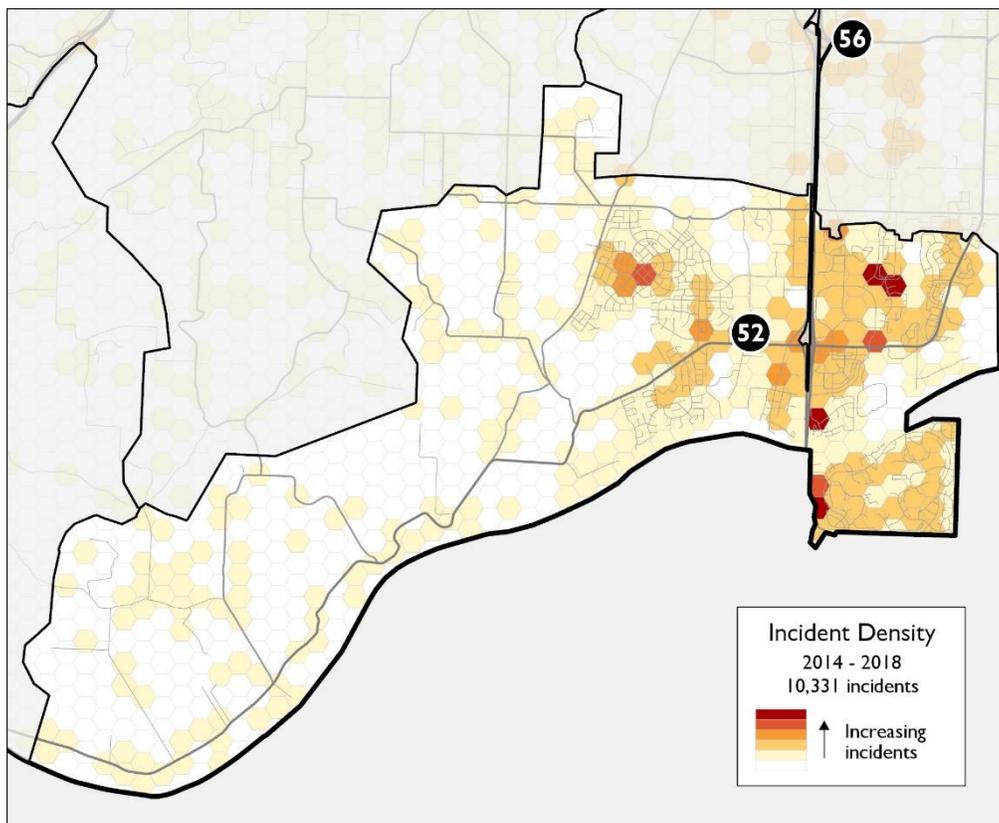


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 52 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014–2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 52 – Wilsonville, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10052 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,226,966	\$ 1,186,508	\$ 1,423,435	\$ 987,806	\$ 987,806	\$ 987,806
5003 Vacation Taken Union	151,977	182,260	198,518	140,248	140,248	140,248
5005 Sick Leave Taken Union	34,538	31,135	30,966	24,736	24,736	24,736
5007 Personal Leave Taken Union	20,934	18,833	20,923	14,002	14,002	14,002
5016 Vacation Sold at Retirement	2,206	34,895	9,325	5,103	5,103	5,103
5017 PEHP Vac Sold at Retirement	23,535	7,038	13,023	8,618	8,618	8,618
5020 Deferred Comp Match Union	60,829	65,837	80,389	53,861	53,861	53,861
5101 Vacation Relief	151,517	141,432	200,169	145,142	145,142	145,142
5105 Sick Relief	16,721	22,947	33,924	24,379	24,379	24,379
5106 On the Job Injury Relief	17,604	12,392	4,663	7,370	7,370	7,370
5107 Short Term Disability Relief	2,295	1,163	1,125	1,134	1,134	1,134
5110 Personal Leave Relief	9,995	15,043	25,081	17,576	17,576	17,576
5115 Vacant Slot Relief	53,222	17,191				
5117 Regular Day Off Relief	10,723	52,966	69,617	39,120	39,120	39,120
5118 Standby Overtime	1,511	1,635	1,608	1,701	1,701	1,701
5120 Overtime Union	34,135	8,210	18,168	13,040	13,040	13,040
5201 PERS Taxes	363,025	389,725	524,423	389,804	389,804	389,804
5203 FICA/MEDI	129,600	129,687	163,016	113,513	113,513	113,513
5206 Worker's Comp	38,316	32,812	46,881	32,644	32,644	32,644
5207 TriMet/Wilsonville Tax	8,564	8,555	16,274	11,480	11,480	11,480
5208 OR Worker's Benefit Fund Tax	723	668	663	374	374	374
5210 Medical Ins Union	334,360	355,056	415,081	282,528	282,528	282,528
5220 Post Retire Ins Union	10,012	10,156	10,800	7,200	7,200	7,200
5270 Uniform Allowance	2,818	1,184	5,400	5,400	5,400	5,400
<b>Total Personnel Services</b>	<b>2,706,127</b>	<b>2,727,329</b>	<b>3,313,472</b>	<b>2,326,779</b>	<b>2,326,779</b>	<b>2,326,779</b>
5300 Office Supplies	703	174	720	720	720	720
5301 Special Department Supplies	4,933	4,375	5,130	5,400	5,400	5,400
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	125	285	300	200	200	200
5320 EMS Supplies	27,485	34,078	31,000	33,000	33,000	33,000
5321 Fire Fighting Supplies	3,615	1,969	4,500	4,500	4,500	4,500
5325 Protective Clothing	3,774	4,006	5,400	6,300	6,300	6,300
5330 Noncapital Furniture & Equip	1,358	280	1,700	2,260	2,260	2,260
5350 Apparatus Fuel/Lubricants	10,541	11,489	12,000	12,600	12,600	12,600
5361 M&R Bldg/Bldg Equip & Improv	20,192	13,726	13,597	19,465	19,465	19,465
5365 M&R Firefight Equip	347	112	200	200	200	200
5367 M&R Office Equip	1,410	1,296	1,650	1,650	1,650	1,650
5414 Other Professional Services	5	205	300	400	400	400

Station 52 – Wilsonville, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	19	19	25	25	25	25
5416 Custodial & Bldg Services	449	703	733	944	944	944
5432 Natural Gas	4,870	4,344	5,000	5,000	5,000	5,000
5433 Electricity	10,295	9,866	11,000	11,000	11,000	11,000
5434 Water/Sewer	13,930	10,080	15,000	15,000	15,000	15,000
5436 Garbage	2,488	2,297	2,700	2,700	2,700	2,700
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	404	213	500	500	500	500
5500 Dues & Subscriptions	36	76	100	100	100	100
5570 Misc Business Exp	773	403	900	900	900	900
5575 Laundry/Repair Expense	636	631	740	750	750	750
<b>Total Materials and Services</b>	<b>108,386</b>	<b>100,626</b>	<b>113,615</b>	<b>124,034</b>	<b>124,034</b>	<b>124,034</b>
<b>Total General Fund</b>	<b>\$ 2,814,513</b>	<b>\$ 2,827,956</b>	<b>\$ 3,427,087</b>	<b>\$ 2,450,813</b>	<b>\$ 2,450,813</b>	<b>\$ 2,450,813</b>



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**.

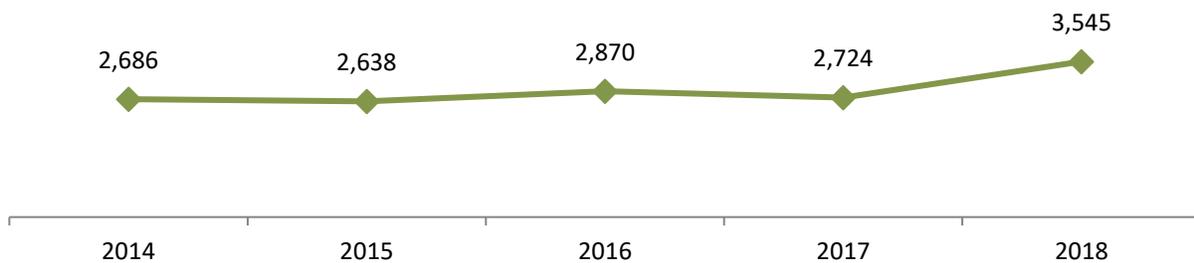
The 6.2 square miles of Station 53’s station zone includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District’s **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,458,041	\$ 2,263,963	\$ 2,651,072	\$ 2,723,231
Materials and Services	123,940	111,351	115,162	133,115
<b>Total Expenditures</b>	<b>\$ 2,581,980</b>	<b>\$ 2,375,314</b>	<b>\$ 2,766,234</b>	<b>\$ 2,856,346</b>

Station 53 Station Zone Incident Count (Calendar Year)<sup>1</sup>



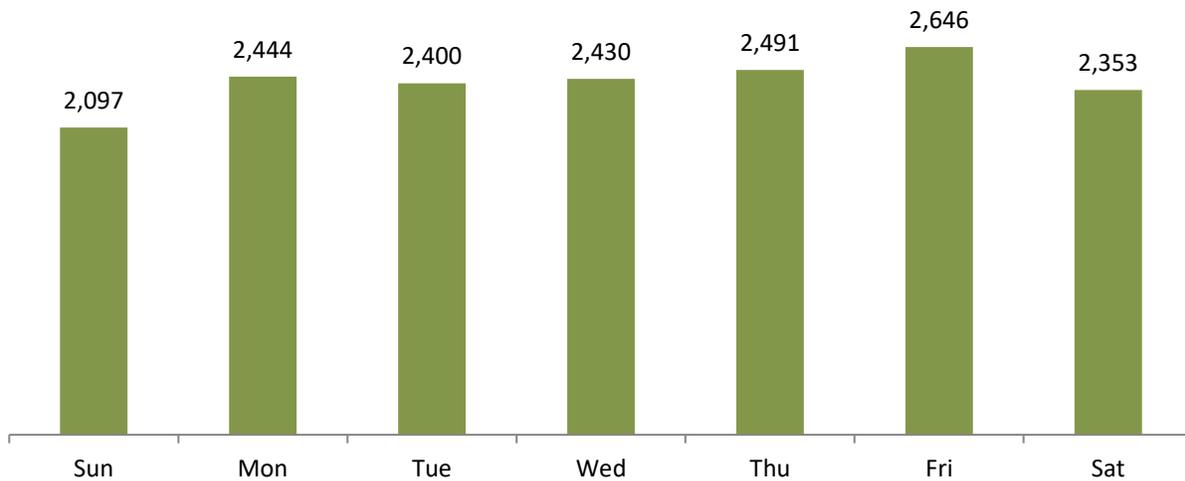
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 53 – Progress, continued

### Station 53 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

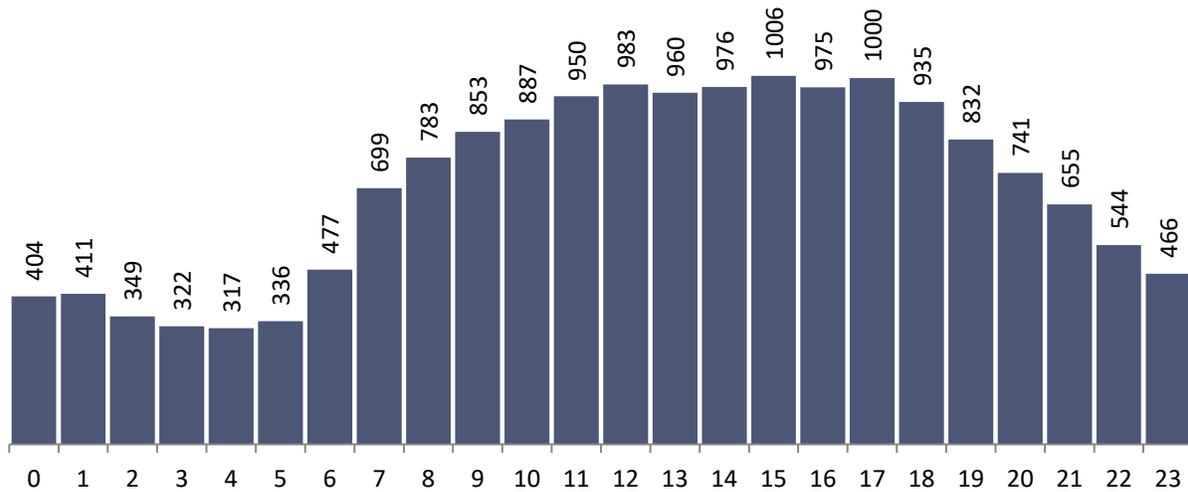
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	230	57	263	61	242	59	244	72	278	79
Overpressure	0	8	0	0	0	1	0	1	0	3
EMS/Rescue Call	2,285	1,798	2,219	1,811	2,458	2,083	2,287	1,882	2,957	2,561
Hazardous Condition	63	92	53	91	60	88	75	92	23	96
Service Call	63	206	70	177	65	176	86	200	287	224
Good Intent Call	5	383	9	335	4	300	10	325	0	437
False Call	0	141	0	162	0	163	0	151	0	145
Natural Condition	0	1	0	1	0	0	0	1	0	0
Other Situation	40	0	24	0	41	0	22	0	0	0
<b>Total</b>	<b>2,686</b>		<b>2,638</b>		<b>2,870</b>		<b>2,724</b>		<b>3,545</b>	

### Station 53 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

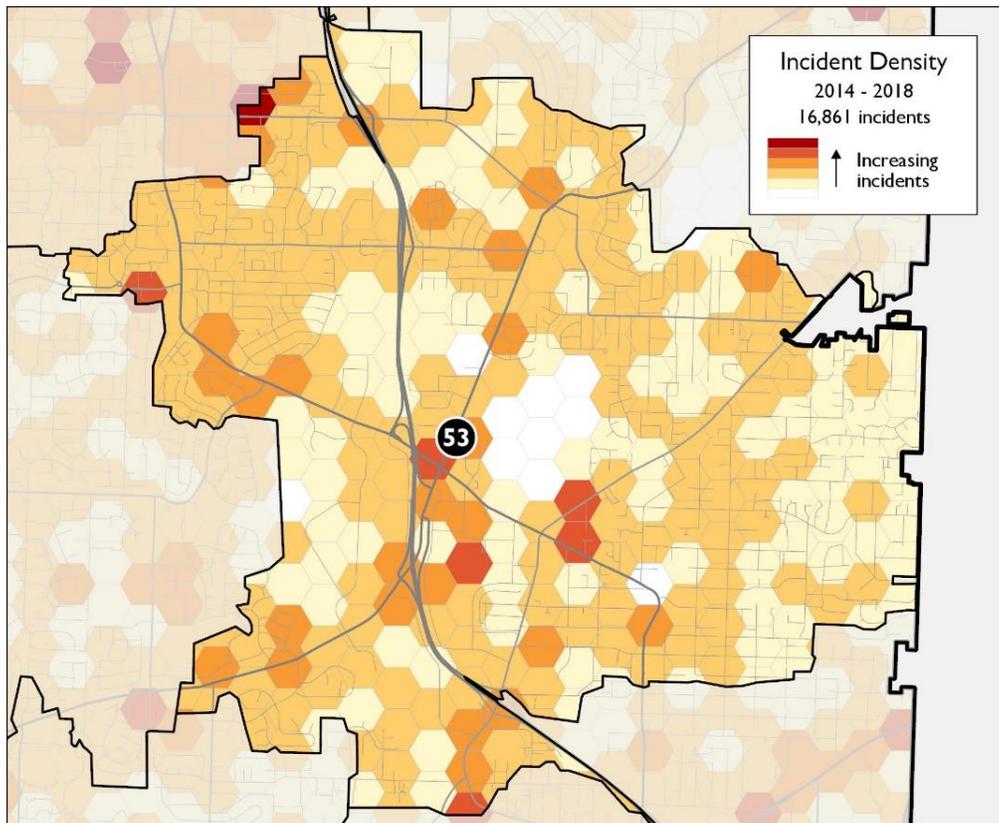


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 53 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 53 – Progress, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10053 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,060,964	\$ 996,262	\$ 1,140,249	\$ 1,152,323	\$ 1,152,323	\$ 1,152,323
5003 Vacation Taken Union	133,550	118,941	159,023	163,606	163,606	163,606
5005 Sick Leave Taken Union	19,859	16,445	24,806	28,856	28,856	28,856
5007 Personal Leave Taken Union	16,102	11,217	16,760	16,333	16,333	16,333
5016 Vacation Sold at Retirement			7,573	6,082	6,082	6,082
5017 PEHP Vac Sold at Retirement	2,186	1,745	10,577	10,271	10,271	10,271
5020 Deferred Comp Match Union	56,326	53,257	65,288	64,196	64,196	64,196
5101 Vacation Relief	203,095	168,935	162,566	172,993	172,993	172,993
5105 Sick Relief	28,514	22,575	27,551	29,057	29,057	29,057
5106 On the Job Injury Relief	4,921	7,171	3,787	8,785	8,785	8,785
5107 Short Term Disability Relief	472		914	1,352	1,352	1,352
5110 Personal Leave Relief	15,595	11,802	20,370	20,948	20,948	20,948
5115 Vacant Slot Relief	49,464	29,493				
5117 Regular Day Off Relief	37,038	55,591	56,539	46,627	46,627	46,627
5118 Standby Overtime	2,095	1,065	1,306	2,027	2,027	2,027
5120 Overtime Union	38,888	4,614	14,755	15,542	15,542	15,542
5201 PERS Taxes	339,899	324,612	421,339	456,835	456,835	456,835
5203 FICA/MEDI	119,257	104,531	130,973	133,033	133,033	133,033
5206 Worker's Comp	30,359	26,117	37,665	38,258	38,258	38,258
5207 TriMet/Wilsonville Tax	11,747	10,706	13,075	13,455	13,455	13,455
5208 OR Worker's Benefit Fund Tax	615	551	515	436	436	436
5210 Medical Ins Union	274,252	286,055	322,841	329,616	329,616	329,616
5220 Post Retire Ins Union	9,350	9,100	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,495	3,177	4,200	4,200	4,200	4,200
<b>Total Personnel Services</b>	<b>2,458,041</b>	<b>2,263,963</b>	<b>2,651,072</b>	<b>2,723,231</b>	<b>2,723,231</b>	<b>2,723,231</b>
5300 Office Supplies	313	124	560	560	560	560
5301 Special Department Supplies	3,677	3,744	3,990	4,200	4,200	4,200
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	277	533	300	400	400	400
5311 Haz Mat Response Materials		103				
5320 EMS Supplies	18,076	20,702	20,000	20,000	20,000	20,000
5321 Fire Fighting Supplies	2,498	1,704	3,500	3,500	3,500	3,500
5325 Protective Clothing	1,500	1,857	4,200	4,900	4,900	4,900
5330 Noncapital Furniture & Equip	1,993		100			
5350 Apparatus Fuel/Lubricants	9,714	12,168	12,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	50,700	35,289	30,700	48,214	48,214	48,214
5365 M&R Firefight Equip	290	49	200	200	200	200
5367 M&R Office Equip	1,384	1,358	1,650	1,650	1,650	1,650

Station 53 – Progress, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5414 Other Professional Services	133	291	300	500	500	500
5415 Printing	38		25	25	25	25
5416 Custodial & Bldg Services	728	1,173	1,222	1,616	1,616	1,616
5432 Natural Gas	2,766	1,939	2,520	2,400	2,400	2,400
5433 Electricity	18,214	18,584	20,475	19,000	19,000	19,000
5434 Water/Sewer	8,487	8,860	9,450	9,900	9,900	9,900
5436 Garbage	1,562	1,626	1,650	1,730	1,730	1,730
5450 Rental of Equip		228				
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	145	50	500	500	500	500
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	770	290	700	700	700	700
5575 Laundry/Repair Expense	641	639	600	600	600	600
<b>Total Materials and Services</b>	<b>123,940</b>	<b>111,351</b>	<b>115,162</b>	<b>133,115</b>	<b>133,115</b>	<b>133,115</b>
<b>Total General Fund</b>	<b>\$ 2,581,980</b>	<b>\$ 2,375,314</b>	<b>\$ 2,766,234</b>	<b>\$ 2,856,346</b>	<b>\$ 2,856,346</b>	<b>\$ 2,856,346</b>



**Station Description**

**Station 55**, located on Hidden Springs Road just east of Rosemont Road, opened its doors on August 20, 2018. This 8,520-square-foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Truck 55** and can also respond in **Engine 55** when needed. In addition to responses in the station zone, 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.

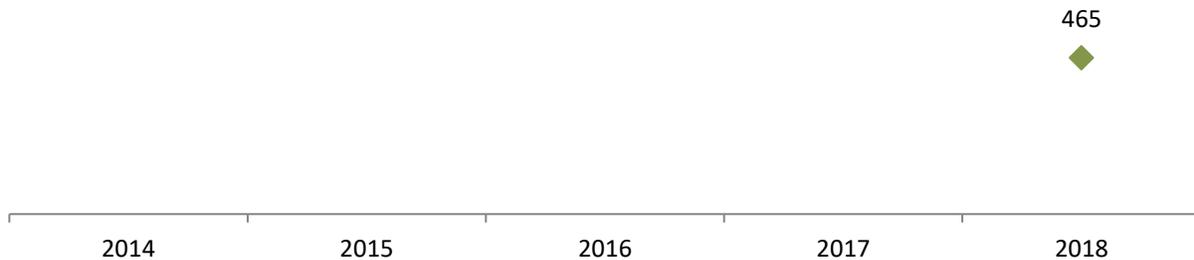
The 7.4 square miles of Station 55’s station zone includes western portions of West Linn as well as unincorporated areas of Clackamas County towards the Stafford area. Station 55 also has a Community Room which is available for use by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



**Budget Summary**

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services		\$ 7,236	\$ 2,262,299	\$ 2,324,307
Materials and Services		24,487	134,110	83,546
<b>Total Expenditures</b>		<b>\$ 31,723</b>	<b>\$ 2,396,409</b>	<b>\$ 2,407,853</b>

**Station 55 First-Due Area Incident Count (Calendar Year)<sup>1</sup>**



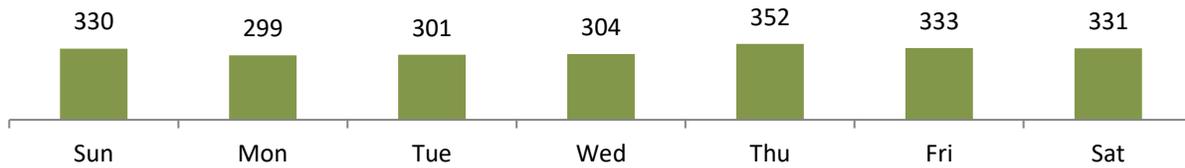
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2018 and 2014-2018 combined to establish the trends of this station zone.

Station 55 – Rosemont, continued

Station 55 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

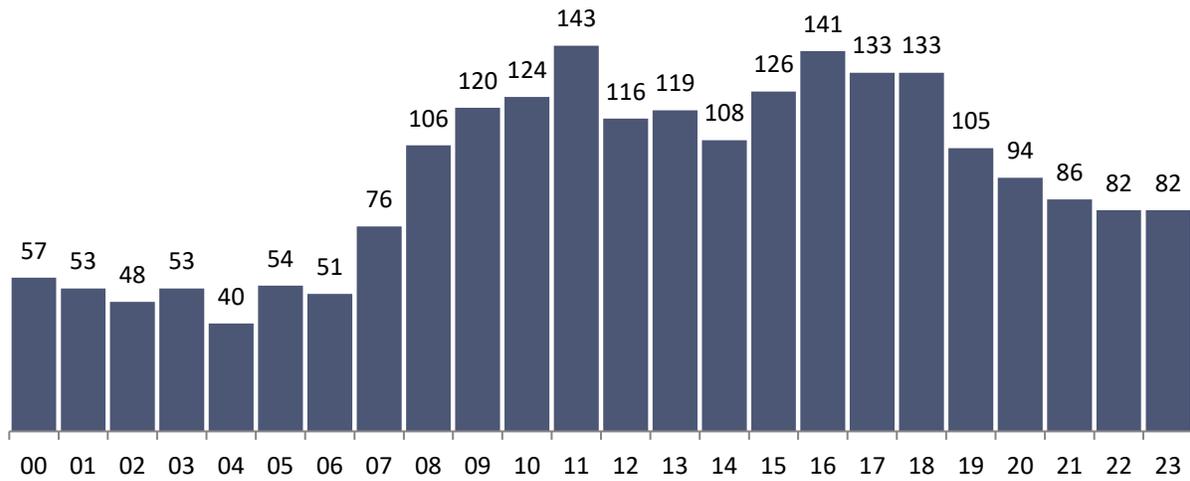
NFIRS Series	2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	55	13
Overpressure	0	1
EMS/Rescue Call	350	321
Hazardous Condition	8	14
Service Call	52	20
Good Intent Call	0	49
False Call	0	47
Natural Condition	0	0
Other Situation	0	0
<b>Total</b>	<b>465</b>	

Station 55 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

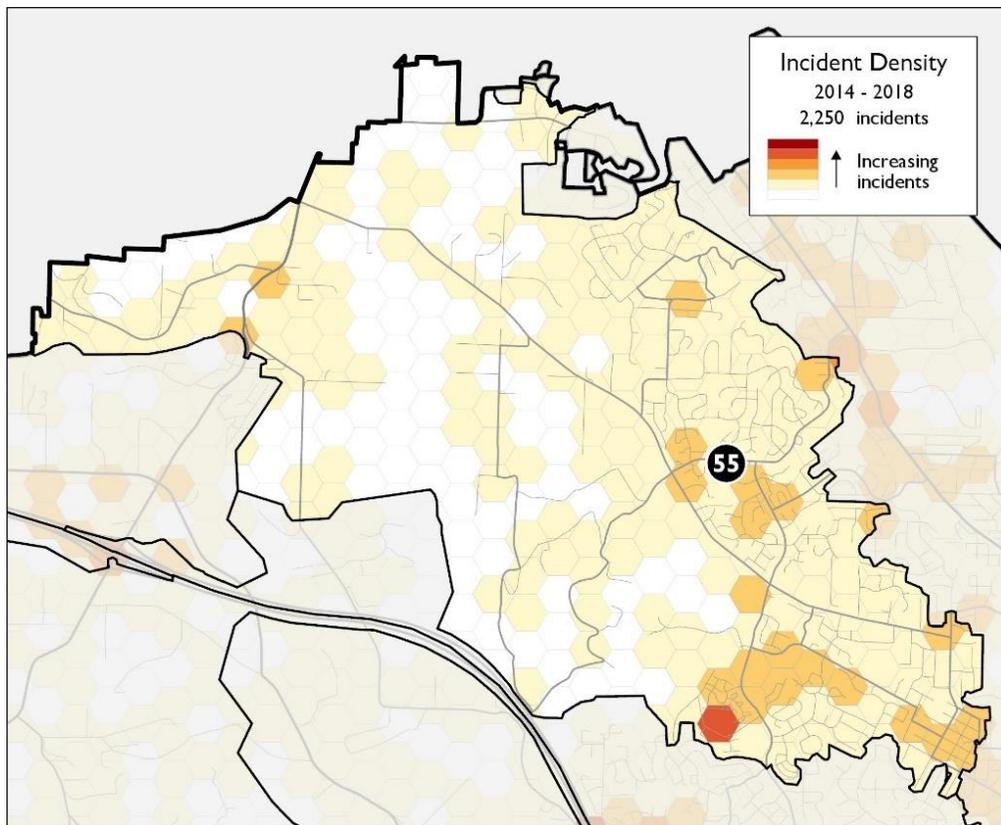


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2018 and 2014-2018 combined to establish the trends of this station zone.

Station 55 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2018 and 2014-2018 combined to establish the trends of this station zone.

## Station 55 – Rosemont, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10055 General Fund</b>						
5001 Salaries & Wages Union		\$ 4,540	\$ 970,852	\$ 981,399	\$ 981,399	\$ 981,399
5003 Vacation Taken Union			135,399	139,339	139,339	139,339
5005 Sick Leave Taken Union			21,120	24,576	24,576	24,576
5007 Personal Leave Taken Union			14,271	13,911	13,911	13,911
5016 Vacation Sold at Retirement			6,496	5,217	5,217	5,217
5017 PEHP Vac Sold at Retirement			9,072	8,810	8,810	8,810
5020 Deferred Comp Match Union		227	55,999	55,063	55,063	55,063
5101 Vacation Relief			139,437	148,381	148,381	148,381
5105 Sick Relief			23,632	24,923	24,923	24,923
5106 On the Job Injury Relief			3,248	7,535	7,535	7,535
5107 Short Term Disability Relief			784	1,159	1,159	1,159
5110 Personal Leave Relief			17,472	17,968	17,968	17,968
5117 Regular Day Off Relief			48,495	39,993	39,993	39,993
5118 Standby Overtime			1,120	1,739	1,739	1,739
5120 Overtime Union			12,656	13,331	13,331	13,331
5201 PERS Taxes		1,030	359,319	389,674	389,674	389,674
5203 FICA/MEDI		341	111,694	113,476	113,476	113,476
5206 Worker's Comp			32,121	32,634	32,634	32,634
5207 TriMet/Wilsonville Tax		34	11,150	11,477	11,477	11,477
5208 OR Worker's Benefit Fund Tax		1	442	374	374	374
5210 Medical Ins Union		1,014	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union		50	7,200	7,200	7,200	7,200
5270 Uniform Allowance			3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>		<b>7,236</b>	<b>2,262,299</b>	<b>2,324,307</b>	<b>2,324,307</b>	<b>2,324,307</b>
5300 Office Supplies			1,480	480	480	480
5301 Special Department Supplies		9,011	13,420	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program			300	200	200	200
5320 EMS Supplies		4,321	17,500	5,000	5,000	5,000
5321 Fire Fighting Supplies		38	4,000	4,000	4,000	4,000
5325 Protective Clothing		26	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip		10,271	30,000			
5350 Apparatus Fuel/Lubricants		3	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv		818	20,215	23,031	23,031	23,031
5365 M&R Firefight Equip			200	750	750	750
5367 M&R Office Equip			1,650	1,650	1,650	1,650
5414 Other Professional Services			100	200	200	200
5415 Printing			25	25	25	25

Station 55 – Rosemont, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services			1,600	1,100	1,100	1,100
5432 Natural Gas			3,000	3,090	3,090	3,090
5433 Electricity			15,600	15,600	15,600	15,600
5434 Water/Sewer			5,100	7,500	7,500	7,500
5436 Garbage				800	800	800
5480 Community/Open House/Outreach			4,000	200	200	200
5481 Community Education Materials			500	500	500	500
5500 Dues & Subscriptions			100	100	100	100
5570 Misc Business Exp			800	600	600	600
5575 Laundry/Repair Expense			700	700	700	700
<b>Total Materials and Services</b>		<b>24,487</b>	<b>134,110</b>	<b>83,546</b>	<b>83,546</b>	<b>83,546</b>
<b>Total General Fund</b>		<b>\$ 31,723</b>	<b>\$ 2,396,409</b>	<b>\$ 2,407,853</b>	<b>\$ 2,407,853</b>	<b>\$ 2,407,853</b>



Station Description

**Station 56**, located on SW Elligsen Road just east of Interstate 5’s north Wilsonville exit, was originally established 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 station zone, 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.

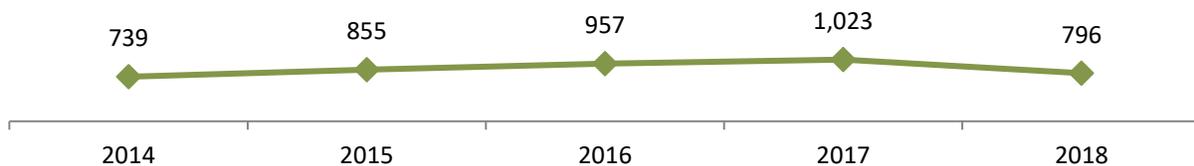
The 11.8 square miles of Station 56’s station zone includes the south end of Tualatin, north side of Wilsonville, and unincorporated Washington and Clackamas counties. The South Operating Center (SOC) facility is also collocated with Station 56.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,161,292	\$ 2,180,427	\$ 2,233,960	\$ 2,294,723
Materials and Services	143,610	156,697	157,329	170,532
<b>Total Expenditures</b>	<b>\$ 2,304,902</b>	<b>\$ 2,337,124</b>	<b>\$ 2,391,289</b>	<b>\$ 2,465,255</b>

Station 56 Station Zone Incident Count (Calendar Year)<sup>1</sup>



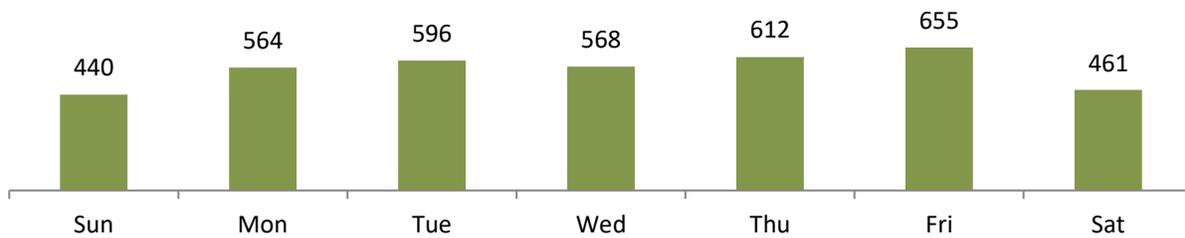
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 56 – Elligsen Road, continued

Station 56 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

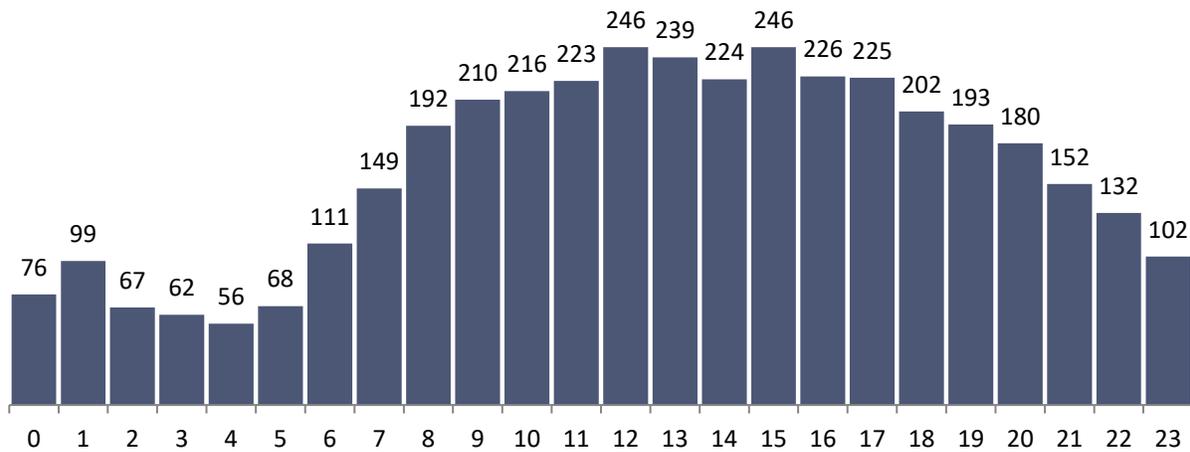
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	118	19	140	32	117	32	171	37	136	32
Overpressure	0	5	0	3	0	0	0	1	0	3
EMS/Rescue Call	538	447	660	540	748	628	770	660	580	506
Hazardous Condition	27	41	16	28	24	31	21	37	6	37
Service Call	35	54	18	66	35	66	32	45	74	48
Good Intent Call	5	115	11	107	9	141	9	141	0	95
False Call	0	56	0	77	0	59	0	100	0	73
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	16	2	10	1	24	0	20	2	0	2
<b>Total</b>	<b>739</b>		<b>855</b>		<b>957</b>		<b>1,023</b>		<b>796</b>	

Station 56 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

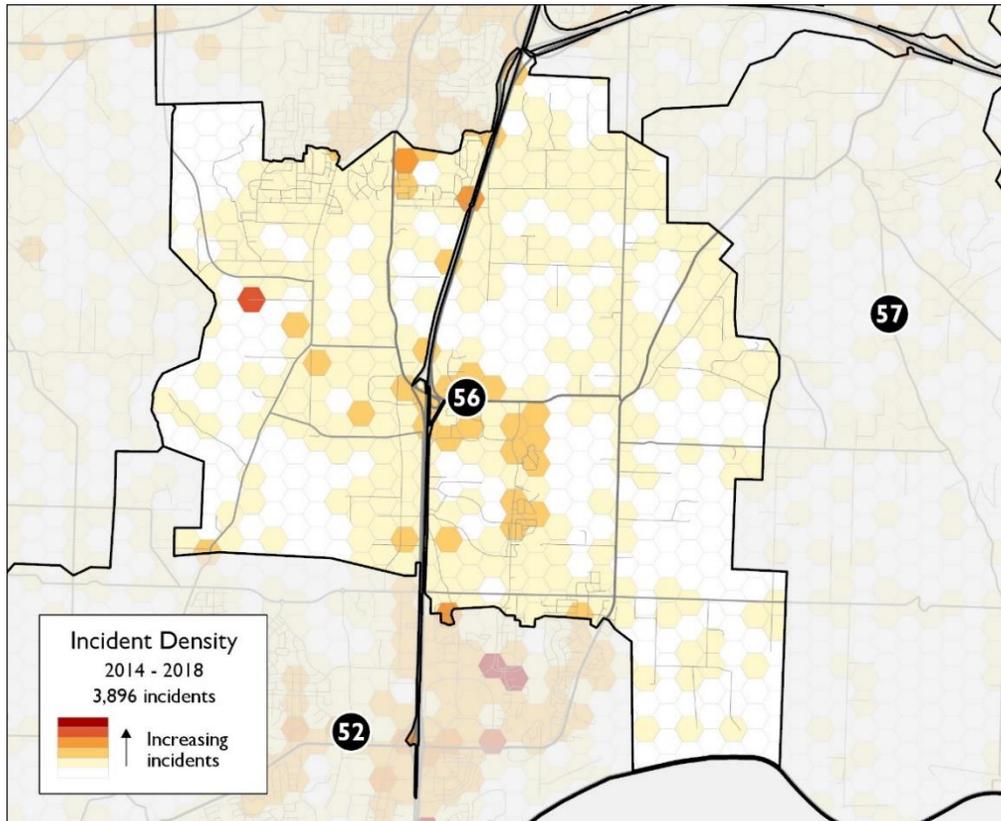


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 56 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 56 – Elligsen Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10056 General Fund</b>						
5001 Salaries & Wages Union	\$ 918,992	\$ 908,737	\$ 956,976	\$ 967,101	\$ 967,101	\$ 967,101
5003 Vacation Taken Union	137,167	122,934	133,463	137,309	137,309	137,309
5005 Sick Leave Taken Union	11,823	29,269	20,818	24,218	24,218	24,218
5007 Personal Leave Taken Union	13,982	15,474	14,067	13,708	13,708	13,708
5016 Vacation Sold at Retirement			6,401	5,141	5,141	5,141
5017 PEHP Vac Sold at Retirement	4,516	4,606	8,940	8,682	8,682	8,682
5020 Deferred Comp Match Union	52,613	52,736	55,183	54,261	54,261	54,261
5101 Vacation Relief	182,493	187,810	137,406	146,219	146,219	146,219
5105 Sick Relief	42,893	53,534	23,287	24,560	24,560	24,560
5106 On the Job Injury Relief	4,632	2,986	3,201	7,425	7,425	7,425
5107 Short Term Disability Relief	2,677		773	1,142	1,142	1,142
5110 Personal Leave Relief	32,483	17,449	17,217	17,706	17,706	17,706
5115 Vacant Slot Relief	36,546	19,556				
5117 Regular Day Off Relief	18,664	38,852	47,789	39,411	39,411	39,411
5118 Standby Overtime	909	694	1,104	1,714	1,714	1,714
5120 Overtime Union	14,497	3,400	12,471	13,137	13,137	13,137
5201 PERS Taxes	300,983	317,854	354,161	383,997	383,997	383,997
5203 FICA/MEDI	102,160	101,391	110,091	111,823	111,823	111,823
5206 Worker's Comp	27,740	21,982	31,660	32,158	32,158	32,158
5207 TriMet/Wilsonville Tax	10,307	10,338	10,990	11,309	11,309	11,309
5208 OR Worker's Benefit Fund Tax	543	523	442	374	374	374
5210 Medical Ins Union	236,728	260,784	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	7,200	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	744	2,318	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>2,161,292</b>	<b>2,180,427</b>	<b>2,233,960</b>	<b>2,294,723</b>	<b>2,294,723</b>	<b>2,294,723</b>
5300 Office Supplies	215	223	480	480	480	480
5301 Special Department Supplies	2,831	3,481	3,420	3,600	3,600	3,600
5302 Training Supplies	11	21	100	100	100	100
5305 Fire Extinguisher			120	120	160	160
5307 Smoke Detector Program		154	300	200	200	200
5320 EMS Supplies	11,542	8,657	11,000	11,000	11,000	11,000
5321 Fire Fighting Supplies	5,860	4,005	4,207	4,250	4,250	4,250
5325 Protective Clothing	6,435	5,549	3,600	4,200	4,200	4,200
5350 Apparatus Fuel/Lubricants	9,880	14,960	11,000	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	38,061	49,562	32,792	43,790	43,790	43,790
5365 M&R Firefight Equip	264	354	500	750	750	750
5367 M&R Office Equip	1,261	1,232	1,650	1,650	1,650	1,650
5414 Other Professional Services	155	177	300	200	200	200
5415 Printing			25	25	25	25

Station 56 – Elligsen Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	23,250	27,572	37,560	38,952	38,952	38,952
5432 Natural Gas	1,725	1,497	1,800	1,700	1,700	1,700
5433 Electricity	25,884	21,912	28,000	27,100	27,100	27,100
5434 Water/Sewer	12,431	13,462	16,000	14,750	14,750	14,750
5436 Garbage	2,912	2,912	3,250	3,400	3,400	3,400
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	49	299	250	250	250	250
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	583	562	600	600	600	600
5575 Laundry/Repair Expense	225	66	75	75	75	75
<b>Total Materials and Services</b>	<b>143,610</b>	<b>156,697</b>	<b>157,329</b>	<b>170,492</b>	<b>170,532</b>	<b>170,532</b>
<b>Total General Fund</b>	<b>\$ 2,304,902</b>	<b>\$ 2,337,124</b>	<b>\$ 2,391,289</b>	<b>\$ 2,465,215</b>	<b>\$ 2,465,255</b>	<b>\$ 2,465,255</b>



## Station 57 – Mountain Road

Fund 10 • Directorate 04 • Division 60 • Department 057

### Station Description

**Station 57**, located on SW Mountain Road, south of Interstate 205 off 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 square miles of Station 57's station zone includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,972,280	\$ 2,104,347	\$ 2,219,839	\$ 2,279,979
Materials and Services	88,599	57,120	62,460	106,566
<b>Total Expenditures</b>	<b>\$ 2,060,879</b>	<b>\$ 2,161,468</b>	<b>\$ 2,282,299</b>	<b>\$ 2,386,545</b>

### Station 57 Station Zone Incident Count (Calendar Year)<sup>1</sup>



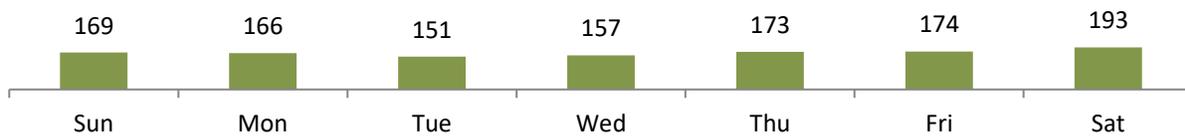
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

**Station 57 – Mountain Road, continued**

**Station 57 Station Zone Incident Summary (Calendar Year)<sup>1</sup>**

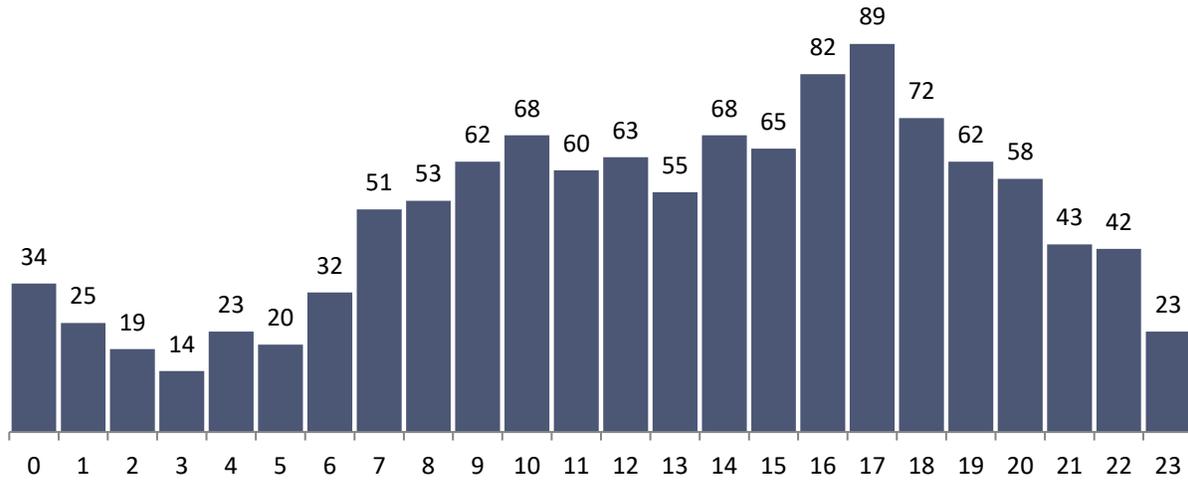
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	73	20	58	14	52	7	61	15	60	6
Overpressure	0	2	0	0	0	1	0	0	0	0
EMS/Rescue Call	155	120	138	118	172	139	176	120	149	123
Hazardous Condition	10	13	9	9	13	15	9	19	3	8
Service Call	7	16	16	20	9	13	22	24	33	22
Good Intent Call	5	46	9	46	4	58	9	73	0	59
False Call	0	38	0	29	0	21	0	31	0	27
Natural Condition	0	1	0	0	0	1	0	0	0	0
Other Situation	6	0	6	0	5	0	5	0	0	0
<b>Total</b>	<b>256</b>		<b>236</b>		<b>255</b>		<b>282</b>		<b>245</b>	

**Station 57 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>**

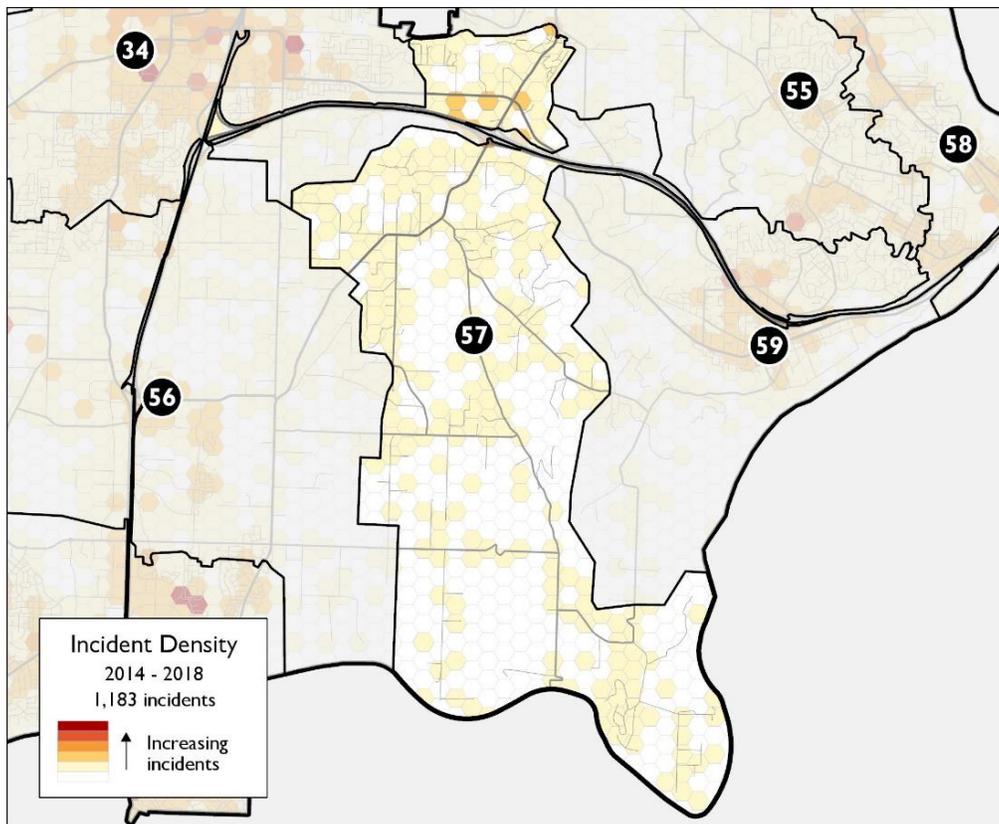


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 57 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 57 – Mountain Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10057 General Fund</b>						
5001 Salaries & Wages Union	\$ 859,547	\$ 880,900	\$ 950,061	\$ 959,976	\$ 959,976	\$ 959,976
5003 Vacation Taken Union	135,184	154,497	132,499	136,297	136,297	136,297
5005 Sick Leave Taken Union	12,481	13,774	20,668	24,039	24,039	24,039
5007 Personal Leave Taken Union	15,584	17,860	13,965	13,607	13,607	13,607
5016 Vacation Sold at Retirement		37,638	6,354	5,103	5,103	5,103
5017 PEHP Vac Sold at Retirement	32,896		8,874	8,618	8,618	8,618
5020 Deferred Comp Match Union	45,068	49,340	54,777	53,861	53,861	53,861
5101 Vacation Relief	121,881	152,525	136,394	145,142	145,142	145,142
5105 Sick Relief	19,375	13,552	23,116	24,379	24,379	24,379
5106 On the Job Injury Relief	3,742	15,427	3,177	7,370	7,370	7,370
5107 Short Term Disability Relief		2,857	767	1,134	1,134	1,134
5110 Personal Leave Relief	18,981	13,964	17,090	17,576	17,576	17,576
5115 Vacant Slot Relief	42,831	22,284				
5117 Regular Day Off Relief	8,973	27,124	47,436	39,120	39,120	39,120
5118 Standby Overtime	1,119	1,157	1,096	1,701	1,701	1,701
5120 Overtime Union	18,485	1,691	12,379	13,040	13,040	13,040
5201 PERS Taxes	276,726	304,343	351,591	381,168	381,168	381,168
5203 FICA/MEDI	92,383	97,617	109,292	110,999	110,999	110,999
5206 Worker's Comp	24,587	22,115	31,430	31,921	31,921	31,921
5207 TriMet/Wilsonville Tax	9,114	9,988	10,911	11,226	11,226	11,226
5208 OR Worker's Benefit Fund Tax	484	489	442	374	374	374
5210 Medical Ins Union	224,974	256,319	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	6,600	7,050	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,265	1,837	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>1,972,280</b>	<b>2,104,347</b>	<b>2,219,839</b>	<b>2,279,979</b>	<b>2,279,979</b>	<b>2,279,979</b>
5300 Office Supplies	302	350	480	480	480	480
5301 Special Department Supplies	4,071	3,847	3,420	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher				126	126	126
5307 Smoke Detector Program			300	100	100	100
5320 EMS Supplies	3,733	3,912	4,500	5,000	5,000	5,000
5321 Fire Fighting Supplies	2,397	2,015	3,207	3,000	3,000	3,000
5325 Protective Clothing	2,744	5,945	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip	316		2,800	3,060	3,060	3,060
5350 Apparatus Fuel/Lubricants	3,699	4,380	5,250	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	56,117	19,749	20,148	63,700	63,700	63,700
5365 M&R Firefight Equip	49		200	200	200	200
5367 M&R Office Equip	1,269	1,215	1,650	1,650	1,650	1,650
5414 Other Professional Services	26	29	100	100	100	100

Station 57 – Mountain Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	241	377	500	625	625	625
5432 Natural Gas	4,564	6,459	4,725	4,500	4,500	4,500
5433 Electricity	5,421	5,853	6,825	6,500	6,500	6,500
5434 Water/Sewer	50					
5436 Garbage	2,742	2,272	3,150	3,000	3,000	3,000
5450 Rental of Equip	183	204				
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials				150	150	150
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	105	91	600	600	600	600
5575 Laundry/Repair Expense	536	382	580	550	550	550
<b>Total Materials and Services</b>	<b>88,599</b>	<b>57,120</b>	<b>62,460</b>	<b>106,566</b>	<b>106,566</b>	<b>106,566</b>
<b>Total General Fund</b>	<b>\$ 2,060,879</b>	<b>\$ 2,161,468</b>	<b>\$ 2,282,299</b>	<b>\$ 2,386,545</b>	<b>\$ 2,386,545</b>	<b>\$ 2,386,545</b>



Station Description

**Station 58**, located on Failing Street just north of Highway 43, was originally constructed in the early 1950s 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.

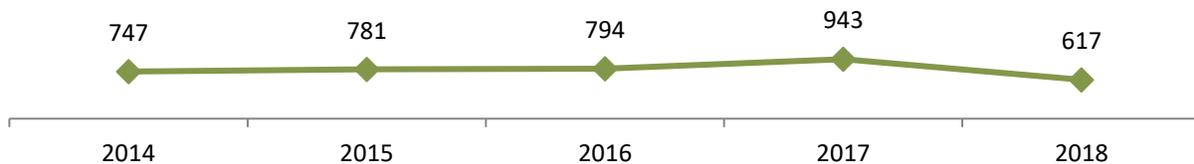
The 2.7 square miles of Station 58’s station zone includes the eastern portion of West Linn. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District’s Mobile Command Center is located at Station 58 for use on incidents of extended duration.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,225,436	\$ 2,206,573	\$ 2,221,463	\$ 2,281,622
Materials and Services	66,708	95,566	83,806	116,289
<b>Total Expenditures</b>	<b>\$ 2,292,143</b>	<b>\$ 2,302,139</b>	<b>\$ 2,305,269</b>	<b>\$ 2,397,911</b>

Station 58 Station Zone Incident Count (Calendar Year)<sup>1</sup>



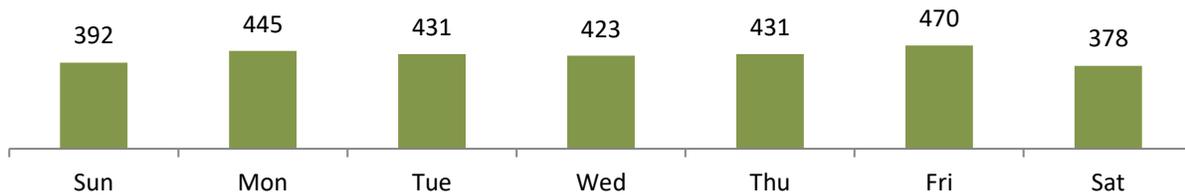
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 58 – Bolton, continued

Station 58 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

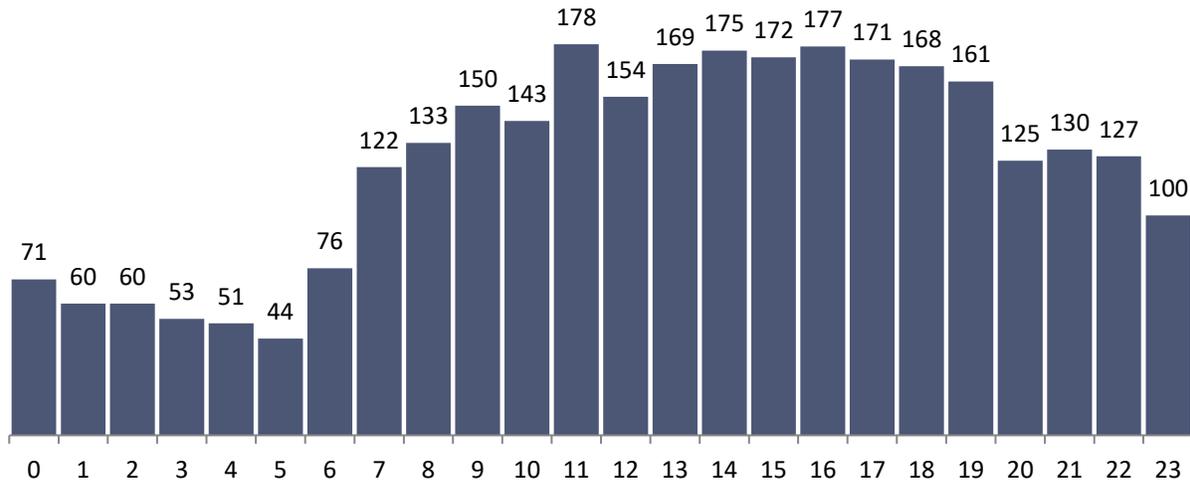
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	75	23	90	25	75	17	85	33	58	14
Overpressure	0	2	0	2	0	2	0	0	0	1
EMS/Rescue Call	540	498	532	521	635	530	731	606	469	398
Hazardous Condition	23	37	27	36	24	37	53	45	6	30
Service Call	35	42	38	50	44	54	52	84	84	64
Good Intent Call	67	101	82	98	5	97	13	126	0	71
False Call	0	44	0	46	0	55	0	48	0	39
Natural Condition	0	0	0	3	0	0	0	1	0	0
Other Situation	7	0	12	0	11	2	9	0	0	0
<b>Total</b>	<b>747</b>		<b>781</b>		<b>794</b>		<b>943</b>		<b>617</b>	

Station 58 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

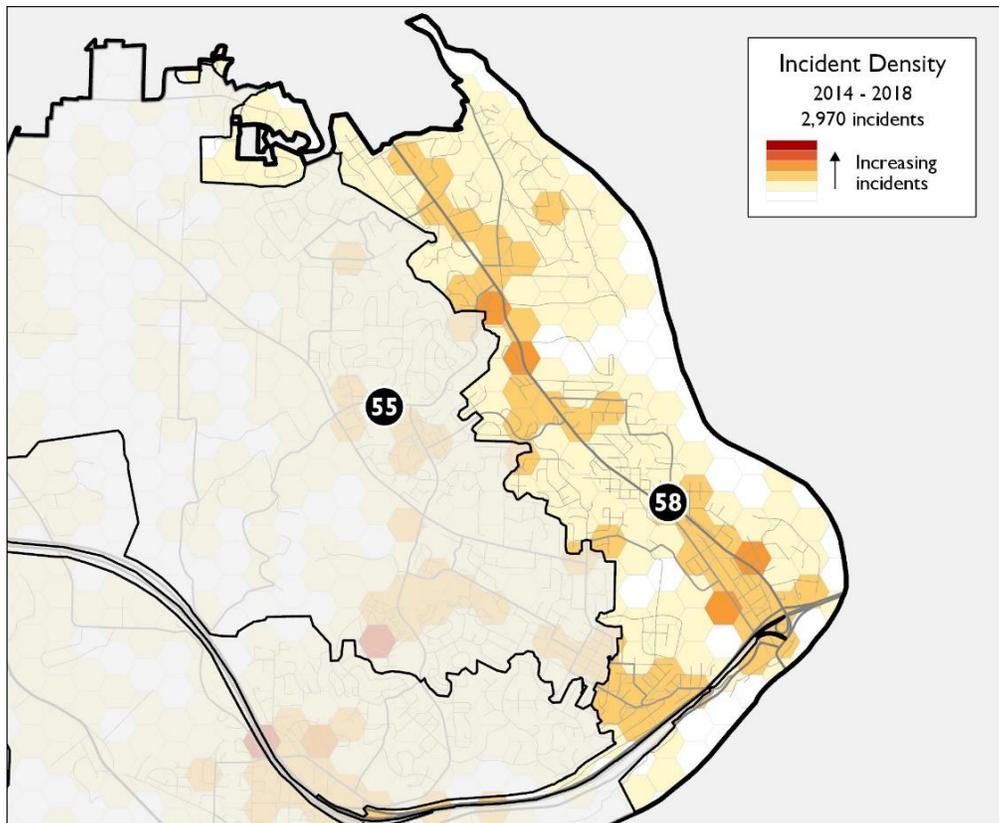


<sup>1</sup>NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 58 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 58 – Bolton, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10058 General Fund</b>						
5001 Salaries & Wages Union	\$ 927,088	\$ 901,205	\$ 951,082	\$ 960,992	\$ 960,992	\$ 960,992
5003 Vacation Taken Union	157,538	155,191	132,641	136,441	136,441	136,441
5005 Sick Leave Taken Union	13,968	26,320	20,690	24,065	24,065	24,065
5007 Personal Leave Taken Union	10,328	10,221	13,980	13,621	13,621	13,621
5016 Vacation Sold at Retirement	33,313		6,354	5,103	5,103	5,103
5017 PEHP Vac Sold at Retirement	4,397	2,486	8,874	8,618	8,618	8,618
5020 Deferred Comp Match Union	50,243	53,712	54,777	53,861	53,861	53,861
5101 Vacation Relief	196,462	203,165	136,394	145,142	145,142	145,142
5105 Sick Relief	32,437	32,841	23,116	24,379	24,379	24,379
5106 On the Job Injury Relief	3,941	15,555	3,177	7,370	7,370	7,370
5107 Short Term Disability Relief	1,462	2,326	767	1,134	1,134	1,134
5110 Personal Leave Relief	24,723	23,096	17,090	17,576	17,576	17,576
5115 Vacant Slot Relief	29,061	13,849				
5117 Regular Day Off Relief	8,792	30,855	47,436	39,120	39,120	39,120
5118 Standby Overtime	1,994	2,331	1,096	1,701	1,701	1,701
5120 Overtime Union	28,327	2,460	12,379	13,040	13,040	13,040
5201 PERS Taxes	313,248	323,921	351,887	381,483	381,483	381,483
5203 FICA/MEDI	103,576	104,224	109,384	111,091	111,091	111,091
5206 Worker's Comp	27,606	23,982	31,457	31,948	31,948	31,948
5207 TriMet/Wilsonville Tax	10,700	10,480	10,920	11,235	11,235	11,235
5208 OR Worker's Benefit Fund Tax	533	516	442	374	374	374
5210 Medical Ins Union	238,151	259,886	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	6,950	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	598	751	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>2,225,436</b>	<b>2,206,573</b>	<b>2,221,463</b>	<b>2,281,622</b>	<b>2,281,622</b>	<b>2,281,622</b>
5300 Office Supplies	183	62	480	480	480	480
5301 Special Department Supplies	4,106	3,606	3,420	3,600	3,600	3,600
5302 Training Supplies	189		100	100	100	100
5305 Fire Extinguisher			100	100	100	100
5307 Smoke Detector Program	395		300	200	200	200
5320 EMS Supplies	5,851	6,815	8,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	1,556	2,563	3,000	3,000	3,000	3,000
5325 Protective Clothing	3,539	4,167	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip		3,000	2,250	1,800	1,800	1,800
5350 Apparatus Fuel/Lubricants	7,950	11,543	9,900	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	17,025	37,076	21,741	51,614	51,614	51,614
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,178	1,148	1,650	1,650	1,650	1,650
5414 Other Professional Services	17	67	100	100	100	100

Station 58 – Bolton, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	38	19	25	25	25	25
5416 Custodial & Bldg Services	790	1,287	1,340	1,340	1,340	1,340
5432 Natural Gas	2,947	2,963	3,240	3,300	3,300	3,300
5433 Electricity	16,506	15,850	18,000	17,000	17,000	17,000
5434 Water/Sewer	3,475	4,433	4,500	4,500	4,500	4,500
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	358	448	840	480	480	480
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	427	341	480	600	600	600
5575 Laundry/Repair Expense	93	90	240	200	200	200
<b>Total Materials and Services</b>	<b>66,708</b>	<b>95,566</b>	<b>83,806</b>	<b>116,289</b>	<b>116,289</b>	<b>116,289</b>
<b>Total General Fund</b>	<b>\$ 2,292,143</b>	<b>\$ 2,302,139</b>	<b>\$ 2,305,269</b>	<b>\$ 2,397,911</b>	<b>\$ 2,397,911</b>	<b>\$ 2,397,911</b>



Station Description

**Station 59**, located on Willamette Falls Drive, south of Interstate 205 off the 10th Street exit, was originally constructed in the 1940s or early 1950s 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 **Medic 59** and also provide transport services in the District’s portion of Clackamas County via a subcontract with American Medical Response (AMR).

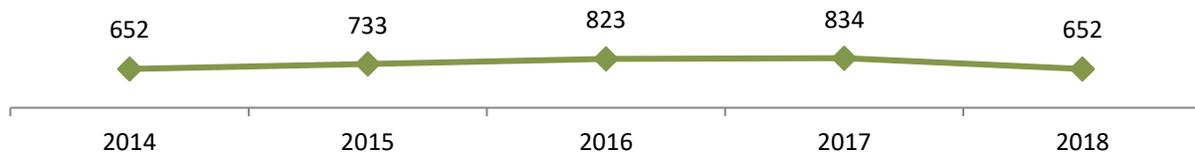
The 7.2 square miles of Station 59’s station zone includes the southern portion of West Linn and an area of unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. One of the District’s **Water Rescue Teams** is housed at Station 59 (in conjunction with Station 21).



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 3,439,443	\$ 3,317,701	\$ 3,511,165	\$ 3,606,974
Materials and Services	83,276	88,643	121,972	144,083
<b>Total Expenditures</b>	<b>\$ 3,522,719</b>	<b>\$ 3,406,345</b>	<b>\$ 3,633,137</b>	<b>\$ 3,751,057</b>

Station 59 Station Zone Incident Count (Calendar Year)<sup>1</sup>



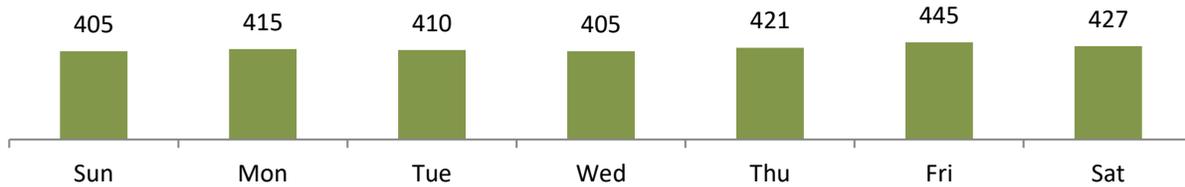
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 59 – Willamette, continued

Station 59 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

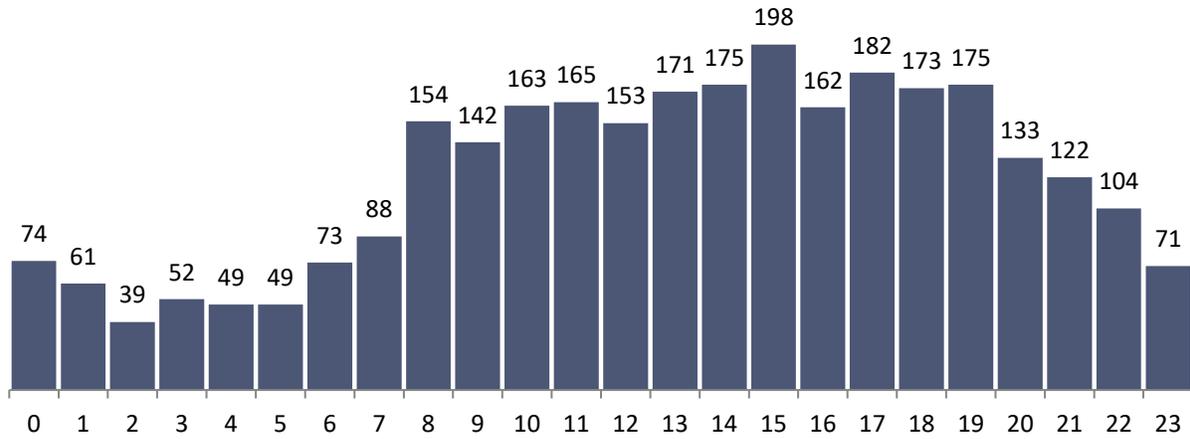
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	93	24	135	34	109	23	98	21	101	31
Overpressure	0	2	0	1	0	0	0	1	0	1
EMS/Rescue Call	470	445	493	455	643	566	662	576	470	424
Hazardous Condition	12	26	20	20	13	15	27	28	3	20
Service Call	36	23	38	30	43	48	29	38	78	44
Good Intent Call	31	85	34	130	4	93	11	116	0	76
False Call	0	47	0	63	0	78	0	53	0	55
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	10	0	13	0	11	0	7	0	0	1
<b>Total</b>	<b>652</b>		<b>733</b>		<b>823</b>		<b>834</b>		<b>652</b>	

Station 59 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

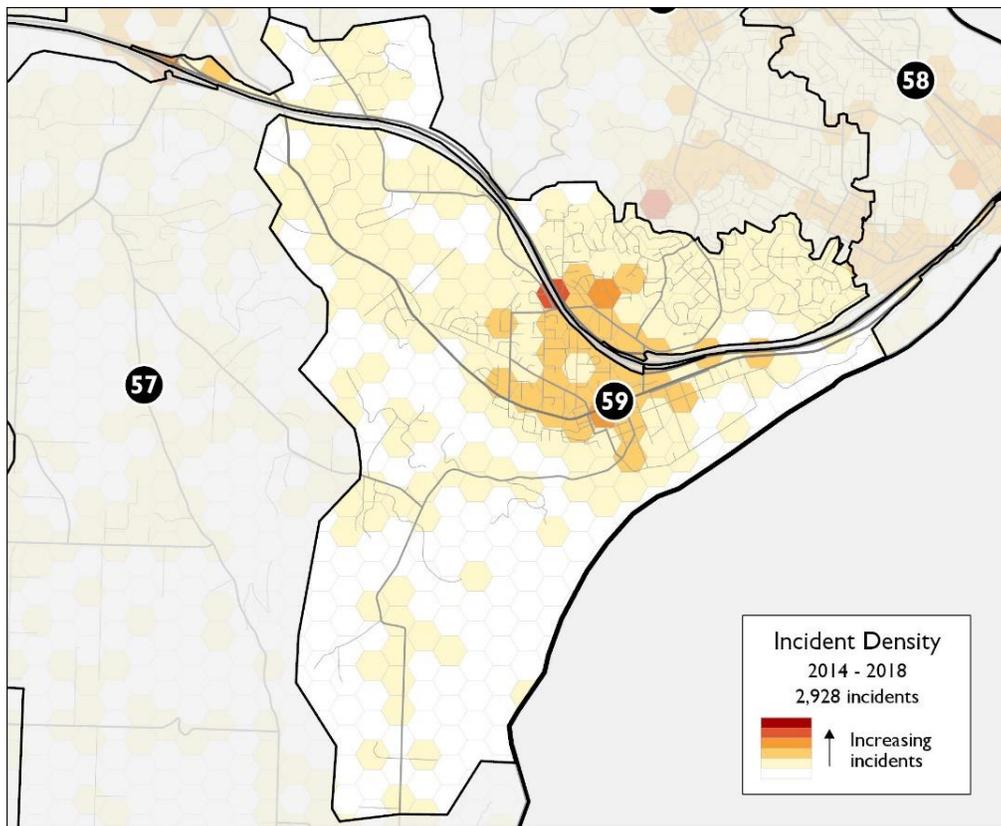


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 59 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 59 – Willamette, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10059 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,416,107	\$ 1,400,078	\$ 1,520,239	\$ 1,536,426	\$ 1,536,426	\$ 1,536,426
5003 Vacation Taken Union	219,441	211,574	212,018	218,141	218,141	218,141
5005 Sick Leave Taken Union	27,474	32,639	33,072	38,474	38,474	38,474
5007 Personal Leave Taken Union	24,792	22,915	22,346	21,778	21,778	21,778
5016 Vacation Sold at Retirement	25,129		9,985	8,019	8,019	8,019
5017 PEHP Vac Sold at Retirement	22,331	2,108	13,945	13,543	13,543	13,543
5020 Deferred Comp Match Union	66,311	72,866	86,081	84,642	84,642	84,642
5101 Vacation Relief	282,773	274,681	214,342	228,089	228,089	228,089
5105 Sick Relief	68,809	36,861	36,326	38,312	38,312	38,312
5106 On the Job Injury Relief	2,309	13,853	4,993	11,583	11,583	11,583
5107 Short Term Disability Relief	612	2,537	1,205	1,782	1,782	1,782
5110 Personal Leave Relief	49,530	38,126	26,857	27,620	27,620	27,620
5115 Vacant Slot Relief	65,701	26,114				
5117 Regular Day Off Relief	37,342	74,362	74,546	61,477	61,477	61,477
5118 Standby Overtime	2,619	2,054	1,722	2,673	2,673	2,673
5120 Overtime Union	57,864	8,451	19,454	20,492	20,492	20,492
5201 PERS Taxes	494,118	488,810	560,402	607,639	607,639	607,639
5203 FICA/MEDI	161,504	153,032	174,201	176,948	176,948	176,948
5206 Worker's Comp	40,102	38,588	50,097	50,887	50,887	50,887
5207 TriMet/Wilsonville Tax	16,618	15,865	17,390	17,896	17,896	17,896
5208 OR Worker's Benefit Fund Tax	801	762	663	561	561	561
5210 Medical Ins Union	345,383	387,942	415,081	423,792	423,792	423,792
5220 Post Retire Ins Union	10,250	10,652	10,800	10,800	10,800	10,800
5270 Uniform Allowance	1,522	2,831	5,400	5,400	5,400	5,400
<b>Total Personnel Services</b>	<b>3,439,443</b>	<b>3,317,701</b>	<b>3,511,165</b>	<b>3,606,974</b>	<b>3,606,974</b>	<b>3,606,974</b>
5300 Office Supplies	376	123	720	720	720	720
5301 Special Department Supplies	3,719	4,275	5,130	5,400	5,400	5,400
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		423	300	200	200	200
5320 EMS Supplies	20,023	17,431	25,000	20,000	20,000	20,000
5321 Fire Fighting Supplies	1,223	1,486	4,707	4,500	4,500	4,500
5325 Protective Clothing	4,149	1,280	5,400	6,300	6,300	6,300
5330 Noncapital Furniture & Equip			3,960			
5350 Apparatus Fuel/Lubricants	11,064	11,273	12,000	12,250	12,250	12,250
5361 M&R Bldg/Bldg Equip & Improv	19,482	28,028	38,380	68,050	68,050	68,050
5365 M&R Firefight Equip	200		200	200	200	200
5367 M&R Office Equip	1,300	1,343	1,650	1,650	1,650	1,650
5414 Other Professional Services	86	67	100	100	100	100

Station 59 – Willamette, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	741	1,182	1,230	1,618	1,618	1,618
5432 Natural Gas	1,825	1,759	2,100	2,000	2,000	2,000
5433 Electricity	15,497	15,665	15,600	15,800	15,800	15,800
5434 Water/Sewer	2,497	2,713	3,000	3,000	3,000	3,000
5480 Community/Open House/Outreach	63	114	200	200	200	200
5481 Community Education Materials	198	524	750	500	500	500
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	476	593	900	900	900	900
5575 Laundry/Repair Expense	319	326	300	350	350	350
<b>Total Materials and Services</b>	<b>83,276</b>	<b>88,643</b>	<b>121,972</b>	<b>144,083</b>	<b>144,083</b>	<b>144,083</b>
<b>Total General Fund</b>	<b>\$ 3,522,719</b>	<b>\$ 3,406,345</b>	<b>\$ 3,633,137</b>	<b>\$ 3,751,057</b>	<b>\$ 3,751,057</b>	<b>\$ 3,751,057</b>



Station Description

**Station 60**, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600-square-foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 60** and can also respond in **Brush Rig 60** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

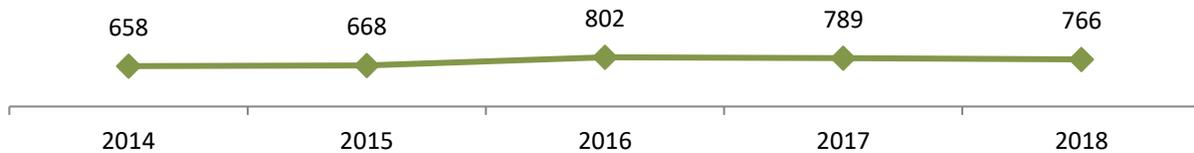
The 6.0 square miles of Station 60’s station zone includes mostly unincorporated portions of Washington and Multnomah counties. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,978,932	\$ 2,022,936	\$ 2,219,839	\$ 2,279,979
Materials and Services	68,392	96,580	68,847	86,110
<b>Total Expenditures</b>	<b>\$ 2,047,324</b>	<b>\$ 2,119,517</b>	<b>\$ 2,288,686</b>	<b>\$ 2,366,089</b>

Station 60 Station Zone Incident Count (Calendar Year)<sup>1</sup>



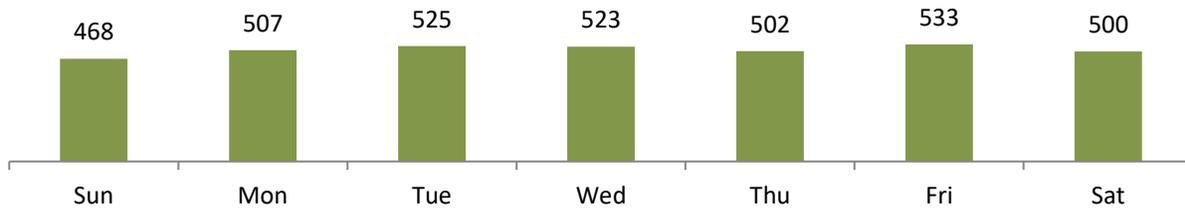
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 60 – Cornell Road, continued

Station 60 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

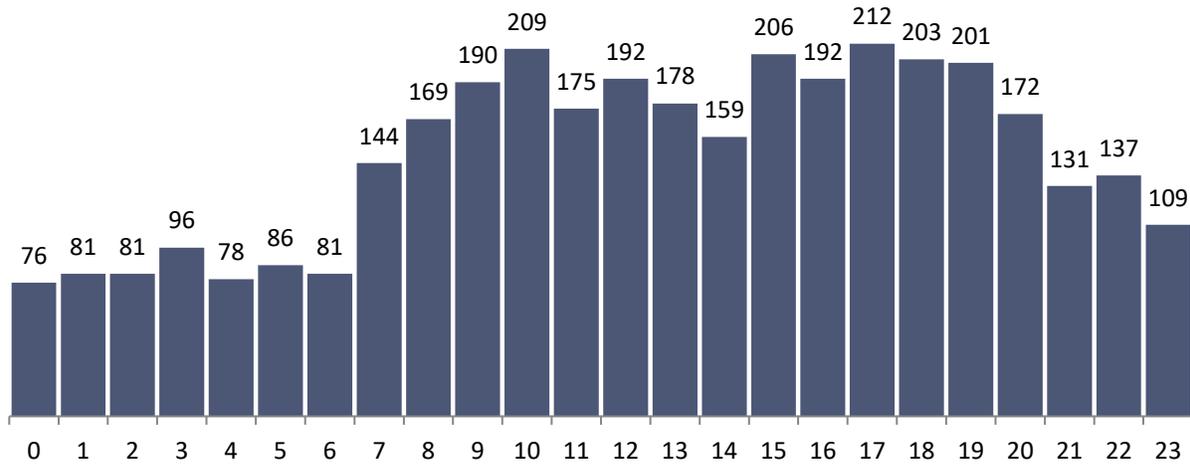
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	85	16	68	20	72	11	93	21	90	25
Overpressure	0	1	0	0	0	0	0	1	0	0
EMS/Rescue Call	515	426	544	467	668	578	618	515	600	544
Hazardous Condition	21	18	14	20	17	29	24	26	9	14
Service Call	27	50	30	43	34	35	42	52	67	41
Good Intent Call	2	98	3	80	5	97	5	108	0	82
False Call	0	47	0	36	0	51	0	65	0	60
Natural Condition	0	1	0	1	0	1	0	0	0	0
Other Situation	8	1	9	1	6	0	7	1	0	0
<b>Total</b>	<b>658</b>	<b>658</b>	<b>668</b>	<b>668</b>	<b>802</b>	<b>802</b>	<b>789</b>	<b>789</b>	<b>766</b>	<b>766</b>

Station 60 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

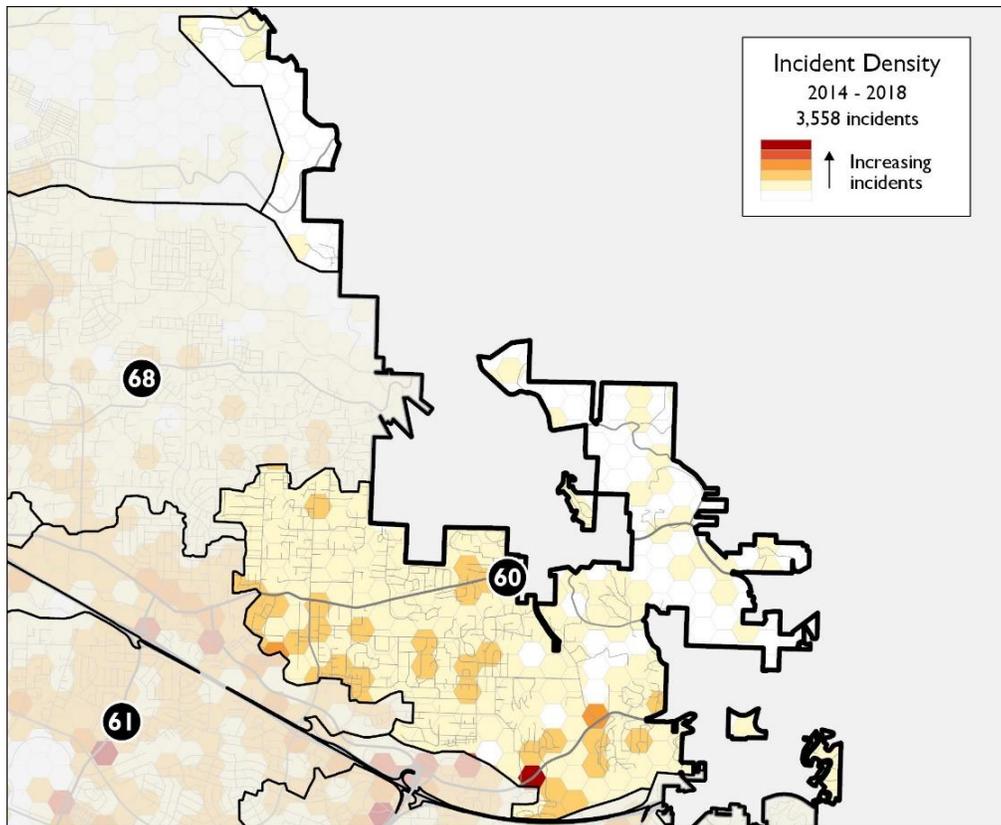


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 60 Station Zone Incident Count by Hour of Day, Calendar Years 2014 -2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 60 – Cornell Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10060 General Fund</b>						
5001 Salaries & Wages Union	\$ 857,404	\$ 848,995	\$ 950,061	\$ 959,976	\$ 959,976	\$ 959,976
5003 Vacation Taken Union	148,666	158,967	132,499	136,297	136,297	136,297
5005 Sick Leave Taken Union	15,334	57,825	20,668	24,039	24,039	24,039
5007 Personal Leave Taken Union	10,791	8,519	13,965	13,607	13,607	13,607
5016 Vacation Sold at Retirement			6,354	5,103	5,103	5,103
5017 PEHP Vac Sold at Retirement	3,834		8,874	8,618	8,618	8,618
5020 Deferred Comp Match Union	48,196	53,508	54,777	53,861	53,861	53,861
5101 Vacation Relief	141,958	115,993	136,394	145,142	145,142	145,142
5105 Sick Relief	32,385	19,247	23,116	24,379	24,379	24,379
5106 On the Job Injury Relief		21,492	3,177	7,370	7,370	7,370
5107 Short Term Disability Relief			767	1,134	1,134	1,134
5110 Personal Leave Relief	14,866	19,302	17,090	17,576	17,576	17,576
5115 Vacant Slot Relief	34,614	16,797				
5117 Regular Day Off Relief	8,950	9,750	47,436	39,120	39,120	39,120
5118 Standby Overtime	1,810	965	1,096	1,701	1,701	1,701
5120 Overtime Union	14,560	2,491	12,379	13,040	13,040	13,040
5201 PERS Taxes	279,899	290,342	351,591	381,168	381,168	381,168
5203 FICA/MEDI	94,301	94,767	109,292	110,999	110,999	110,999
5206 Worker's Comp	25,867	24,349	31,430	31,921	31,921	31,921
5207 TriMet/Wilsonville Tax	9,322	9,455	10,911	11,226	11,226	11,226
5208 OR Worker's Benefit Fund Tax	485	462	442	374	374	374
5210 Medical Ins Union	227,745	259,414	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	7,150	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	797	3,148	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>1,978,932</b>	<b>2,022,936</b>	<b>2,219,839</b>	<b>2,279,979</b>	<b>2,279,979</b>	<b>2,279,979</b>
5300 Office Supplies	446	93	480	480	480	480
5301 Special Department Supplies	4,671	3,789	3,420	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	140		300	200	200	200
5320 EMS Supplies	5,572	5,202	6,500	7,000	7,000	7,000
5321 Fire Fighting Supplies	1,393	1,192	3,000	3,000	3,000	3,000
5325 Protective Clothing	1,229	7,755	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip		248	400	3,260	3,260	3,260
5350 Apparatus Fuel/Lubricants	6,841	7,389	8,500	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	25,539	47,081	15,575	27,695	27,695	27,695
5365 M&R Firefight Equip	35	49	200	200	200	200
5367 M&R Office Equip	1,281	1,169	1,650	1,650	1,650	1,650
5414 Other Professional Services	45	37	100	100	100	100
5415 Printing	38	19	25	25	25	25

Station 60 – Cornell Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	519	700	747	750	750	750
5432 Natural Gas	3,454	3,410	3,500	3,500	3,500	3,500
5433 Electricity	7,267	7,575	8,500	8,500	8,500	8,500
5434 Water/Sewer	7,548	8,198	8,700	9,000	9,000	9,000
5436 Garbage	1,653	1,907	2,000	2,200	2,200	2,200
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials		129	200	300	300	300
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	356	245	600	600	600	600
5575 Laundry/Repair Expense	331	355	450	450	450	450
<b>Total Materials and Services</b>	<b>68,392</b>	<b>96,580</b>	<b>68,847</b>	<b>86,110</b>	<b>86,110</b>	<b>86,110</b>
<b>Total General Fund</b>	<b>\$ 2,047,324</b>	<b>\$ 2,119,517</b>	<b>\$ 2,288,686</b>	<b>\$ 2,366,089</b>	<b>\$ 2,366,089</b>	<b>\$ 2,366,089</b>



Station Description

**Station 61**, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700-square-foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **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**.

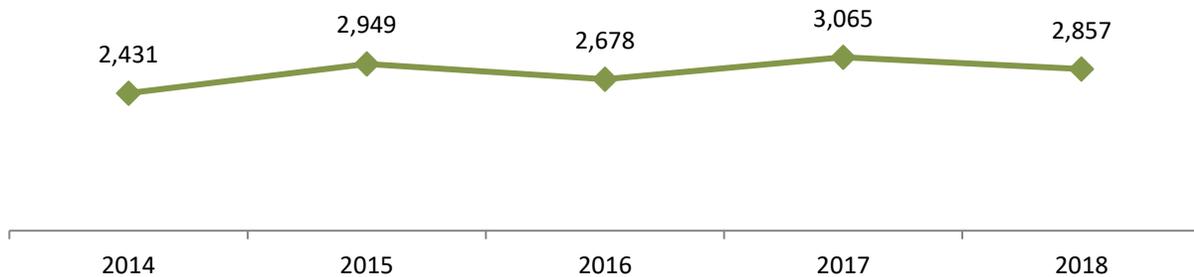
The 5.8 square miles of Station 61’s station zone includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District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



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,837,165	\$ 1,978,194	\$ 2,401,608	\$ 2,466,619
Materials and Services	74,842	88,309	92,241	99,220
<b>Total Expenditures</b>	<b>\$ 1,912,008</b>	<b>\$ 2,066,503</b>	<b>\$ 2,493,849</b>	<b>\$ 2,565,839</b>

Station 61 Station Zone Incident Count (Calendar Year)<sup>1</sup>



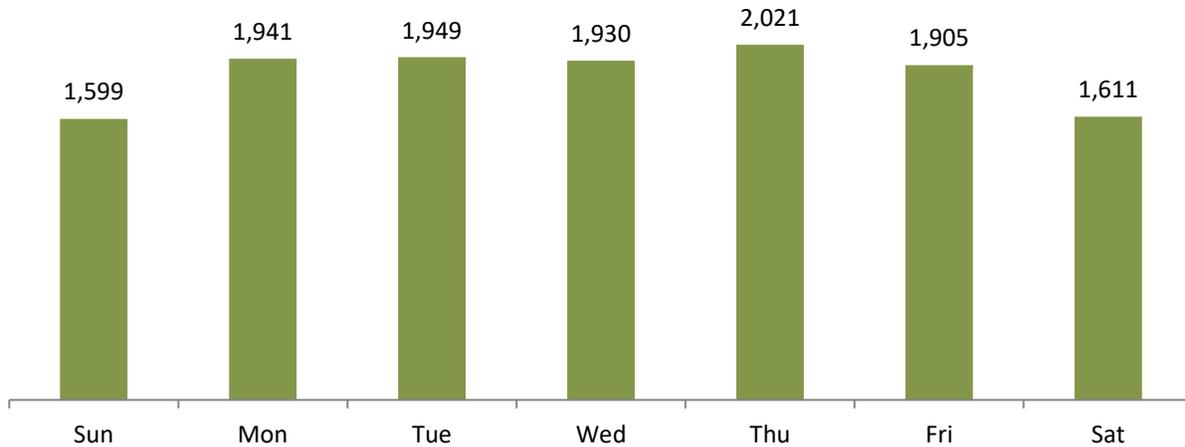
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61’s Station Zone.

## Station 61 – Butner Road, continued

### Station 61 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

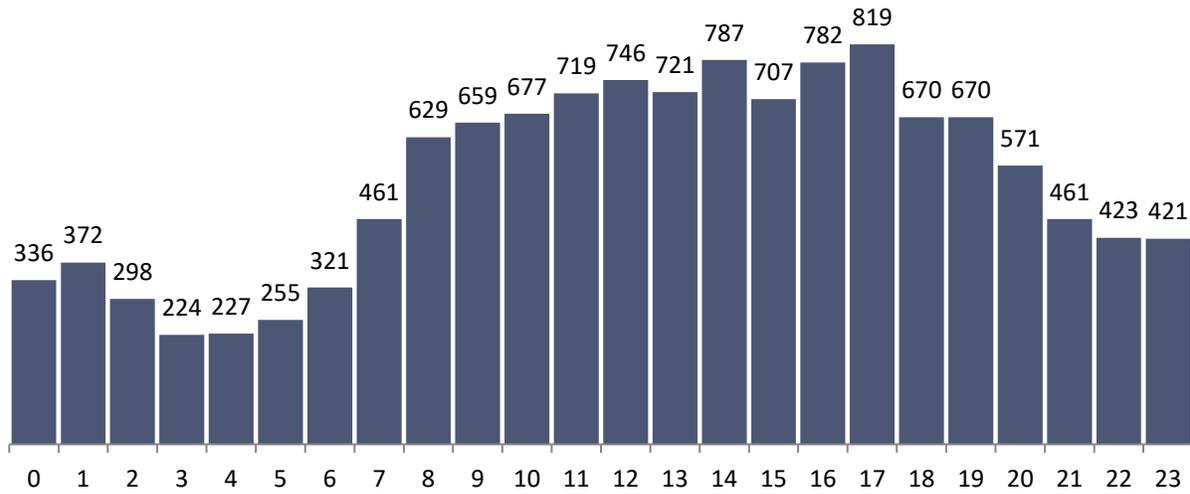
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	305	84	303	104	254	72	284	92	297	101
Overpressure	0	3	0	2	0	0	0	1	0	4
EMS/Rescue Call	1,918	1,422	2,451	1,985	2,223	1,793	2,584	2,087	2,326	1,960
Hazardous Condition	77	121	61	103	85	116	74	112	18	77
Service Call	88	145	87	139	73	177	85	206	216	128
Good Intent Call	9	495	20	474	13	388	11	411	0	439
False Call	0	157	0	142	0	132	0	154	0	148
Natural Condition	0	0	0	0	0	0	0	1	0	0
Other Situation	34	4	27	0	30	0	27	1	0	0
<b>Total</b>	<b>2,431</b>		<b>2,949</b>		<b>2,678</b>		<b>3,065</b>		<b>2,857</b>	

### Station 61 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

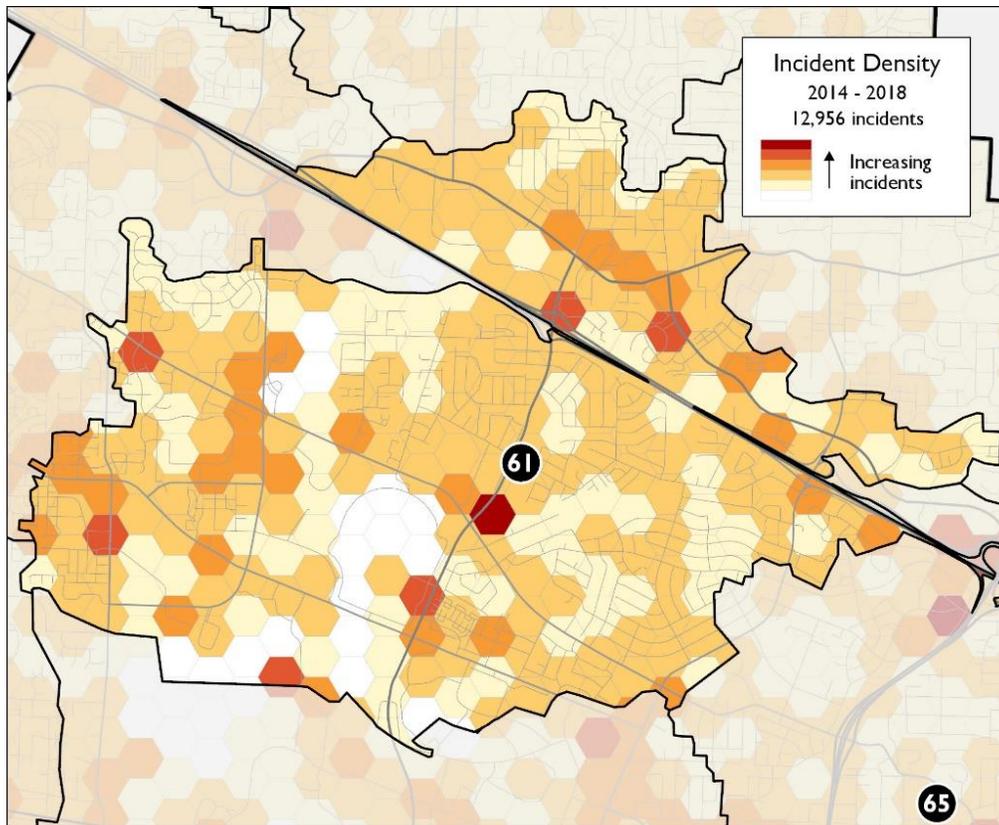


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61's Station Zone.

Station 61 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count. In 2015, a frequent user of the emergency response system attributed to 467 incidents in Station 61’s Station Zone.

## Station 61 – Butner Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10061 General Fund</b>						
5001 Salaries & Wages Union	\$ 846,611	\$ 795,743	\$ 1,027,657	\$ 1,038,351	\$ 1,038,351	\$ 1,038,351
5003 Vacation Taken Union	98,083	137,342	143,321	147,425	147,425	147,425
5005 Sick Leave Taken Union	14,758	22,696	22,356	26,002	26,002	26,002
5007 Personal Leave Taken Union	5,412	15,739	15,105	14,718	14,718	14,718
5016 Vacation Sold at Retirement	7,076		6,873	5,519	5,519	5,519
5017 PEHP Vac Sold at Retirement			9,598	9,321	9,321	9,321
5020 Deferred Comp Match Union	38,827	47,406	59,249	58,259	58,259	58,259
5101 Vacation Relief	131,501	155,867	147,529	156,991	156,991	156,991
5105 Sick Relief	20,759	31,466	25,003	26,370	26,370	26,370
5106 On the Job Injury Relief	3,192	15,768	3,436	7,972	7,972	7,972
5107 Short Term Disability Relief			829	1,226	1,226	1,226
5110 Personal Leave Relief	6,710	29,547	18,486	19,011	19,011	19,011
5115 Vacant Slot Relief	33,875	33,901				
5117 Regular Day Off Relief	2,615	24,334	51,309	42,314	42,314	42,314
5118 Standby Overtime	1,649	1,381	1,185	1,840	1,840	1,840
5120 Overtime Union	11,894	6,847	13,390	14,105	14,105	14,105
5201 PERS Taxes	245,014	287,451	380,305	412,287	412,287	412,287
5203 FICA/MEDI	88,507	94,104	118,218	120,061	120,061	120,061
5206 Worker's Comp	27,542	26,176	33,997	34,527	34,527	34,527
5207 TriMet/Wilsonville Tax	8,701	9,378	11,802	12,143	12,143	12,143
5208 OR Worker's Benefit Fund Tax	507	460	479	405	405	405
5210 Medical Ins Union	233,873	233,677	299,781	306,072	306,072	306,072
5220 Post Retire Ins Union	8,050	7,500	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,010	1,411	3,900	3,900	3,900	3,900
<b>Total Personnel Services</b>	<b>1,837,165</b>	<b>1,978,194</b>	<b>2,401,608</b>	<b>2,466,619</b>	<b>2,466,619</b>	<b>2,466,619</b>
5300 Office Supplies	409	296	520	520	520	520
5301 Special Department Supplies	4,668	4,061	3,705	3,900	3,900	3,900
5302 Training Supplies	137	335	100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	464	119	300	400	400	400
5320 EMS Supplies	12,780	13,316	16,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	2,698	4,173	3,250	3,250	3,250	3,250
5325 Protective Clothing	2,923	5,427	3,900	4,550	4,550	4,550
5330 Noncapital Furniture & Equip		614	2,346	4,020	4,020	4,020
5350 Apparatus Fuel/Lubricants	10,676	15,296	10,800	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	11,387	16,750	20,085	19,045	19,045	19,045
5365 M&R Firefight Equip	49	323	200	200	200	200
5367 M&R Office Equip	1,262	1,230	1,650	1,650	1,650	1,650
5414 Other Professional Services	294	372	300	500	500	500

Station 61 – Butner Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	19		25	25	25	25
5416 Custodial & Bldg Services	464	776	1,090	1,090	1,090	1,090
5432 Natural Gas	4,675	3,875	4,000	4,000	4,000	4,000
5433 Electricity	9,343	9,655	10,000	10,000	10,000	10,000
5434 Water/Sewer	8,600	8,198	9,000	9,450	9,450	9,450
5436 Garbage	1,771	1,771	2,300	2,000	2,000	2,000
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	802	828	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	839	460	650	650	650	650
5575 Laundry/Repair Expense	546	394	600	450	450	450
<b>Total Materials and Services</b>	<b>74,842</b>	<b>88,309</b>	<b>92,241</b>	<b>99,220</b>	<b>99,220</b>	<b>99,220</b>
<b>Total General Fund</b>	<b>\$ 1,912,008</b>	<b>\$ 2,066,503</b>	<b>\$ 2,493,849</b>	<b>\$ 2,565,839</b>	<b>\$ 2,565,839</b>	<b>\$ 2,565,839</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**.

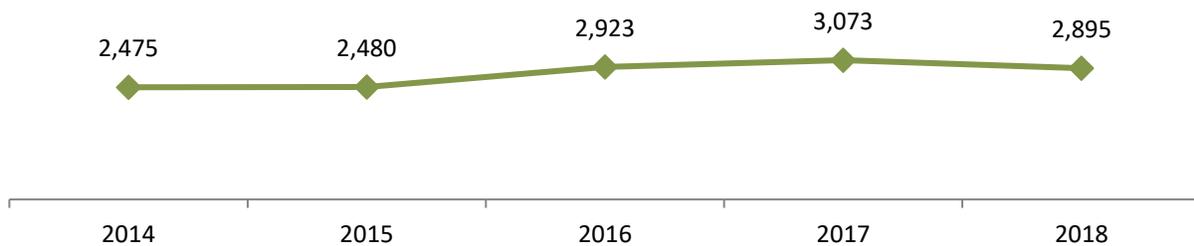
The 19.9 square miles of Station 62’s station zone includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro, and south of Hillsboro. Personnel at this station also assist with the management of the District’s wildland program by housing one of three wildland caches (in conjunction with Stations 20 and 52). This equipment is taken when a team is deployed as part of a Washington County deployment.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,081,137	\$ 1,807,326	\$ 2,535,280	\$ 2,602,345
Materials and Services	113,310	112,153	120,368	123,978
<b>Total Expenditures</b>	<b>\$ 2,194,447</b>	<b>\$ 1,919,479</b>	<b>\$ 2,655,648</b>	<b>\$ 2,726,323</b>

Station 62 Station Zone Incident Count (Calendar Year)<sup>1</sup>



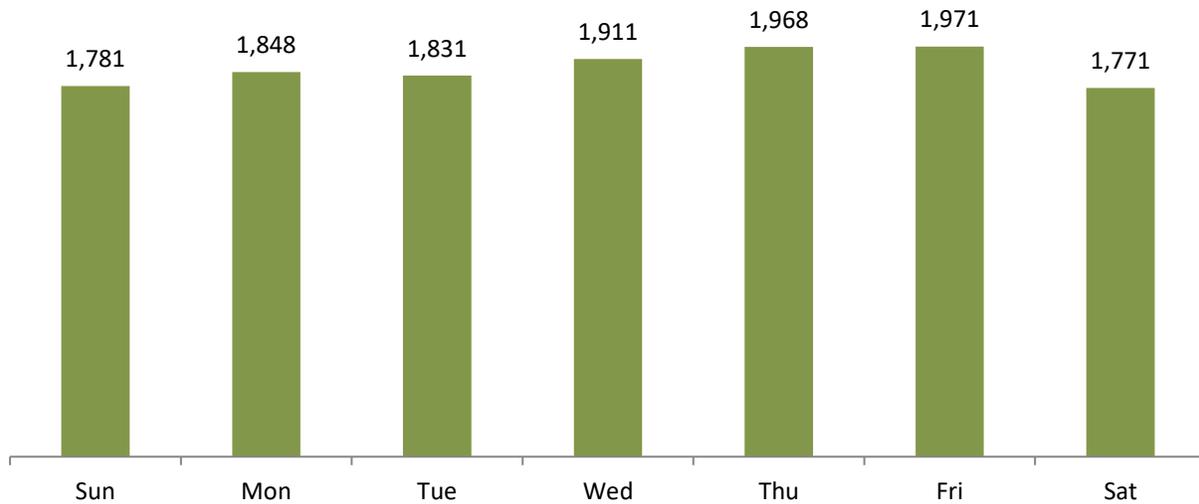
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 62 – Aloha, continued

### Station 62 Station zone Incident Summary (Calendar Year)<sup>1</sup>

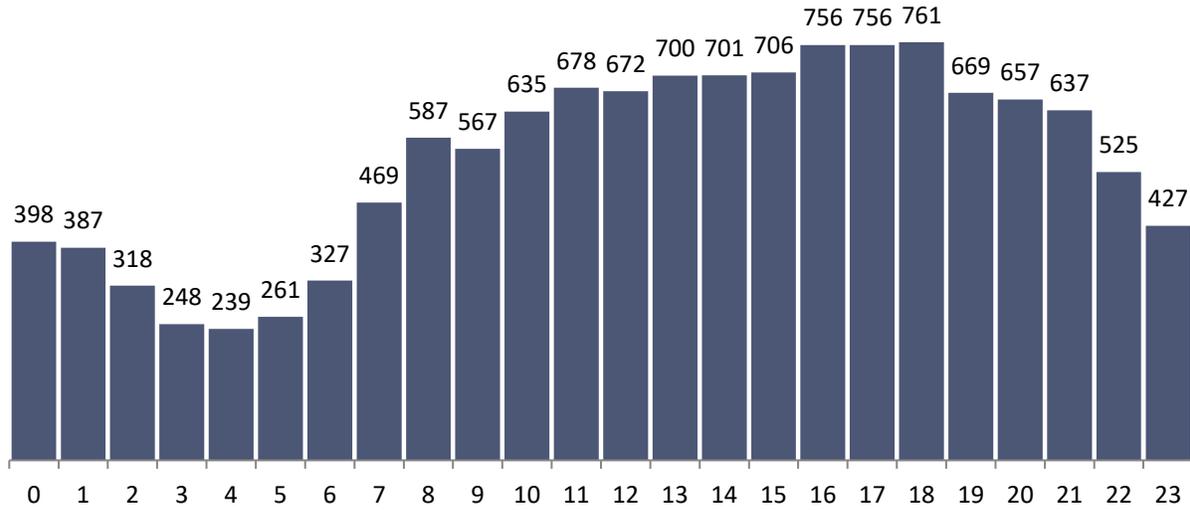
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	162	55	172	85	217	84	199	80	216	59
Overpressure	0	2	0	1	0	3	0	1	0	3
EMS/Rescue Call	2,107	1,667	2,112	1,739	2,480	1,943	2,611	2,097	2,374	1,939
Hazardous Condition	47	57	41	56	60	66	64	64	18	60
Service Call	115	177	113	138	125	213	156	232	287	194
Good Intent Call	20	415	17	367	16	486	21	470	0	498
False Call	0	99	0	94	0	128	0	125	0	142
Natural Condition	0	0	0	0	0	0	0	4	0	0
Other Situation	24	3	25	0	25	0	22	0	0	0
<b>Total</b>	<b>2,475</b>		<b>2,480</b>		<b>2,923</b>		<b>3,073</b>		<b>2,895</b>	

### Station 62 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

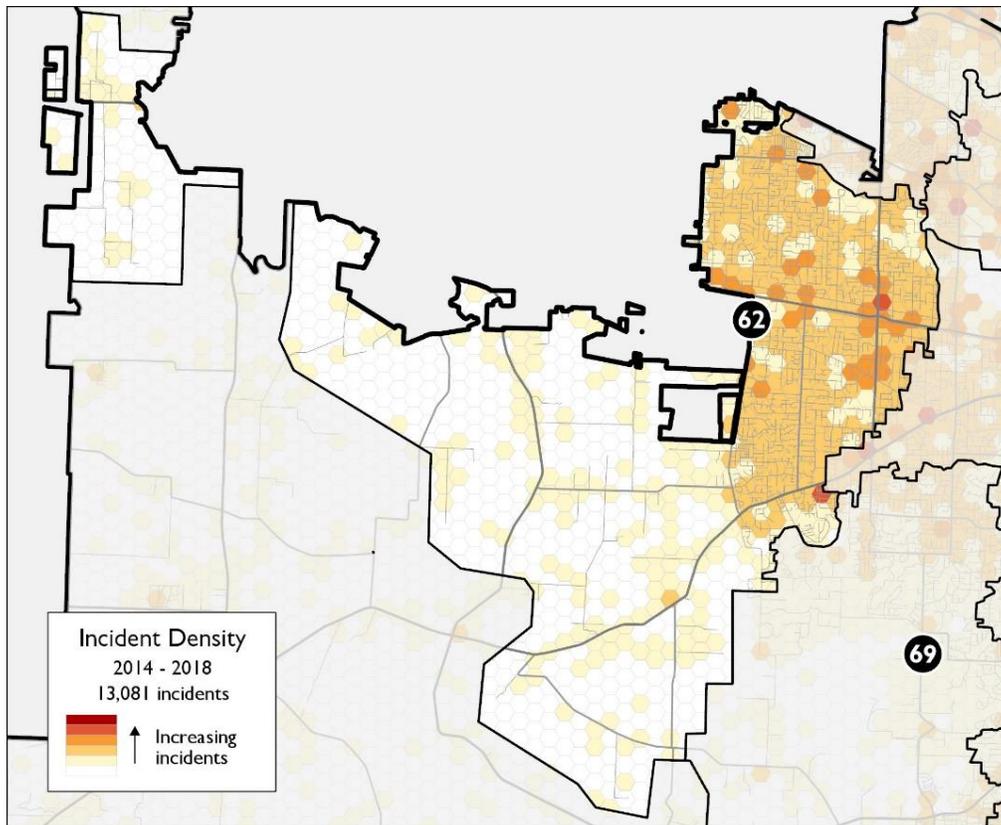


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 62 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 62 – Aloha, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10062 General Fund</b>						
5001 Salaries & Wages Union	\$ 949,076	\$ 829,832	\$ 1,083,549	\$ 1,093,898	\$ 1,093,898	\$ 1,093,898
5003 Vacation Taken Union	103,006	99,304	151,116	155,311	155,311	155,311
5005 Sick Leave Taken Union	25,428	22,503	23,572	27,393	27,393	27,393
5007 Personal Leave Taken Union	19,382	14,079	15,927	15,505	15,505	15,505
5016 Vacation Sold at Retirement			7,187	5,771	5,771	5,771
5017 PEHP Vac Sold at Retirement	2,079		10,037	9,747	9,747	9,747
5020 Deferred Comp Match Union	47,524	39,534	61,954	60,918	60,918	60,918
5101 Vacation Relief	136,093	93,059	154,265	164,159	164,159	164,159
5105 Sick Relief	13,427	12,509	26,144	27,574	27,574	27,574
5106 On the Job Injury Relief	5,835	3,571	3,593	8,336	8,336	8,336
5107 Short Term Disability Relief			867	1,282	1,282	1,282
5110 Personal Leave Relief	15,738	8,716	19,330	19,879	19,879	19,879
5115 Vacant Slot Relief	49,429	10,963				
5117 Regular Day Off Relief	7,816	38,093	53,652	44,246	44,246	44,246
5118 Standby Overtime	2,061	1,018	1,239	1,924	1,924	1,924
5120 Overtime Union	15,071	2,821	14,002	14,749	14,749	14,749
5201 PERS Taxes	273,334	254,615	400,265	433,637	433,637	433,637
5203 FICA/MEDI	100,599	83,977	124,422	126,278	126,278	126,278
5206 Worker's Comp	29,993	25,690	35,782	36,315	36,315	36,315
5207 TriMet/Wilsonville Tax	9,809	8,439	12,421	12,771	12,771	12,771
5208 OR Worker's Benefit Fund Tax	562	443	515	436	436	436
5210 Medical Ins Union	266,191	246,993	322,841	329,616	329,616	329,616
5220 Post Retire Ins Union	7,950	7,900	8,400	8,400	8,400	8,400
5270 Uniform Allowance	734	3,268	4,200	4,200	4,200	4,200
<b>Total Personnel Services</b>	<b>2,081,137</b>	<b>1,807,326</b>	<b>2,535,280</b>	<b>2,602,345</b>	<b>2,602,345</b>	<b>2,602,345</b>
5300 Office Supplies	320	504	560	560	560	560
5301 Special Department Supplies	4,357	5,050	3,990	4,200	4,200	4,200
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	476	356	300	600	600	600
5320 EMS Supplies	18,093	20,196	20,000	22,000	22,000	22,000
5321 Fire Fighting Supplies	2,299	3,354	3,500	3,500	3,500	3,500
5325 Protective Clothing	3,747	12,883	4,200	4,900	4,900	4,900
5330 Noncapital Furniture & Equip	1,165	1,100	6,614	1,140	1,140	1,140
5350 Apparatus Fuel/Lubricants	12,525	12,554	14,000	14,500	14,500	14,500
5361 M&R Bldg/Bldg Equip & Improv	19,026	10,991	13,260	25,235	25,235	25,235
5365 M&R Firefight Equip	49	147	200	200	200	200
5367 M&R Office Equip	1,424	1,240	1,650	1,650	1,650	1,650
5414 Other Professional Services	364	539	800	800	800	800

Station 62 – Aloha, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	19	19	25	25	25	25
5416 Custodial & Bldg Services	729	1,576	1,640	1,640	1,640	1,640
5432 Natural Gas	11,581	6,474	12,480	9,000	9,000	9,000
5433 Electricity	16,122	15,124	19,240	16,000	16,000	16,000
5434 Water/Sewer	15,477	15,609	12,667	13,300	13,300	13,300
5436 Garbage	2,552	2,573	2,122	2,228	2,228	2,228
5480 Community/Open House/Outreach		143	200	200	200	200
5481 Community Education Materials	400	282	400	400	400	400
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	1,090	523	700	700	700	700
5575 Laundry/Repair Expense	1,462	877	1,500	1,000	1,000	1,000
<b>Total Materials and Services</b>	<b>113,310</b>	<b>112,153</b>	<b>120,368</b>	<b>123,978</b>	<b>123,978</b>	<b>123,978</b>
<b>Total General Fund</b>	<b>\$ 2,194,447</b>	<b>\$ 1,919,479</b>	<b>\$ 2,655,648</b>	<b>\$ 2,726,323</b>	<b>\$ 2,726,323</b>	<b>\$ 2,726,323</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**.

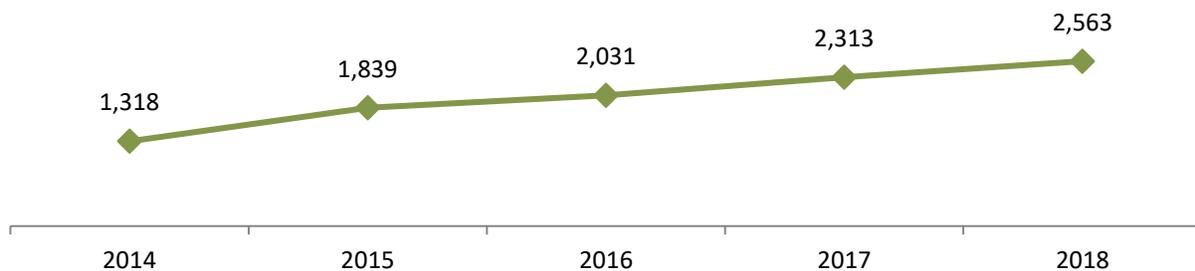
The 41.7 square miles of Station 64’s station zone includes portions of northern Aloha and Beaverton, as well as unincorporated Washington and Multnomah counties to the Columbia County border.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,088,749	\$ 1,937,672	\$ 2,374,988	\$ 2,438,776
Materials and Services	68,246	150,218	75,173	101,246
<b>Total Expenditures</b>	<b>\$ 2,156,996</b>	<b>\$ 2,087,890</b>	<b>\$ 2,450,161</b>	<b>\$ 2,540,022</b>

Station 64 Station Zone Incident Count (Calendar Year)<sup>1</sup>



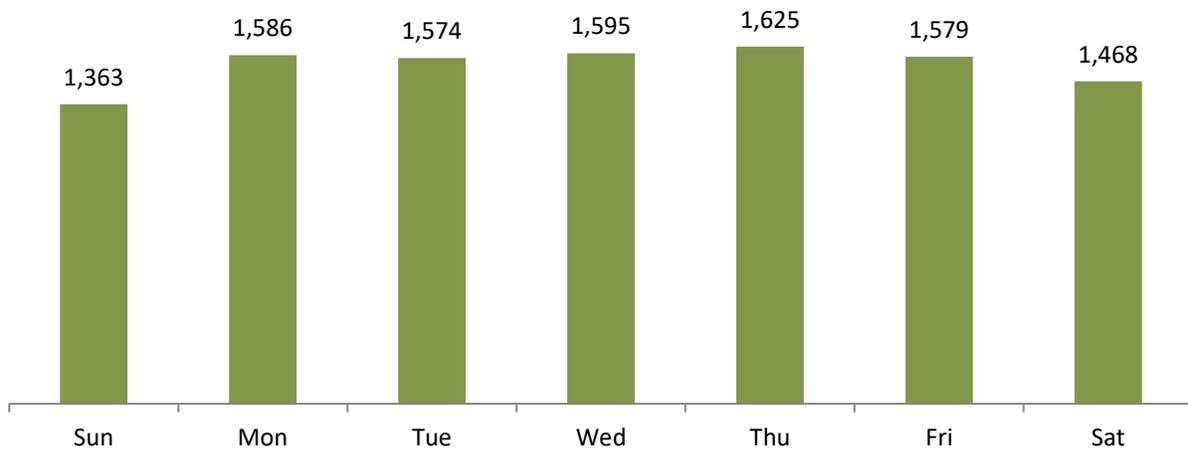
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 64 – Somerset, continued

### Station 64 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

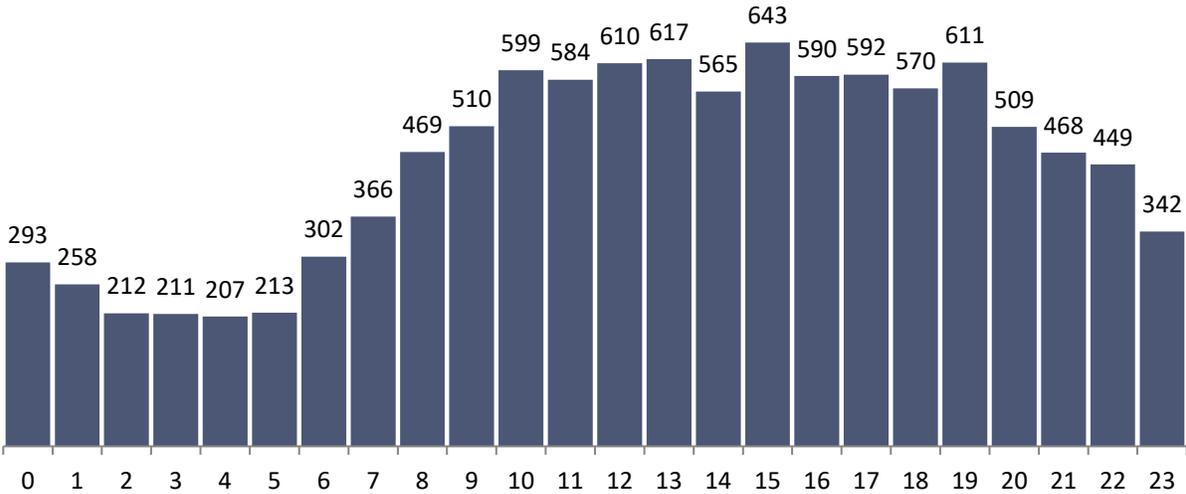
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	128	50	170	77	176	69	208	83	259	85
Overpressure	0	6	0	1	0	1	0	0	0	2
EMS/Rescue Call	1,067	878	1,500	1,231	1,708	1,404	1,896	1,523	1,977	1,673
Hazardous Condition	35	49	46	53	48	80	76	104	25	92
Service Call	56	79	79	96	75	110	95	146	301	182
Good Intent Call	15	191	21	289	4	264	12	337	0	381
False Call	0	63	0	92	0	100	0	117	0	148
Natural Condition	0	2	0	0	0	0	0	3	0	0
Other Situation	17	0	23	0	20	3	26	0	1	0
<b>Total</b>	<b>1,318</b>		<b>1,839</b>		<b>2,031</b>		<b>2,313</b>		<b>2,563</b>	

### Station 64 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

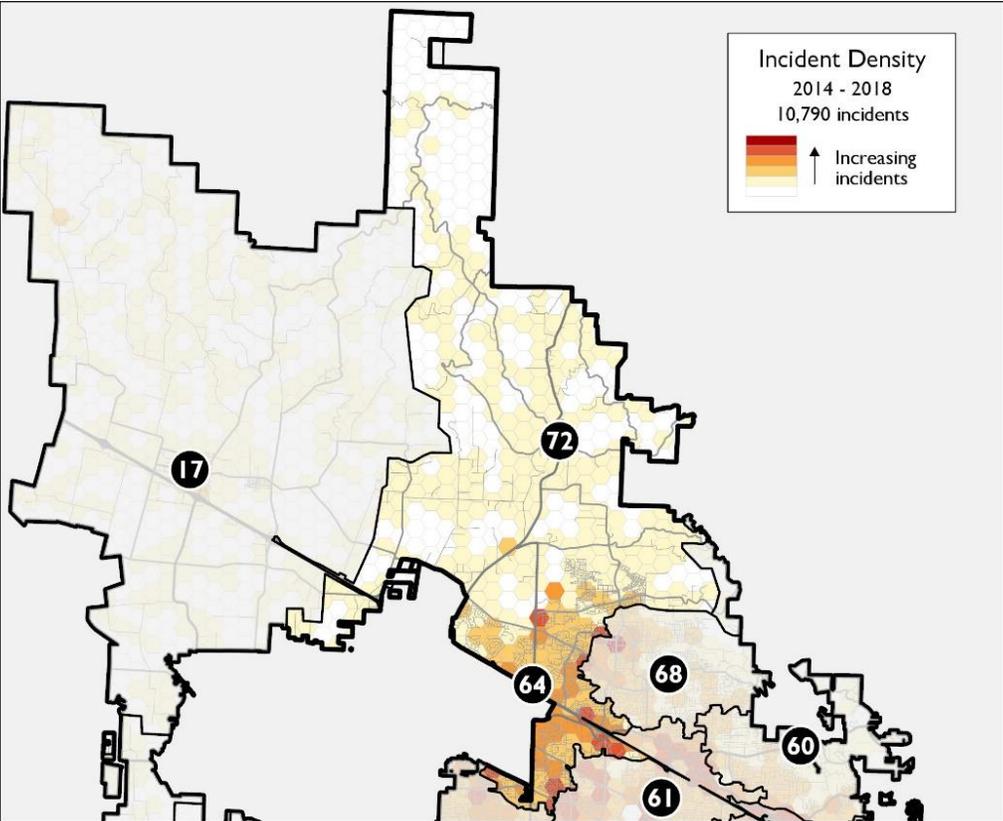


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 64 Station Zone Incident Count by Hour of Day, Calendar Years 2014-2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 64 – Somerset, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10064 General Fund</b>						
5001 Salaries & Wages Union	\$ 928,847	\$ 839,830	\$ 1,014,848	\$ 1,025,117	\$ 1,025,117	\$ 1,025,117
5003 Vacation Taken Union	121,873	91,605	141,535	145,546	145,546	145,546
5005 Sick Leave Taken Union	16,682	10,980	22,077	25,670	25,670	25,670
5007 Personal Leave Taken Union	18,570	13,456	14,917	14,530	14,530	14,530
5016 Vacation Sold at Retirement			6,779	5,443	5,443	5,443
5017 PEHP Vac Sold at Retirement	44,935	3,937	9,467	9,193	9,193	9,193
5020 Deferred Comp Match Union	49,436	45,709	58,435	57,459	57,459	57,459
5101 Vacation Relief	117,107	164,026	145,504	154,837	154,837	154,837
5105 Sick Relief	15,209	16,710	24,660	26,008	26,008	26,008
5106 On the Job Injury Relief	2,892	6,268	3,389	7,863	7,863	7,863
5107 Short Term Disability Relief	1,069	2,283	818	1,210	1,210	1,210
5110 Personal Leave Relief	29,373	12,954	18,232	18,750	18,750	18,750
5115 Vacant Slot Relief	41,976	27,586				
5117 Regular Day Off Relief	9,969	47,093	50,605	41,733	41,733	41,733
5118 Standby Overtime	1,219	1,467	1,169	1,814	1,814	1,814
5120 Overtime Union	17,351	3,200	13,206	13,911	13,911	13,911
5201 PERS Taxes	284,053	279,548	375,460	406,945	406,945	406,945
5203 FICA/MEDI	98,418	90,400	116,712	118,505	118,505	118,505
5206 Worker's Comp	29,238	27,549	33,564	34,080	34,080	34,080
5207 TriMet/Wilsonville Tax	9,630	9,204	11,651	11,985	11,985	11,985
5208 OR Worker's Benefit Fund Tax	525	471	479	405	405	405
5210 Medical Ins Union	241,754	233,514	299,781	306,072	306,072	306,072
5220 Post Retire Ins Union	6,900	7,300	7,800	7,800	7,800	7,800
5270 Uniform Allowance	1,724	2,581	3,900	3,900	3,900	3,900
<b>Total Personnel Services</b>	<b>2,088,749</b>	<b>1,937,672</b>	<b>2,374,988</b>	<b>2,438,776</b>	<b>2,438,776</b>	<b>2,438,776</b>
5300 Office Supplies	114	270	520	520	520	520
5301 Special Department Supplies	3,170	6,333	3,705	3,900	3,900	3,900
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	174	178	300	200	200	200
5320 EMS Supplies	11,567	15,142	15,000	23,000	23,000	23,000
5321 Fire Fighting Supplies	3,618	2,640	3,457	3,250	3,250	3,250
5325 Protective Clothing	1,812	7,414	3,900	4,550	4,550	4,550
5330 Noncapital Furniture & Equip		7,078				
5350 Apparatus Fuel/Lubricants	11,653	15,301	13,400	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	4,954	66,692	13,615	27,275	27,275	27,275
5365 M&R Firefight Equip	49	565	200	200	200	200
5367 M&R Office Equip	1,238	1,276	1,650	1,650	1,650	1,650
5414 Other Professional Services	863	756	800	800	800	800

Station 64 – Somerset, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	94	967	806	806	806	806
5432 Natural Gas	7,572	3,871	2,700	2,850	2,850	2,850
5433 Electricity	8,143	7,908	6,825	7,300	7,300	7,300
5434 Water/Sewer	4,732	7,331	4,300	4,500	4,500	4,500
5436 Garbage	1,236	1,955	1,600	1,600	1,600	1,600
5445 Rent/Lease of Building	5,850	1,350				
5480 Community/Open House/Outreach		1,069	200	200	200	200
5481 Community Education Materials	542	639	650	600	600	600
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	482	430	650	650	650	650
5575 Laundry/Repair Expense	348	1,015	550	550	550	550
<b>Total Materials and Services</b>	<b>68,246</b>	<b>150,218</b>	<b>75,173</b>	<b>101,246</b>	<b>101,246</b>	<b>101,246</b>
<b>Total General Fund</b>	<b>\$ 2,156,996</b>	<b>\$ 2,087,890</b>	<b>\$ 2,450,161</b>	<b>\$ 2,540,022</b>	<b>\$ 2,540,022</b>	<b>\$ 2,540,022</b>



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 station zone primarily contains unincorporated territory in Washington county (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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,963,971	\$ 1,766,792	\$ 2,387,488	\$ 2,451,875
Materials and Services	81,471	77,649	102,778	99,501
<b>Total Expenditures</b>	<b>\$ 2,045,442</b>	<b>\$ 1,844,441</b>	<b>\$ 2,490,266</b>	<b>\$ 2,551,376</b>

Station 65 Station Zone Incident Count (Calendar Year)<sup>1</sup>



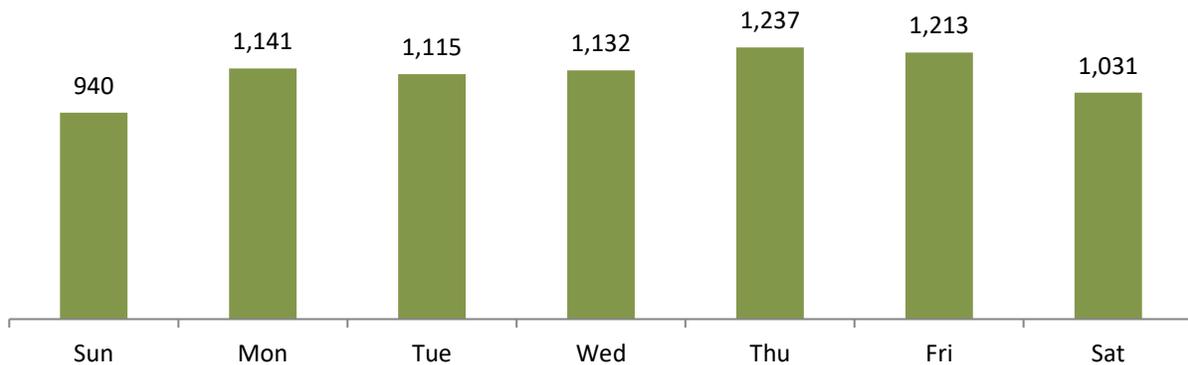
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 65 – West Slope, continued

### Station 65 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

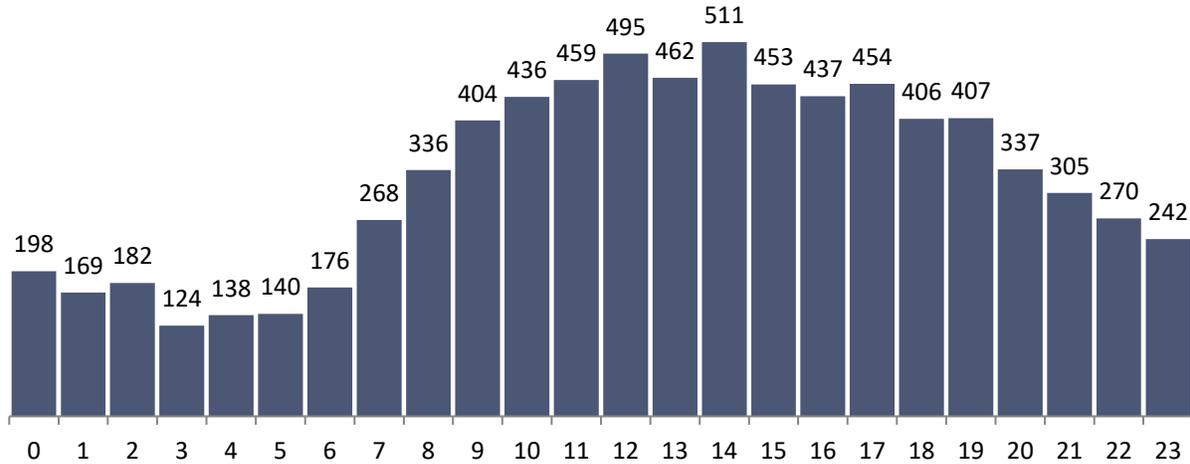
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	246	48	132	56	204	68	164	68	169	52
Overpressure	0	2	0	0	0	7	0	2	0	2
EMS/Rescue Call	1,985	1,538	1,061	828	1,439	1,093	1,805	1,399	1,387	1,068
Hazardous Condition	49	98	38	57	52	79	56	81	13	74
Service Call	55	122	21	73	39	93	54	123	124	87
Good Intent Call	13	437	8	210	9	319	9	367	0	327
False Call	0	129	0	54	0	106	0	72	0	83
Natural Condition	0	1	0	0	0	0	0	0	0	0
Other Situation	30	3	18	0	22	0	24	0	0	0
<b>Total</b>	<b>2,378</b>		<b>1,278</b>		<b>1,765</b>		<b>2,112</b>		<b>1,693</b>	

### Station 65 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

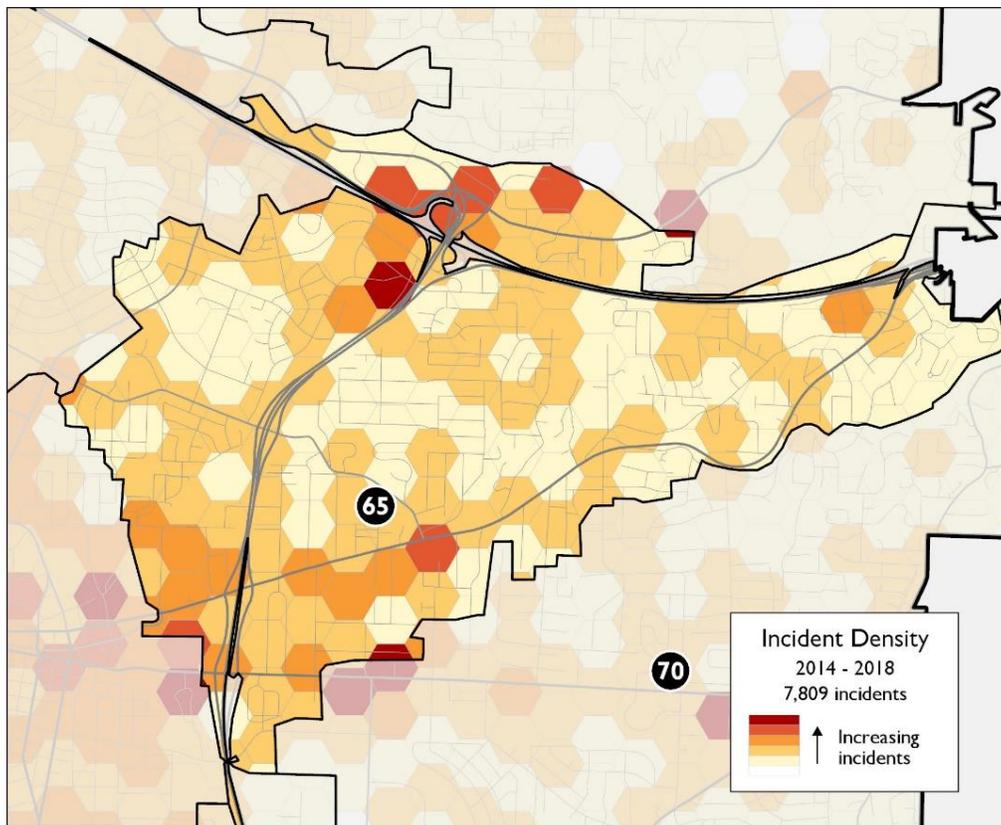


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 65 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 65 – West Slope, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10065 General Fund</b>						
5001 Salaries & Wages Union	\$ 841,582	\$ 744,267	\$ 1,020,742	\$ 1,031,226	\$ 1,031,226	\$ 1,031,226
5003 Vacation Taken Union	110,447	126,871	142,357	146,413	146,413	146,413
5005 Sick Leave Taken Union	23,762	33,499	22,206	25,823	25,823	25,823
5007 Personal Leave Taken Union	12,911	17,490	15,004	14,617	14,617	14,617
5016 Vacation Sold at Retirement			6,826	5,481	5,481	5,481
5017 PEHP Vac Sold at Retirement			9,532	9,257	9,257	9,257
5020 Deferred Comp Match Union	42,111	44,600	58,842	57,859	57,859	57,859
5101 Vacation Relief	151,637	124,396	146,517	155,914	155,914	155,914
5105 Sick Relief	28,739	15,961	24,831	26,189	26,189	26,189
5106 On the Job Injury Relief	2,718	5,861	3,413	7,918	7,918	7,918
5107 Short Term Disability Relief		1,272	824	1,218	1,218	1,218
5110 Personal Leave Relief	20,145	14,649	18,359	18,880	18,880	18,880
5115 Vacant Slot Relief	47,261	13,754				
5117 Regular Day Off Relief	22,975	22,218	50,957	42,024	42,024	42,024
5118 Standby Overtime	870	1,123	1,177	1,827	1,827	1,827
5120 Overtime Union	16,096	4,172	13,298	14,008	14,008	14,008
5201 PERS Taxes	265,374	255,357	377,735	409,458	409,458	409,458
5203 FICA/MEDI	95,049	82,653	117,419	119,237	119,237	119,237
5206 Worker's Comp	28,176	24,590	33,767	34,290	34,290	34,290
5207 TriMet/Wilsonville Tax	9,363	8,254	11,722	12,059	12,059	12,059
5208 OR Worker's Benefit Fund Tax	517	391	479	405	405	405
5210 Medical Ins Union	234,959	216,085	299,781	306,072	306,072	306,072
5220 Post Retire Ins Union	7,350	6,000	7,800	7,800	7,800	7,800
5270 Uniform Allowance	1,927	3,328	3,900	3,900	3,900	3,900
<b>Total Personnel Services</b>	<b>1,963,971</b>	<b>1,766,792</b>	<b>2,387,488</b>	<b>2,451,875</b>	<b>2,451,875</b>	<b>2,451,875</b>
5300 Office Supplies	319	146	520	520	520	520
5301 Special Department Supplies	3,578	3,574	3,705	3,900	3,900	3,900
5302 Training Supplies		25	100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	425	140	300	200	200	200
5320 EMS Supplies	14,118	11,608	15,000	15,000	15,000	15,000
5321 Fire Fighting Supplies	4,264	2,124	3,250	3,250	3,250	3,250
5325 Protective Clothing	1,318	1,571	3,900	4,550	4,550	4,550
5330 Noncapital Furniture & Equip	559			630	630	630
5350 Apparatus Fuel/Lubricants	10,083	12,136	12,000	12,500	12,500	12,500
5361 M&R Bldg/Bldg Equip & Improv	16,229	15,702	28,645	24,385	24,385	24,385
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,368	1,231	1,650	1,650	1,650	1,650
5414 Other Professional Services	145	241	300	300	300	300

Station 65 – West Slope, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	702	1,125	1,171	1,171	1,171	1,171
5432 Natural Gas	1,979	1,954	2,200	2,000	2,000	2,000
5433 Electricity	13,291	12,718	14,000	13,000	13,000	13,000
5434 Water/Sewer	9,480	9,554	10,500	11,000	11,000	11,000
5436 Garbage	1,868	1,887	2,292	2,300	2,300	2,300
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	233	359	700	500	500	500
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	881	930	1,200	1,200	1,200	1,200
5575 Laundry/Repair Expense	548	534	700	700	700	700
<b>Total Materials and Services</b>	<b>81,471</b>	<b>77,649</b>	<b>102,778</b>	<b>99,501</b>	<b>99,501</b>	<b>99,501</b>
<b>Total General Fund</b>	<b>\$ 2,045,442</b>	<b>\$ 1,844,441</b>	<b>\$ 2,490,266</b>	<b>\$ 2,551,376</b>	<b>\$ 2,551,376</b>	<b>\$ 2,551,376</b>



Station Description

**Station 66**, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and remodeled in 2008. The 7,494-square-foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) 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**.

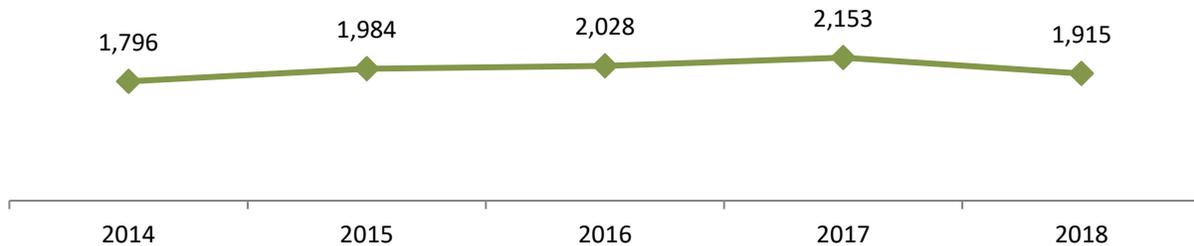
The 4.5 square miles of Station 66’s First-Due Area includes south and southwest Beaverton (Murrayhill).



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,994,269	\$ 2,021,660	\$ 2,431,473	\$ 2,497,746
Materials and Services	85,097	86,618	117,476	93,833
<b>Total Expenditures</b>	<b>\$ 2,079,366</b>	<b>\$ 2,108,278</b>	<b>\$ 2,548,949</b>	<b>\$ 2,591,579</b>

Station 66 Station Zone Incident Count (Calendar Year)<sup>1</sup>



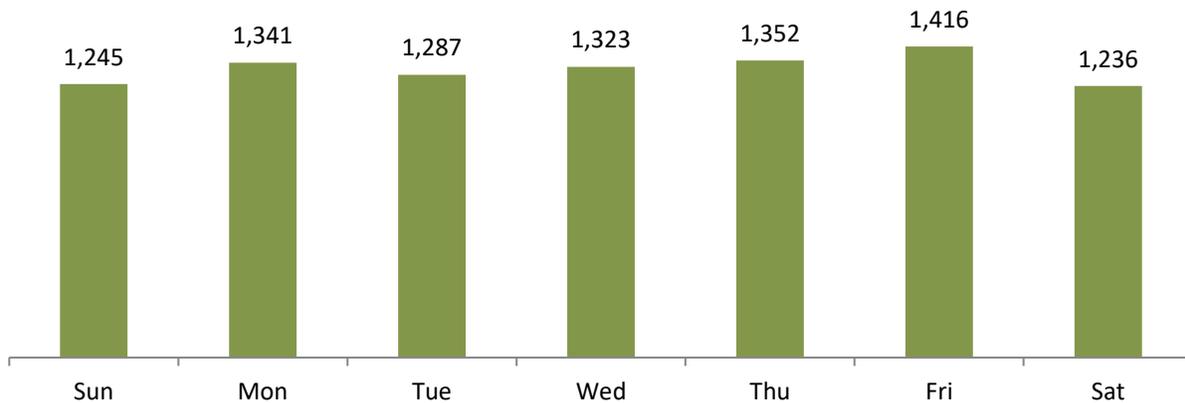
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 66 – Brockman Road, continued

### Station 66 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

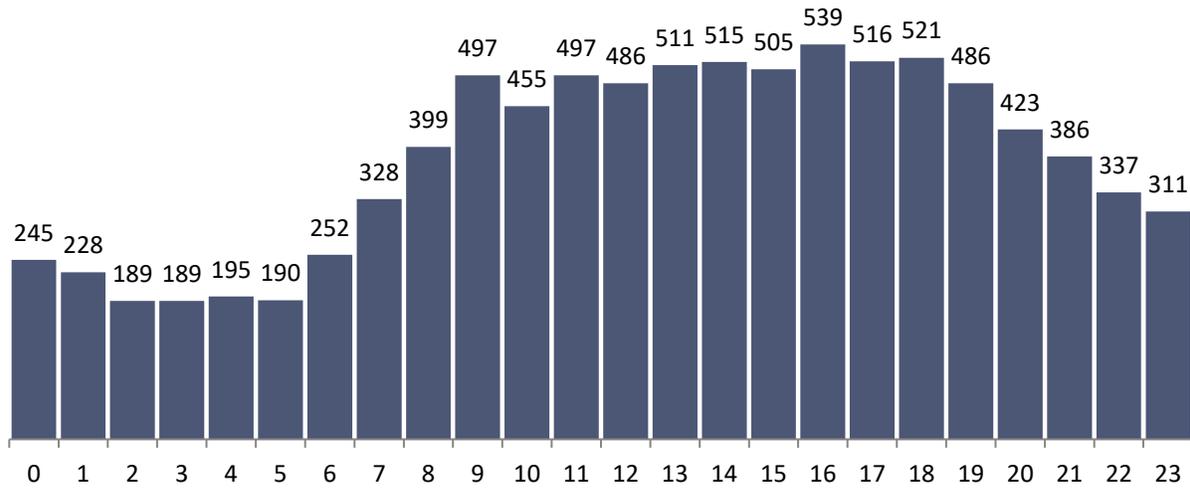
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	118	32	190	66	174	59	161	49	140	47
Overpressure	0	4	0	3	0	0	0	0	0	0
EMS/Rescue Call	1,560	1,314	1,670	1,462	1,706	1,474	1,835	1,555	1,582	1,416
Hazardous Condition	26	48	20	54	40	58	38	47	12	43
Service Call	66	115	65	128	83	157	97	154	181	135
Good Intent Call	3	176	10	163	8	179	7	221	0	169
False Call	0	100	0	107	0	99	0	127	0	103
Natural Condition	0	4	0	0	0	1	0	0	0	0
Other Situation	23	3	29	1	17	1	15	0	0	2
<b>Total</b>	<b>1,796</b>		<b>1,984</b>		<b>2,028</b>		<b>2,153</b>		<b>1,915</b>	

### Station 66 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

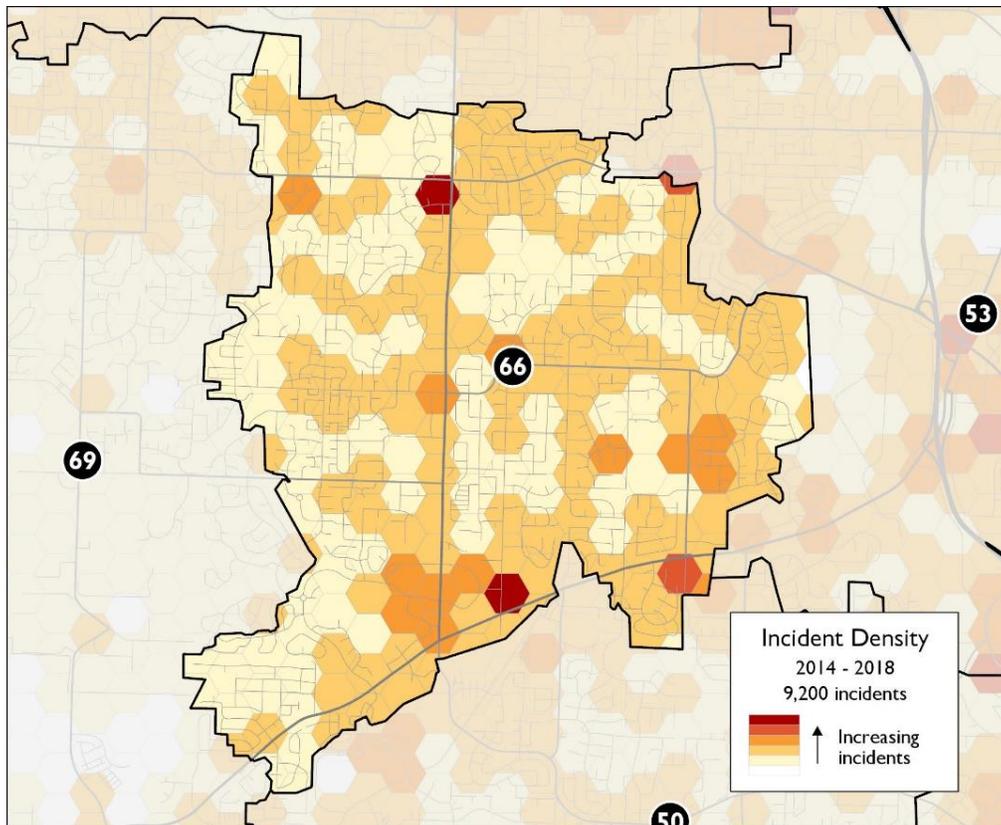


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 66 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 66 – Brockman Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10066 General Fund</b>						
5001 Salaries & Wages Union	\$ 894,610	\$ 856,309	\$ 1,042,507	\$ 1,053,616	\$ 1,053,616	\$ 1,053,616
5003 Vacation Taken Union	119,061	129,275	145,392	149,592	149,592	149,592
5005 Sick Leave Taken Union	36,580	27,379	22,679	26,384	26,384	26,384
5007 Personal Leave Taken Union	19,120	14,549	15,324	14,934	14,934	14,934
5016 Vacation Sold at Retirement	5,739		6,967	5,595	5,595	5,595
5017 PEHP Vac Sold at Retirement			9,730	9,449	9,449	9,449
5020 Deferred Comp Match Union	45,393	50,200	60,062	59,058	59,058	59,058
5101 Vacation Relief	108,051	146,034	149,554	159,146	159,146	159,146
5105 Sick Relief	20,863	22,765	25,346	26,732	26,732	26,732
5106 On the Job Injury Relief	2,919	8,798	3,484	8,082	8,082	8,082
5107 Short Term Disability Relief		1,163	841	1,243	1,243	1,243
5110 Personal Leave Relief	9,479	13,499	18,739	19,272	19,272	19,272
5115 Vacant Slot Relief	33,834	32,764				
5117 Regular Day Off Relief	18,727	30,950	52,013	42,895	42,895	42,895
5118 Standby Overtime	1,221	1,352	1,201	1,865	1,865	1,865
5120 Overtime Union	21,609	4,444	13,574	14,298	14,298	14,298
5201 PERS Taxes	265,275	292,522	385,740	418,261	418,261	418,261
5203 FICA/MEDI	96,773	94,286	119,907	121,800	121,800	121,800
5206 Worker's Comp	28,044	23,768	34,483	35,028	35,028	35,028
5207 TriMet/Wilsonville Tax	9,455	9,554	11,970	12,319	12,319	12,319
5208 OR Worker's Benefit Fund Tax	513	480	479	405	405	405
5210 Medical Ins Union	246,287	252,254	299,781	306,072	306,072	306,072
5220 Post Retire Ins Union	8,400	7,450	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,317	1,863	3,900	3,900	3,900	3,900
<b>Total Personnel Services</b>	<b>1,994,269</b>	<b>2,021,660</b>	<b>2,431,473</b>	<b>2,497,746</b>	<b>2,497,746</b>	<b>2,497,746</b>
5300 Office Supplies	177	368	520	520	520	520
5301 Special Department Supplies	5,259	4,059	3,705	3,900	3,900	3,900
5302 Training Supplies	179		100	100	100	100
5307 Smoke Detector Program	433	511	300	600	600	600
5320 EMS Supplies	17,085	17,855	19,000	19,000	19,000	19,000
5321 Fire Fighting Supplies	2,549	4,590	3,250	3,457	3,457	3,457
5325 Protective Clothing	6,271	1,172	3,900	4,550	4,550	4,550
5330 Noncapital Furniture & Equip	632	632	800	550	550	550
5350 Apparatus Fuel/Lubricants	9,836	10,971	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	14,608	19,743	45,420	21,961	21,961	21,961
5365 M&R Firefight Equip	49		200	200	200	200
5367 M&R Office Equip	1,425	1,365	1,650	1,650	1,650	1,650
5414 Other Professional Services	328	446	400	500	500	500
5415 Printing		38	25	25	25	25

Station 66 – Brockman Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	676	1,010	1,051	1,051	1,051	1,051
5432 Natural Gas	5,590	3,771	5,758	5,000	5,000	5,000
5433 Electricity	9,683	9,572	9,974	10,000	10,000	10,000
5434 Water/Sewer	5,922	7,042	6,100	6,405	6,405	6,405
5436 Garbage	1,771	1,771	1,823	1,914	1,914	1,914
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	1,208	749	900			
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	740	440	650	650	650	650
5575 Laundry/Repair Expense	642	474	650	500	500	500
<b>Total Materials and Services</b>	<b>85,097</b>	<b>86,618</b>	<b>117,476</b>	<b>93,833</b>	<b>93,833</b>	<b>93,833</b>
<b>Total General Fund</b>	<b>\$ 2,079,366</b>	<b>\$ 2,108,278</b>	<b>\$ 2,548,949</b>	<b>\$ 2,591,579</b>	<b>\$ 2,591,579</b>	<b>\$ 2,591,579</b>



Station Description

**Station 67**, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000-square-foot station houses a total of **26 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 67**. In addition to the station zone, 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 station zone 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 4,282,565	\$ 4,499,292	\$ 4,811,092	\$ 4,940,707
Materials and Services	152,265	146,468	140,449	196,285
<b>Total Expenditures</b>	<b>\$ 4,434,830</b>	<b>\$ 4,645,760</b>	<b>\$ 4,951,541</b>	<b>\$ 5,136,992</b>

Station 67 Station Zone Incident Count (Calendar Year)<sup>1</sup>



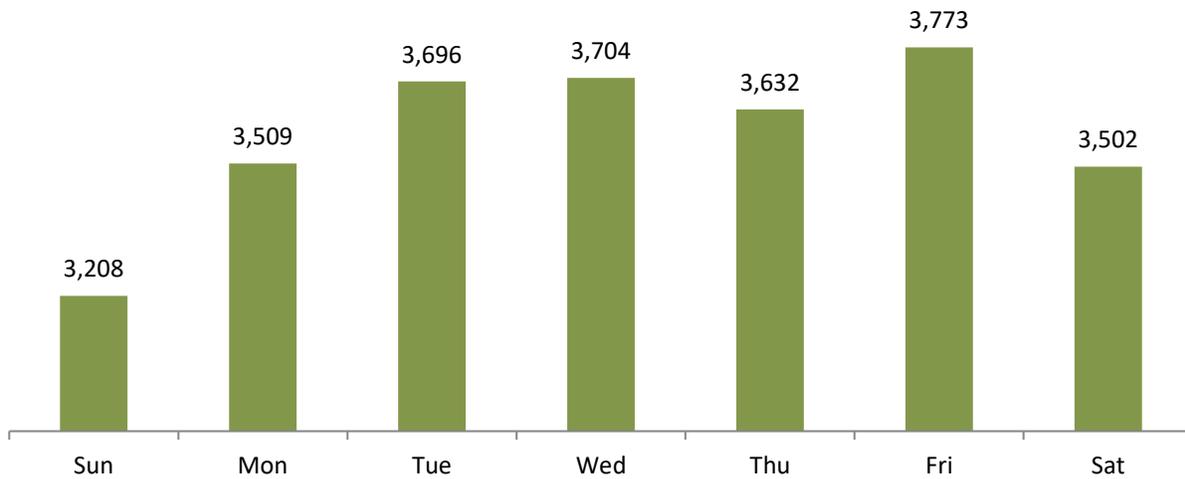
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 67 – Farmington Road, continued

### Station 67 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

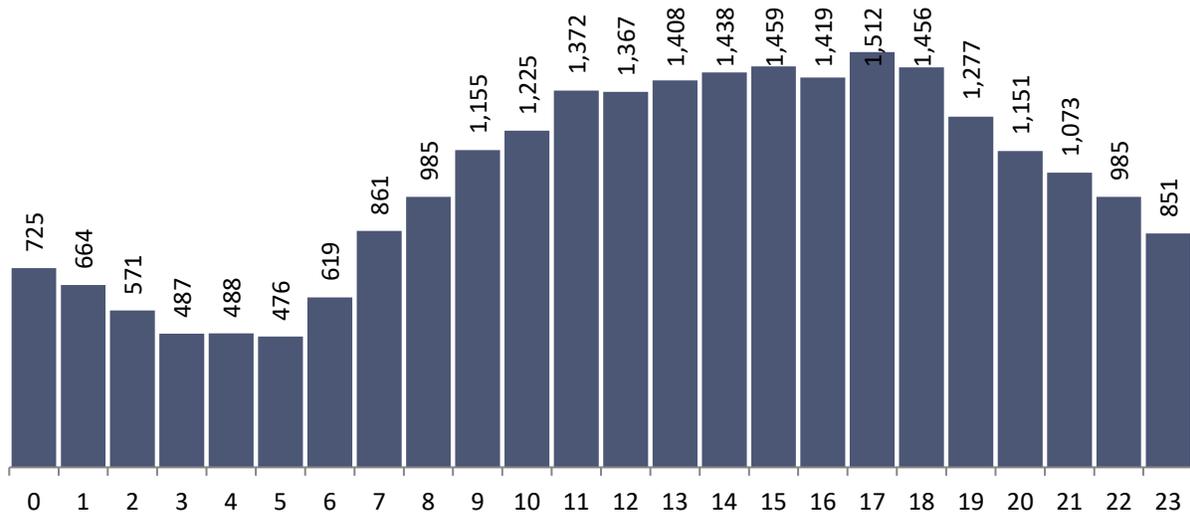
NFIRS Series	2014		2015		2016		2017		2018	
	Disp Call Type	Sit Found								
Fire, Explosion	356	152	360	176	356	132	337	131	429	169
Overpressure	0	4	0	3	0	2	0	2	0	4
EMS/Rescue Call	4,106	3,182	4,503	3,567	4,152	3,225	4,187	3,283	4,595	3,764
Hazardous Condition	73	107	94	128	70	105	102	119	24	112
Service Call	127	293	136	321	111	367	124	344	388	320
Good Intent Call	16	804	15	787	16	701	15	748	0	856
False Call	0	186	0	177	0	210	0	175	0	210
Natural Condition	0	3	0	0	0	0	0	0	0	0
Other Situation	56	3	53	2	37	0	37	0	0	1
<b>Total</b>	<b>4,734</b>		<b>5,161</b>		<b>4,742</b>		<b>4,802</b>		<b>5,436</b>	

### Station 67 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

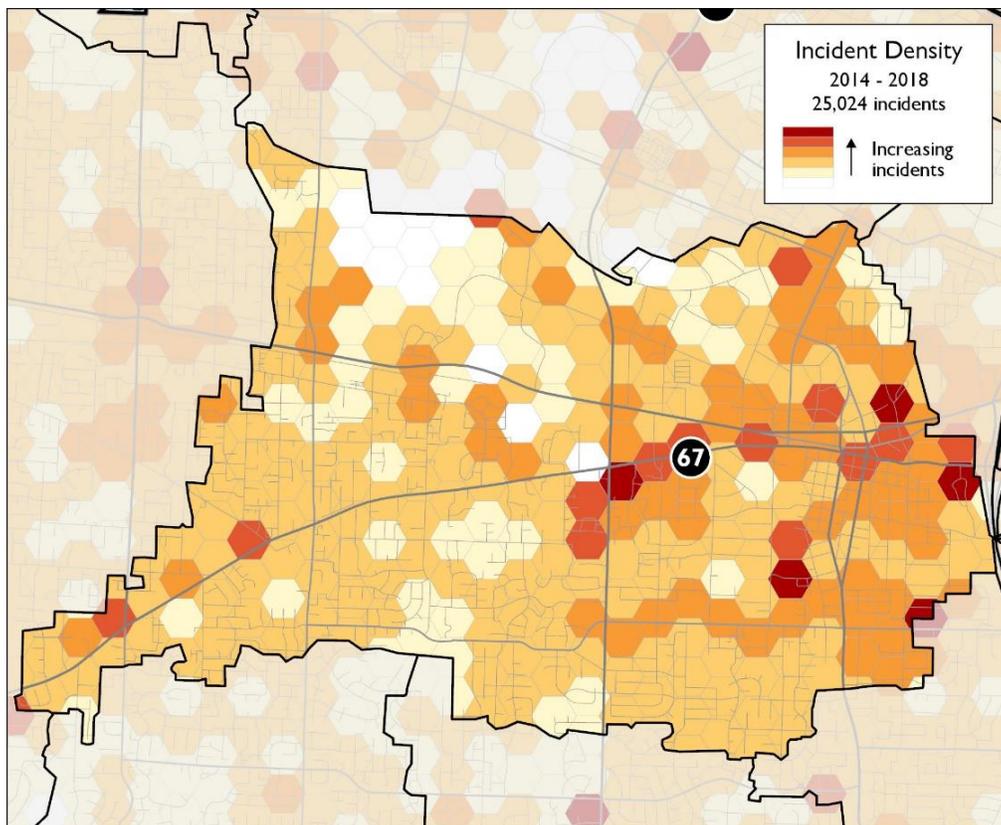


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 67 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 67 – Farmington Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10067 General Fund</b>						
5001 Salaries & Wages Union	\$ 1,835,706	\$ 1,861,476	\$ 2,061,244	\$ 2,082,313	\$ 2,082,313	\$ 2,082,313
5003 Vacation Taken Union	263,404	277,023	287,469	295,646	295,646	295,646
5005 Sick Leave Taken Union	31,162	60,946	44,841	52,144	52,144	52,144
5007 Personal Leave Taken Union	22,360	29,663	30,298	29,515	29,515	29,515
5016 Vacation Sold at Retirement			13,722	11,020	11,020	11,020
5017 PEHP Vac Sold at Retirement	8,854	3,877	19,164	18,611	18,611	18,611
5020 Deferred Comp Match Union	105,241	107,374	118,295	116,318	116,318	116,318
5101 Vacation Relief	365,261	348,380	294,555	313,447	313,447	313,447
5105 Sick Relief	48,245	66,319	49,921	52,649	52,649	52,649
5106 On the Job Injury Relief	6,032	27,605	6,861	15,917	15,917	15,917
5107 Short Term Disability Relief		3,894	1,656	2,449	2,449	2,449
5110 Personal Leave Relief	35,943	31,283	36,908	37,956	37,956	37,956
5115 Vacant Slot Relief	102,640	56,990				
5117 Regular Day Off Relief	31,374	99,246	102,444	84,484	84,484	84,484
5118 Standby Overtime	3,286	3,816	2,366	3,673	3,673	3,673
5120 Overtime Union	46,989	11,597	26,735	28,161	28,161	28,161
5201 PERS Taxes	582,563	649,411	762,043	826,009	826,009	826,009
5203 FICA/MEDI	203,736	212,266	236,881	240,539	240,539	240,539
5206 Worker's Comp	55,404	50,715	68,123	69,175	69,175	69,175
5207 TriMet/Wilsonville Tax	20,355	21,243	23,648	24,327	24,327	24,327
5208 OR Worker's Benefit Fund Tax	1,096	1,078	957	810	810	810
5210 Medical Ins Union	493,806	555,532	599,561	612,144	612,144	612,144
5220 Post Retire Ins Union	16,050	15,800	15,600	15,600	15,600	15,600
5270 Uniform Allowance	3,060	3,756	7,800	7,800	7,800	7,800
<b>Total Personnel Services</b>	<b>4,282,565</b>	<b>4,499,292</b>	<b>4,811,092</b>	<b>4,940,707</b>	<b>4,940,707</b>	<b>4,940,707</b>
5300 Office Supplies	689	945	1,040	1,040	1,040	1,040
5301 Special Department Supplies	8,343	8,247	7,410	7,800	7,800	7,800
5302 Training Supplies		79	100	100	100	100
5307 Smoke Detector Program	430	546	300	500	500	500
5320 EMS Supplies	23,668	30,855	30,000	32,000	32,000	32,000
5321 Fire Fighting Supplies	9,322	6,887	7,707	7,500	7,500	7,500
5325 Protective Clothing	19,462	26,243	7,800	9,100	9,100	9,100
5330 Noncapital Furniture & Equip	2,973	981	3,667	10,760	10,760	10,760
5350 Apparatus Fuel/Lubricants	16,311	17,153	18,000	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	34,309	18,783	25,400	71,285	71,285	71,285
5365 M&R Firefight Equip	760	2,318	750	750	750	750
5367 M&R Office Equip	1,807	1,879	1,650	1,650	1,650	1,650
5414 Other Professional Services	779	562	800	800	800	800
5415 Printing	19	19	25	25	25	25

Station 67 – Farmington Road, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	622	1,415	1,800	1,800	1,800	1,800
5432 Natural Gas	5,939	5,494	5,800	5,500	5,500	5,500
5433 Electricity	12,939	12,313	15,000	13,000	13,000	13,000
5434 Water/Sewer	8,153	7,732	7,500	7,875	7,875	7,875
5436 Garbage	2,106	1,907	2,400	2,400	2,400	2,400
5480 Community/Open House/Outreach	42	28	200	200	200	200
5481 Community Education Materials	1,168	694	1,200	1,200	1,200	1,200
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	1,773	827	1,300	1,300	1,300	1,300
5575 Laundry/Repair Expense	614	517	500	600	600	600
<b>Total Materials and Services</b>	<b>152,265</b>	<b>146,468</b>	<b>140,449</b>	<b>196,285</b>	<b>196,285</b>	<b>196,285</b>
<b>Total General Fund</b>	<b>\$ 4,434,830</b>	<b>\$ 4,645,760</b>	<b>\$ 4,951,541</b>	<b>\$ 5,136,992</b>	<b>\$ 5,136,992</b>	<b>\$ 5,136,992</b>



Station Description

**Station 68**, located on the corner of NW Evergreen Street and 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 station zone, 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.

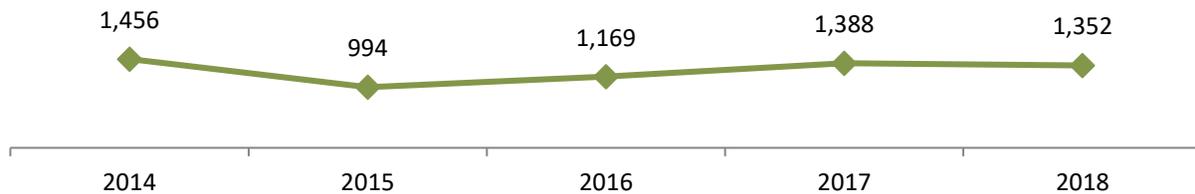
The 5.5 square miles of Station 68’s station zone includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany). Station 68 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training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



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,954,612	\$ 2,055,560	\$ 2,234,058	\$ 2,294,823
Materials and Services	85,268	93,626	99,854	104,953
<b>Total Expenditures</b>	<b>\$ 2,039,880</b>	<b>\$ 2,149,186</b>	<b>\$ 2,333,912</b>	<b>\$ 2,399,776</b>

Station 68 Station Zone Incident Count (Calendar Year)<sup>1</sup>



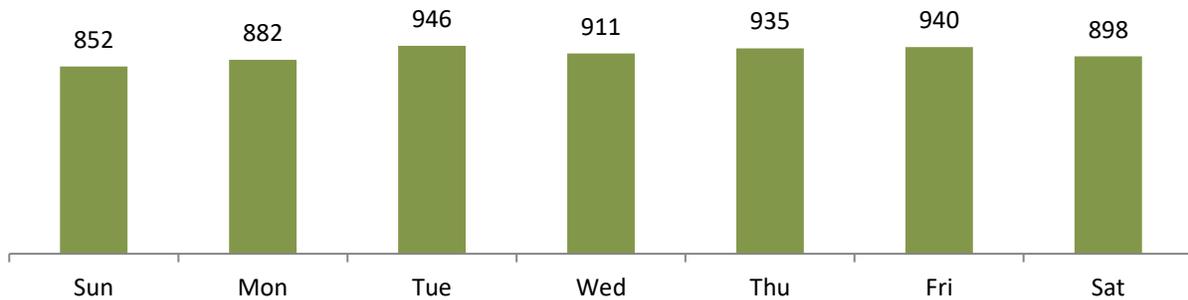
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

## Station 68 – Bethany, continued

### Station 68 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

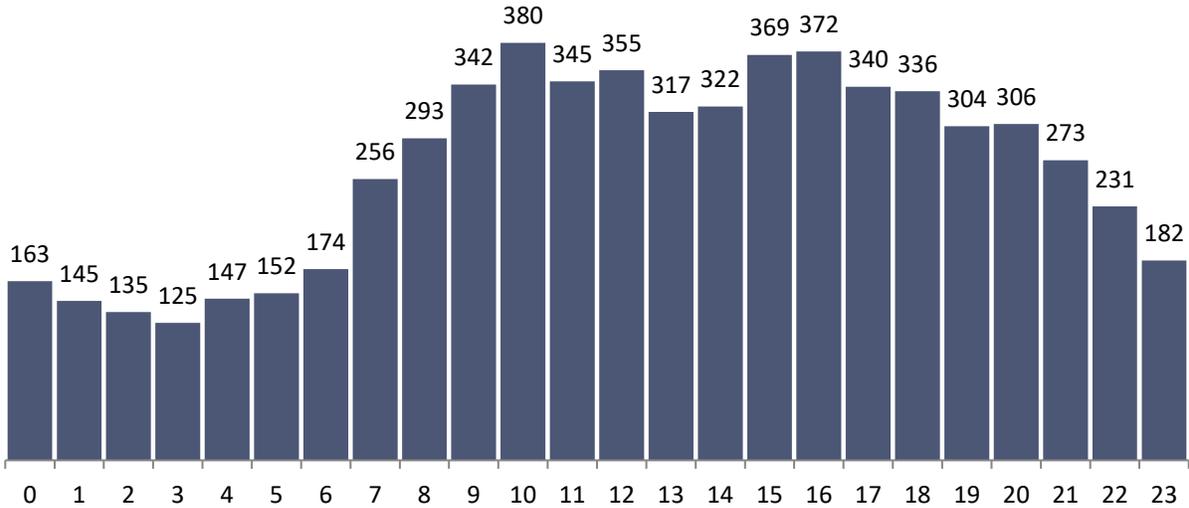
NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	143	37	84	28	85	22	92	23	96	28
Overpressure	0	2	0	0	0	2	0	0	0	0
EMS/Rescue Call	1,165	935	814	695	986	855	1,168	1,026	1,035	946
Hazardous Condition	32	26	18	14	23	16	36	23	10	19
Service Call	95	176	61	95	61	86	68	97	211	135
Good Intent Call	6	178	6	80	6	104	9	123	0	133
False Call	0	101	0	82	0	83	0	96	0	91
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	15	1	11	0	8	0	15	0	0	0
<b>Total</b>	<b>1,456</b>		<b>994</b>		<b>1,169</b>		<b>1,388</b>		<b>1,352</b>	

### Station 68 Station Zone Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>

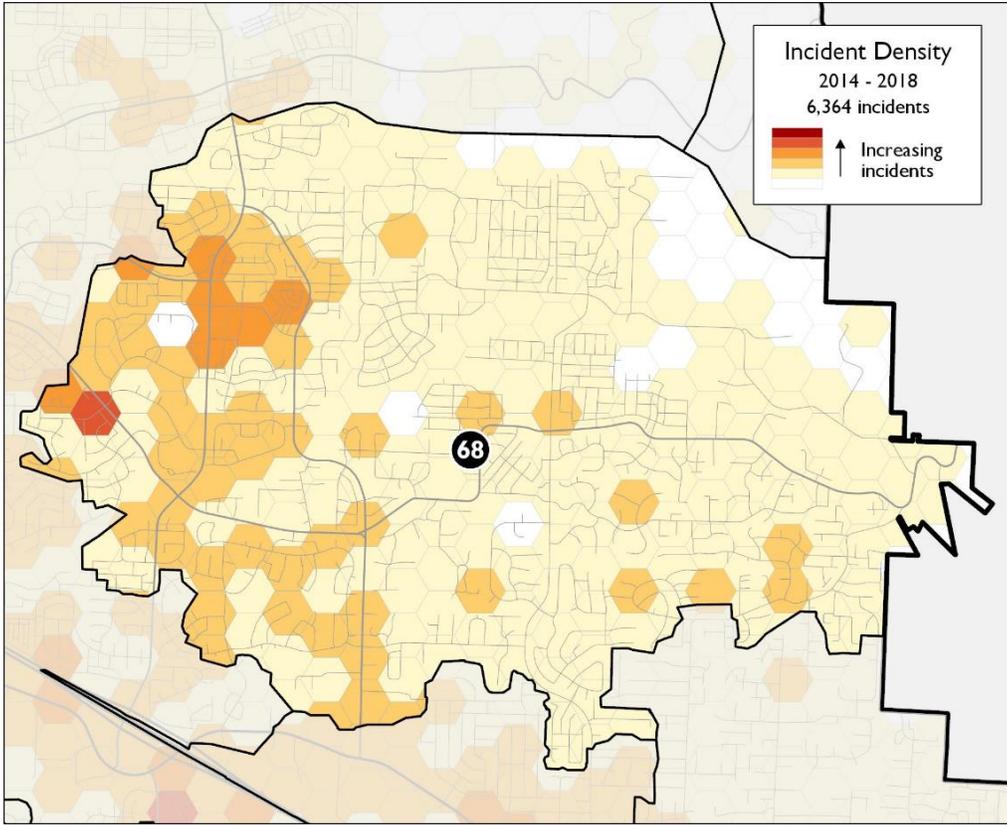


<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 68 Station Zone Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 68 – Bethany, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10068 General Fund</b>						
5001 Salaries & Wages Union	\$ 859,444	\$ 880,090	\$ 957,023	\$ 967,149	\$ 967,149	\$ 967,149
5003 Vacation Taken Union	132,216	152,503	133,470	137,316	137,316	137,316
5005 Sick Leave Taken Union	8,545	18,167	20,820	24,219	24,219	24,219
5007 Personal Leave Taken Union	7,439	10,949	14,067	13,709	13,709	13,709
5016 Vacation Sold at Retirement			6,402	5,141	5,141	5,141
5017 PEHP Vac Sold at Retirement		40,543	8,940	8,682	8,682	8,682
5020 Deferred Comp Match Union	47,155	52,485	55,186	54,264	54,264	54,264
5101 Vacation Relief	133,243	119,047	137,413	146,226	146,226	146,226
5105 Sick Relief	34,815	12,392	23,288	24,561	24,561	24,561
5106 On the Job Injury Relief	5,209	10,323	3,201	7,426	7,426	7,426
5107 Short Term Disability Relief	1,176		773	1,142	1,142	1,142
5110 Personal Leave Relief	14,963	11,565	17,218	17,707	17,707	17,707
5115 Vacant Slot Relief	40,565	20,820				
5117 Regular Day Off Relief	13,877	36,363	47,791	39,413	39,413	39,413
5118 Standby Overtime	1,566	1,174	1,104	1,714	1,714	1,714
5120 Overtime Union	20,980	2,574	12,472	13,138	13,138	13,138
5201 PERS Taxes	270,457	295,391	354,179	384,016	384,016	384,016
5203 FICA/MEDI	95,852	95,776	110,096	111,828	111,828	111,828
5206 Worker's Comp	24,952	21,661	31,662	32,160	32,160	32,160
5207 TriMet/Wilsonville Tax	9,272	9,444	10,991	11,310	11,310	11,310
5208 OR Worker's Benefit Fund Tax	502	478	442	374	374	374
5210 Medical Ins Union	224,352	255,100	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	6,750	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,282	1,715	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>1,954,612</b>	<b>2,055,560</b>	<b>2,234,058</b>	<b>2,294,823</b>	<b>2,294,823</b>	<b>2,294,823</b>
5300 Office Supplies	202	511	480	480	480	480
5301 Special Department Supplies	4,015	3,526	3,420	3,600	3,600	3,600
5302 Training Supplies	72	68	100	100	100	100
5305 Fire Extinguisher			150	180	180	180
5307 Smoke Detector Program	301	143	300	300	300	300
5320 EMS Supplies	9,111	8,477	10,000	10,000	10,000	10,000
5321 Fire Fighting Supplies	5,013	5,286	4,000	4,000	4,000	4,000
5325 Protective Clothing	2,335	7,084	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip	110	254	350	630	630	630
5350 Apparatus Fuel/Lubricants	7,434	14,822	7,560	12,400	12,400	12,400
5361 M&R Bldg/Bldg Equip & Improv	23,960	19,028	34,455	32,329	32,329	32,329
5365 M&R Firefight Equip		392	500	750	750	750
5367 M&R Office Equip	1,229	1,308	1,650	1,650	1,650	1,650
5414 Other Professional Services	131	216	100	200	200	200

Station 68 – Bethany, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing	79		25	25	25	25
5416 Custodial & Bldg Services	729	1,186	1,234	1,234	1,234	1,234
5432 Natural Gas	2,191	1,741	2,120	2,125	2,125	2,125
5433 Electricity	13,529	13,861	13,780	14,000	14,000	14,000
5434 Water/Sewer	10,348	11,124	10,450	11,000	11,000	11,000
5436 Garbage	1,924	1,943	2,400	2,400	2,400	2,400
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials	552	744	750	750	750	750
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	1,296	1,267	1,600	1,800	1,800	1,800
5575 Laundry/Repair Expense	671	607	530	500	500	500
<b>Total Materials and Services</b>	<b>85,268</b>	<b>93,626</b>	<b>99,854</b>	<b>104,953</b>	<b>104,953</b>	<b>104,953</b>
<b>Total General Fund</b>	<b>\$ 2,039,880</b>	<b>\$ 2,149,186</b>	<b>\$ 2,333,912</b>	<b>\$ 2,399,776</b>	<b>\$ 2,399,776</b>	<b>\$ 2,399,776</b>



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.

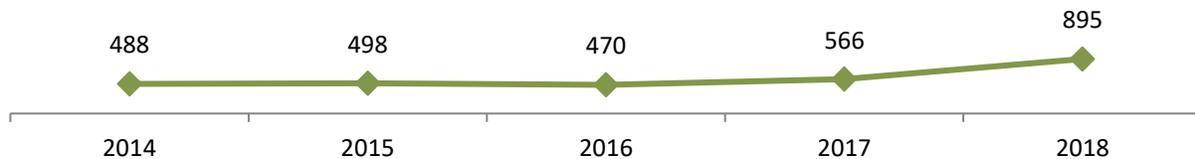
The 12.9 square miles of Station 69’s station zone includes unincorporated Washington County and portions of west and southwest Beaverton. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 2,107,738	\$ 2,077,171	\$ 2,219,839	\$ 2,329,261
Materials and Services	50,888	85,179	68,300	83,239
<b>Total Expenditures</b>	<b>\$ 2,158,625</b>	<b>\$ 2,162,350</b>	<b>\$ 2,288,139</b>	<b>\$ 2,412,500</b>

Station 69 Station Zone Incident Count (Calendar Year)<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

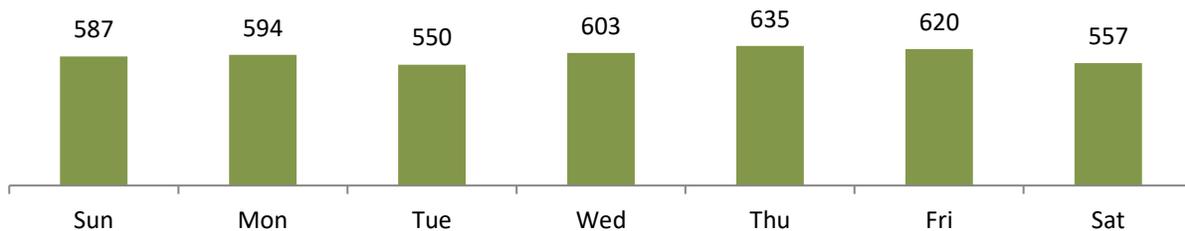
## Station 69 – Cooper Mountain, continued

### Station 69 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2014		2015		2016		2017		2018	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	39	12	48	15	41	11	52	13	105	23
Overpressure	0	0	0	0	0	0	0	0	0	1
EMS/Rescue Call	405	342	411	345	390	330	463	388	693	585
Hazardous Condition	17	16	8	20	11	15	12	17	13	37
Service Call	15	38	17	26	19	22	23	36	84	46
Good Intent Call	6	52	10	70	1	64	5	76	0	151
False Call	0	24	0	22	0	28	0	35	0	52
Natural Condition	0	4	0	0	0	0	0	1	0	0
Other Situation	6	0	4	0	8	0	11	0	0	0
<b>Total</b>	<b>488</b>		<b>498</b>		<b>470</b>		<b>566</b>		<b>895</b>	

### Station 69 Station Zone

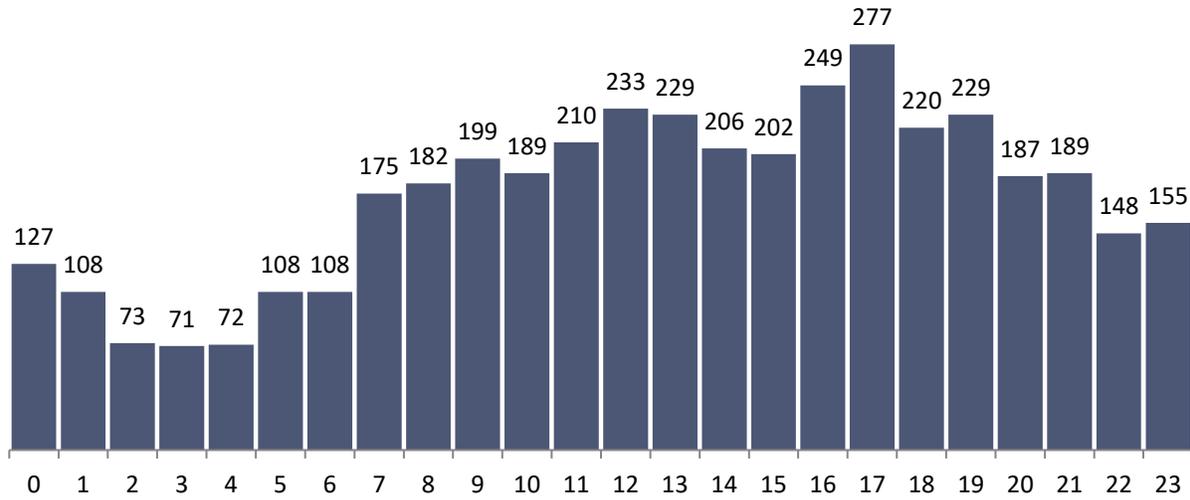
#### Incident Count by Day of Week, Calendar Years 2014–2018<sup>1</sup>



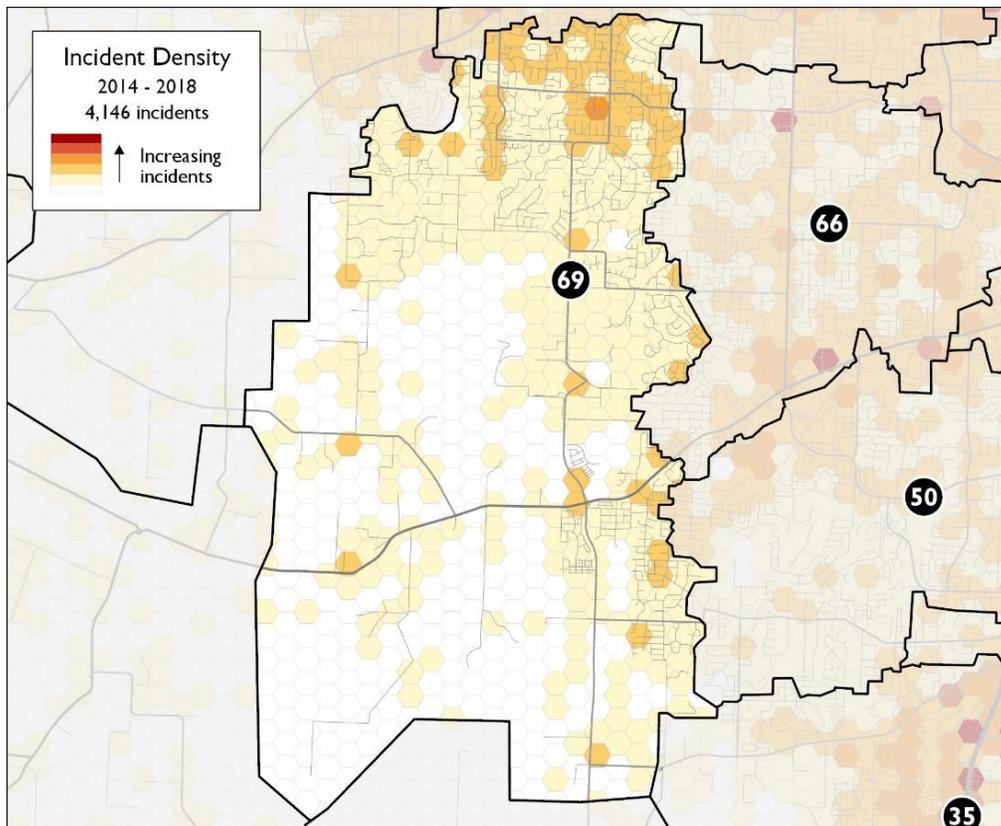
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 69 Station Zone

Incident Count by Hour of Day, Calendar Years 2014–2018<sup>1</sup>



Incident Density 2014-2018<sup>1</sup>



<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Annual incident counts are static based upon the boundary of the station zone at that time. Five-year combined incident counts are rerun spatially each year based upon the current boundary; therefore, the total of the annual incident counts will not equal the five-year combined incident count.

Station 69 – Cooper Mountain, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10069 General Fund</b>						
5001 Salaries & Wages Union	\$ 910,812	\$ 872,858	\$ 950,061	\$ 990,454	\$ 990,454	\$ 990,454
5003 Vacation Taken Union	128,120	148,607	132,499	140,624	140,624	140,624
5005 Sick Leave Taken Union	16,990	30,836	20,668	24,802	24,802	24,802
5007 Personal Leave Taken Union	18,355	12,727	13,965	14,039	14,039	14,039
5016 Vacation Sold at Retirement			6,354	5,103	5,103	5,103
5017 PEHP Vac Sold at Retirement	2,231		8,874	8,618	8,618	8,618
5020 Deferred Comp Match Union	52,049	53,218	54,777	53,861	53,861	53,861
5101 Vacation Relief	152,814	130,579	136,394	145,142	145,142	145,142
5105 Sick Relief	36,285	33,551	23,116	24,379	24,379	24,379
5106 On the Job Injury Relief	5,161	15,674	3,177	7,370	7,370	7,370
5107 Short Term Disability Relief	1,666	1,163	767	1,134	1,134	1,134
5110 Personal Leave Relief	17,841	21,786	17,090	17,576	17,576	17,576
5115 Vacant Slot Relief	35,656	17,756				
5117 Regular Day Off Relief	24,410	34,384	47,436	39,120	39,120	39,120
5118 Standby Overtime	1,392	1,209	1,096	1,701	1,701	1,701
5120 Overtime Union	27,815	4,516	12,379	13,040	13,040	13,040
5201 PERS Taxes	292,011	300,891	351,591	390,625	390,625	390,625
5203 FICA/MEDI	101,896	98,458	109,292	113,753	113,753	113,753
5206 Worker's Comp	24,878	21,887	31,430	32,713	32,713	32,713
5207 TriMet/Wilsonville Tax	10,036	9,751	10,911	11,505	11,505	11,505
5208 OR Worker's Benefit Fund Tax	534	491	442	374	374	374
5210 Medical Ins Union	238,656	258,870	276,720	282,528	282,528	282,528
5220 Post Retire Ins Union	7,150	7,152	7,200	7,200	7,200	7,200
5270 Uniform Allowance	980	808	3,600	3,600	3,600	3,600
<b>Total Personnel Services</b>	<b>2,107,738</b>	<b>2,077,171</b>	<b>2,219,839</b>	<b>2,329,261</b>	<b>2,329,261</b>	<b>2,329,261</b>
5300 Office Supplies	177	141	480	480	480	480
5301 Special Department Supplies	1,878	8,739	3,420	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	198	59	300	200	200	200
5320 EMS Supplies	4,053	4,691	6,000	6,000	6,000	6,000
5321 Fire Fighting Supplies	2,062	1,482	3,000	3,000	3,000	3,000
5325 Protective Clothing	1,101	4,253	3,600	4,200	4,200	4,200
5330 Noncapital Furniture & Equip	624	3,874		4,260	4,260	4,260
5350 Apparatus Fuel/Lubricants	2,507	7,917	8,500	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	8,940	28,283	13,855	24,602	24,602	24,602
5365 M&R Firefight Equip	98	9	200	200	200	200
5367 M&R Office Equip	1,185	1,159	1,650	1,650	1,650	1,650
5414 Other Professional Services	141	241	300	300	300	300

Station 69 – Cooper Mountain, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5415 Printing			25	25	25	25
5416 Custodial & Bldg Services	73	836	870	870	870	870
5432 Natural Gas	2,010	4,060	3,000	3,144	3,144	3,144
5433 Electricity	17,088	7,550	9,996	7,700	7,700	7,700
5434 Water/Sewer	2,944	7,350	7,992	7,992	7,992	7,992
5436 Garbage	1,924	2,555	3,192	3,096	3,096	3,096
5445 Rent/Lease of Building	2,160	540				
5450 Rental of Equip	691					
5480 Community/Open House/Outreach		667	200	200	200	200
5481 Community Education Materials	124	141	200	300	300	300
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	620	189	600	600	600	600
5575 Laundry/Repair Expense	255	403	600	500	500	500
<b>Total Materials and Services</b>	<b>50,888</b>	<b>85,179</b>	<b>68,300</b>	<b>83,239</b>	<b>83,239</b>	<b>83,239</b>
<b>Total General Fund</b>	<b>\$ 2,158,625</b>	<b>\$ 2,162,350</b>	<b>\$ 2,288,139</b>	<b>\$ 2,412,500</b>	<b>\$ 2,412,500</b>	<b>\$ 2,412,500</b>



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 station zone is primarily serviced by neighboring stations 53 and 65.

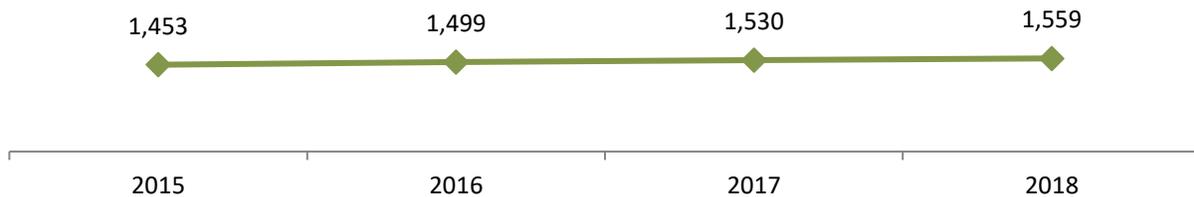
The 3.8 square miles of Station 70’s station zone includes the Raleigh Hills neighborhood as well as portions of west Beaverton, and the Raleigh Hills neighborhood.



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 463,393	\$ 448,577	\$ 401,400	\$ 412,806
Materials and Services	33,611	24,460	39,903	37,389
<b>Total Expenditures</b>	<b>\$ 497,004</b>	<b>\$ 473,037</b>	<b>\$ 441,303</b>	<b>\$ 450,195</b>

Station 70 Station Zone Incident Count (Calendar Year)<sup>1</sup>



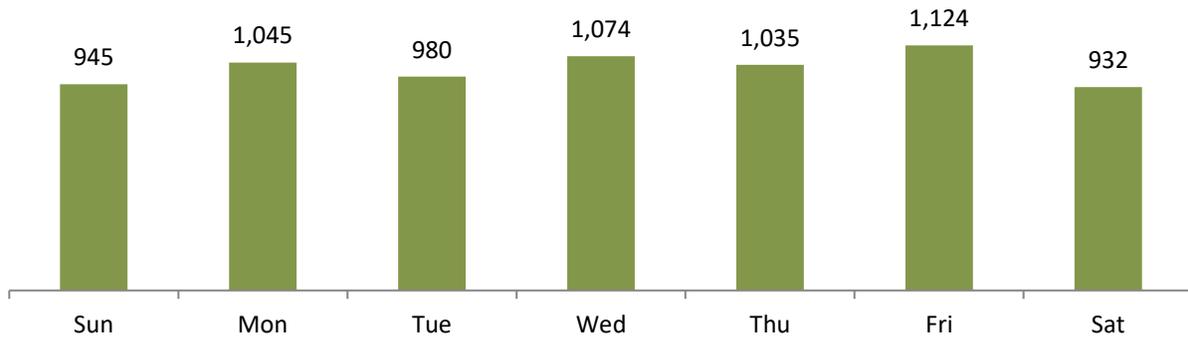
<sup>1</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 70 opened on October 1, 2015. Incident totals for the area serviced by Station 70 are included for all of 2015 and 2014-2018 combined to establish the trends of this station zone.

## Station 70 – Raleigh Hills, continued

### Station 70 Station Zone Incident Summary (Calendar Year)<sup>1</sup>

NFIRS Series	2015		2016		2017		2018	
	<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	161	46	134	30	117	24	149	24
Overpressure	0	1	0	3	0	0	0	2
EMS/Rescue Call	1,212	973	1,289	1,076	1,320	1,121	1,296	1,136
Hazardous Condition	27	28	28	41	42	33	11	31
Service Call	32	96	32	83	35	102	103	81
Good Intent Call	6	208	7	191	3	180	0	198
False Call	0	100	0	75	0	70	0	87
Natural Condition	0	1	0	0	0	0	0	0
Other Situation	15	0	9	0	13	0	0	0
<b>Total</b>	<b>1,453</b>		<b>1,499</b>		<b>1,530</b>		<b>1,559</b>	

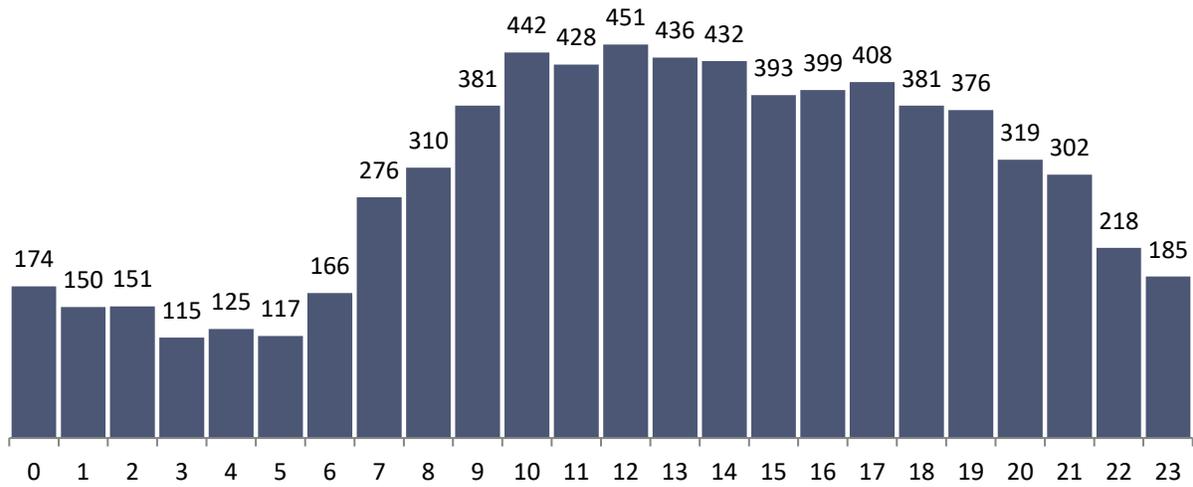
### Station 70 Station Zone<sup>1</sup> Incident Count by Day of Week, Calendar Year 2014-2018<sup>2</sup>



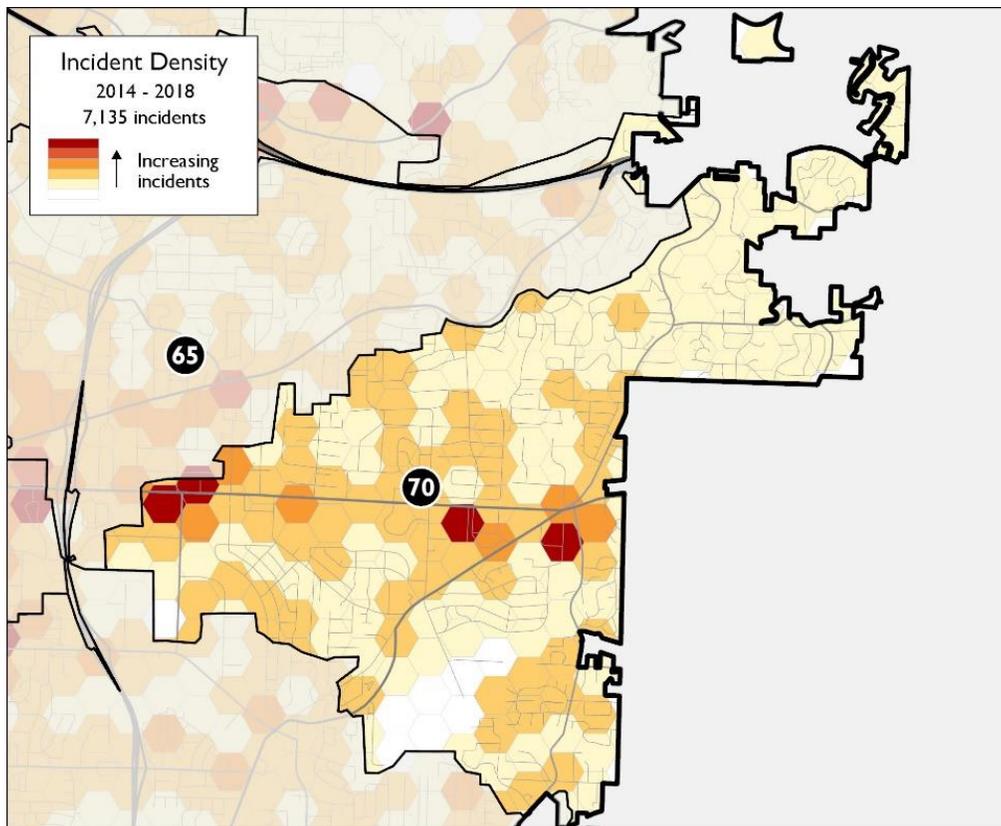
<sup>1</sup> NOTE: This is the District's first station that operates on a 40-hour per week schedule. When the station is not staffed, the Station Zone is serviced by neighboring stations 53 and 65.

<sup>2</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 70 opened on October 1, 2015. Incident totals for the area serviced by Station 70 are included for all of 2015 and 2014-2018 combined to establish the trends of this station zone.

Station 70 Station Zone<sup>1</sup> Incident Count by Hour of Day, Calendar Year 2014-2018<sup>2</sup>



Incident Density 2014-2018<sup>1</sup>



<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 Station Zone is serviced by neighboring stations 53 and 65.

<sup>2</sup> NOTE: Station zone incident totals represent the incident count that occurred in the geographical first due area with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R’s jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R’s jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). Station 70 opened on October 1, 2015. Incident totals for the area serviced by Station 70 are included for all of 2015 and 2014-2018 combined to establish the trends of this station zone.

## Station 70 – Raleigh Hills, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10070 General Fund</b>						
5001 Salaries & Wages Union	\$ 158,619	\$ 146,797	\$ 173,732	\$ 175,852	\$ 175,852	\$ 175,852
5003 Vacation Taken Union	28,055	26,029	24,229	24,967	24,967	24,967
5005 Sick Leave Taken Union	7,721	19,353	3,779	4,404	4,404	4,404
5007 Personal Leave Taken Union	5,659	5,670	2,554	2,493	2,493	2,493
5016 Vacation Sold at Retirement			1,164	935	935	935
5017 PEHP Vac Sold at Retirement		6,423	1,626	1,579	1,579	1,579
5020 Deferred Comp Match Union	9,635	9,820	10,034	9,867	9,867	9,867
5101 Vacation Relief	52,294	59,456	24,985	26,588	26,588	26,588
5105 Sick Relief	10,162	8,320	4,234	4,466	4,466	4,466
5106 On the Job Injury Relief		4,682	582	1,350	1,350	1,350
5107 Short Term Disability Relief			140	208	208	208
5110 Personal Leave Relief	9,155	6,808	3,131	3,220	3,220	3,220
5115 Vacant Slot Relief	16,875	3,032				
5117 Regular Day Off Relief	6,555	9,692	8,690	7,166	7,166	7,166
5118 Standby Overtime	344	409	201	312	312	312
5120 Overtime Union	18,085	3,298	2,268	2,389	2,389	2,389
5201 PERS Taxes	69,169	66,574	64,318	69,824	69,824	69,824
5203 FICA/MEDI	22,186	20,161	19,993	20,333	20,333	20,333
5206 Worker's Comp	4,717	5,417	5,750	5,847	5,847	5,847
5207 TriMet/Wilsonville Tax	2,252	2,143	1,996	2,056	2,056	2,056
5208 OR Worker's Benefit Fund Tax	81	71	74	62	62	62
5210 Medical Ins Union	40,194	42,942	46,120	47,088	47,088	47,088
5220 Post Retire Ins Union	1,200	1,200	1,200	1,200	1,200	1,200
5270 Uniform Allowance	435	279	600	600	600	600
<b>Total Personnel Services</b>	<b>463,393</b>	<b>448,577</b>	<b>401,400</b>	<b>412,806</b>	<b>412,806</b>	<b>412,806</b>
5300 Office Supplies	110	45	80	80	80	80
5301 Special Department Supplies	1,494	780	1,500	1,500	1,500	1,500
5302 Training Supplies	37		100	100	100	100
5307 Smoke Detector Program		119	300	200	200	200
5320 EMS Supplies	7,713	3,818	10,000	8,000	8,000	8,000
5321 Fire Fighting Supplies	3,660	1,560	1,500	1,500	1,500	1,500
5325 Protective Clothing	323	569	600	700	700	700
5330 Noncapital Furniture & Equip	2,350	599	1,068			
5350 Apparatus Fuel/Lubricants	963	1,025	2,200	2,200	2,200	2,200
5361 M&R Bldg/Bldg Equip & Improv	10,912	10,124	15,095	14,999	14,999	14,999
5365 M&R Firefight Equip		49	100	100	100	100
5367 M&R Office Equip	110	128	500	500	500	500
5414 Other Professional Services		16	100	100	100	100
5415 Printing	38	19	25	25	25	25

Station 70 – Raleigh Hills, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5416 Custodial & Bldg Services	160	196	380	400	400	400
5432 Natural Gas	642	515	675	710	710	710
5433 Electricity	2,379	2,651	2,495	2,900	2,900	2,900
5434 Water/Sewer	2,668	2,100	2,785	2,925	2,925	2,925
5480 Community/Open House/Outreach			200	200	200	200
5481 Community Education Materials		50		50	50	50
5500 Dues & Subscriptions	36	40	100	100	100	100
5570 Misc Business Exp	15	56	100	100	100	100
<b>Total Materials and Services</b>	<b>33,611</b>	<b>24,460</b>	<b>39,903</b>	<b>37,389</b>	<b>37,389</b>	<b>37,389</b>
<b>Total General Fund</b>	<b>\$ 497,004</b>	<b>\$ 473,037</b>	<b>\$ 441,303</b>	<b>\$ 450,195</b>	<b>\$ 450,195</b>	<b>\$ 450,195</b>



Station Description

**Station 72, located on NW Skyline Boulevard,** was originally constructed as a residential home. It underwent an extensive remodel to improve the volunteer crew’s ability to respond after an earthquake and reopened in October 2017. The station is the only standalone volunteer station in the District; it is not staffed full-time, and volunteers drive to and respond from the station in the same manner as volunteers collocated with career companies at Stations 17, 20, 33, and 50. **Volunteer Company 372** operates out of Station 72, responding out of **Engine 372, Squad 372, Heavy Brush 372, and Van 372.**



Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Materials and Services			\$ 36,843	\$ 43,233
<b>Total Expenditures</b>			<b>\$ 36,843</b>	<b>\$ 43,233</b>

Station 72 – Skyline, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10072 General Fund</b>						
5305 Fire Extinguisher			\$ 100	\$ 100	\$ 100	\$ 100
5350 Apparatus Fuel/Lubricants				3,000	3,000	3,000
5361 M&R Bldg/Bldg Equip & Improv			21,743	28,633	28,633	28,633
5416 Custodial & Bldg Services				600	600	600
5432 Natural Gas			4,800	3,600	3,600	3,600
5433 Electricity			9,000	6,400	6,400	6,400
5436 Garbage			1,200	900	900	900
<b>Total Materials and Services</b>			<b>36,843</b>	<b>43,233</b>	<b>43,233</b>	<b>43,233</b>
<b>Total General Fund</b>			<b>\$ 36,843</b>	<b>\$ 43,233</b>	<b>\$ 43,233</b>	<b>\$ 43,233</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 through on-going training, analysis and implementation of EMS treatment protocols and medication control procedures.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,611,286	\$ 1,108,912	\$ 1,415,484	\$ 1,657,487
Materials and Services	243,215	336,622	473,091	350,129
<b>Total Expenditures</b>	<b>\$ 1,854,502</b>	<b>\$ 1,445,534</b>	<b>\$ 1,888,575</b>	<b>\$ 2,007,616</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Division Chief of EMS	2.00	1.00	1.00	1.00
Medical Services Chief	1.00	1.00	1.00	1.00
Medical Services Officer	4.00	3.00	3.00	3.00
Mobile Integrated Health (MIH)	1.00			
EMS Specialist	1.00	1.00	1.00	1.00
EMS Assistant				1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>9.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>

2019-20 Significant Changes

Personnel costs reflect the addition of one EMS assistant to assist in workload. The 2019-20 proposed budget includes the overtime transferred from Training for ALS paramedic trainings for \$193,572, as well as budgeted salaries and wages for current employees including 2019-20 PERS and medical rate increases.

Materials and Services expenses for 5320 EMS Supplies includes EMS supplies for new protocols and District-wide supplies and equipment. For 2019-20, account 5320 provides funding for medicine coolers for 10 transport units, among other items. Account 5366, accounts for the service contracts for 59 cardiac monitors, and ventilator maintenance. Medical supervision is provided for in Account 5413 (\$164,000).



### Status of 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.

Status: → Ongoing

Status Report: Examples of key performance indicators defined during the fiscal year include: Peer chart review, sepsis, trauma, individual skills performance (e.g., intubation, IVs, interosseous). These KPIs will be integrated within the EGIS software.

- 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: 24 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.

Status: → Ongoing

Status Report: Peer review committee restructuring was accomplished with routine focus on patient safety. In March, the EMS QI committee identified a set of foundational documents needing review (e.g., committee charter, SOGs), which will continue into the new budget year. Work toward process and policy adjustments for these populations was delayed due to focus on other emergent priorities. The number of patients in these populations increased steadily throughout the year and when the service area expanded; however, with current staff capacity, the EMS office had to prioritize with whom they could intervene. The EMS Office worked with TC911 and other social service agencies to manage the higher number of cases, however, they too are beyond capacity and have a high waiting list. .

- 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.

Status: → Ongoing

Status Report: Work in this budget year was limited to developing and deploying updated EMS kits that support a diverse level of EMS care provider, and analysis of response data and the level of EMS provider license needed to provide care. Also, for the first time, EMS delivered an all-level, combined inservice focused on EMT skills.

## Status of 2018-19 Tactics, continued

- Enhance and diversify EMS and ambulance transport services, and provide for the requisite scope of practice, tools, training and system integration.

Goal/Strategy: Goal 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.

Status: → Ongoing

Status Report: The single role paramedics received additional training and equipment to support interfacility transports of critical patients. Partnered with the Fire Chief's Office and Washington County EMS Advisory Council in support of creation of an EMS alliance aimed at integrating services in Washington County. A subsequent agreement between the alliance members is pending and anticipated before the end of this fiscal year. Participated on drafting updates to the newly adopted Clackamas County EMS Strategic Plan. Conducted an internal operational gap analysis on services in Yamhill County; a subsequent report will be presented to executive leadership by the end of the fiscal year.

## Additional Accomplishments

- All EMS kits were replaced improving efficiency and effectiveness of patient care.
- Purchased and deployed new EMS equipment and medications including video laryngoscopes, ketamine, power load gurneys and I-Gel supraglottic airways.
- Developed and deployed a mobile incident intelligence system application (2iS) for use with responders' Apple iPads.

## Activities Summary

EMS Service Measures (Calendar year)	2016 Actual	2017 Actual	2018 Actual	2019 Projected	2020 Estimated
Patient Care Reports Written	26,940	26,262	26,517	27,313	28,132
Number of EMS Responses	41,440	40,688	39,450	40,634	41,853
Cardiac Arrest Survival % V-Fib / Overall	38%/18%	40%/16%	38%/14%	40%/16%	42%/18%

2019-20 Tactics

- Update security and accountability policy and procedures for controlled medications and implement new safes/lockboxes with tracking capabilities.

Goal/Strategy: Goal 1  
Timeframe: 12 Months  
Partner(s): Fleet Maintenance, Supply, Training, Operations Administration  
Budget Impact: Increase required  
Measured By: Policy and procedures updated, and related messaging/training delivered. Safes/lockboxes identified, purchased and deployed.

- Revise and implement improvements to policy and procedures for interhospital transfers.

Goal/Strategy: Goal 2  
Timeframe: 12 Months  
Partner(s): Operations Administration, Medical Director, Operations personnel, hospitals, regional EMS providers  
Budget Impact: None  
Measured By: Policy and procedures updated, and related messaging/training delivered.

- Define key performance indicators (KPI) for EMS services.

Goal/Strategy: Goal 2 – Strategy 2A, 2D, 2E, 2H; Goal 3 – Strategy 3A  
Timeframe: 24 Months  
Partner(s): Information Technology, Business Strategy/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: 24 months  
Partner(s): Partner counties, neighboring response agencies, private ambulance, primary care providers, licensed clinical social workers, TC911  
Budget Impact: None  
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 service types. Improved relationships, service delivery, data sharing and billing processes. Analysis of the EMS service and deployment models to identify and inform planning for needed adjustments.

## 2019-20 Tactics, continued

- Implement advanced technologies to enable crews to perform work more efficiently

Goal/Strategy: Goal 2 – Strategy 2A, 2B, 2C, 2D; Goal 3 – Strategy 3A

Timeframe: 24 months

Partner(s): Information Technology, Records Manager, Operations, Fire Chief's Office, County EMS Offices, private ambulance, hospitals

Budget Impact: Increase required

Measured By: Implementation or refinement of technologies, inclusive of 2iS and EGIS/REGIS EMS related modules. Integration with partner agencies to better share information in a secured manner, improved data collection.

- Create safe working conditions, reduce injury risk, improve responder morale and improve patient safety by introducing power load system for gurneys into medic units.

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

Timeframe: 12 months

Partner(s): Operations, Fleet Services, Training, OHW

Budget Impact: Increase required

Measured By: Measure and track data from incidents relating to gurneys with patients on them during the load and unload process. Working with Occupational Health and Wellness, monitor and track injury data related to gurney use and the cost associated with those injuries. Observationally measure the morale of responders once system is deployed.

- Improve EMS system capabilities, response reliability and service delivery to our patients and partners by adding additional ventilators to all transport capable medic units

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

Timeframe: 12 months

Partner(s): Operations, Training, Supply, Hospitals, mutual-aid partners

Budget Impact: Increase required

Measured By: Analysis on emergent transports requiring a ventilator. Improved ability to provide critical care to patients in need for 911 calls



## Emergency Medical Services, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10520 General Fund</b>						
5001 Salaries & Wages Union	\$ 425,573	\$ 267,863	\$ 262,938	\$ 296,308	\$ 296,308	\$ 296,308
5002 Salaries & Wages Nonunion	433,185	326,152	326,322	383,920	383,920	383,920
5003 Vacation Taken Union	54,337	48,465	37,901	38,485	38,485	38,485
5004 Vacation Taken Nonunion	25,724	18,840	25,381	31,088	31,088	31,088
5005 Sick Leave Taken Union	13,377	5,840	6,317	6,788	6,788	6,788
5006 Sick Taken Nonunion	8,000	4,101	7,252	8,980	8,980	8,980
5007 Personal Leave Taken Union	5,829	2,409	3,158	3,842	3,842	3,842
5008 Personal Leave Taken Nonunion	4,964	327	3,626	3,635	3,635	3,635
5009 Comp Taken Union	1,284	262				
5010 Comp Taken Nonunion	488	124				
5015 Vacation Sold	22,788	16,672	20,281	19,567	19,567	19,567
5017 PEHP Vac Sold at Retirement	40,072		10,212	15,393	15,393	15,393
5018 Comp Time Sold Union	193					
5020 Deferred Comp Match Union	24,086	16,191	15,468	16,009	16,009	16,009
5021 Deferred Comp Match Nonunion	40,087	30,409	31,546	35,711	35,711	35,711
5120 Overtime Union	1,751	3,104	193,392	204,420	204,420	204,420
5121 Overtime Nonunion	1,260	3,260	3,184	3,200	3,200	3,200
5201 PERS Taxes	211,695	153,433	213,489	289,936	289,936	289,936
5203 FICA/MEDI	67,671	48,393	68,942	81,744	81,744	81,744
5206 Worker's Comp	16,482	11,045	20,520	16,967	16,967	16,967
5207 TriMet/Wilsonville Tax	7,220	5,080	7,149	8,267	8,267	8,267
5208 OR Worker's Benefit Fund Tax	245	168	180	218	218	218
5210 Medical Ins Union	93,343	64,643	69,183	70,632	70,632	70,632
5211 Medical Ins Nonunion	78,253	66,019	69,774	96,764	96,764	96,764
5220 Post Retire Ins Union	2,700	1,799	1,800	1,800	1,800	1,800
5221 Post Retire Ins Nonunion	3,450	2,700	2,700	3,600	3,600	3,600
5230 Dental Ins Nonunion	6,922	5,711	5,443	8,646	8,646	8,646
5240 Life/Disability Insurance	3,977	2,959	3,626	3,767	3,767	3,767
5270 Uniform Allowance	2,892	1,742	1,800	1,800	1,800	1,800
5290 Employee Tuition Reimburse	6,629		2,700	4,800	4,800	4,800
5295 Vehicle/Cell Allowance	6,810	1,200	1,200	1,200	1,200	1,200
<b>Total Personnel Services</b>	<b>1,611,286</b>	<b>1,108,912</b>	<b>1,415,484</b>	<b>1,657,487</b>	<b>1,657,487</b>	<b>1,657,487</b>
5300 Office Supplies	467	392	600	600	600	600
5301 Special Department Supplies	204	13				
5302 Training Supplies	327	19	800	800	800	800
5320 EMS Supplies	4,575	108,360	109,006	37,700	37,700	37,700
5321 Fire Fighting Supplies	433	201	1,350	1,350	1,350	1,350
5325 Protective Clothing	642	439	1,500	1,500	1,500	1,500
5330 Noncapital Furniture & Equip	2,034	1,671	4,800			

**Emergency Medical Services, continued**

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5350 Apparatus Fuel/Lubricants	3,965	5,229	4,320	4,320	4,320	4,320
5366 M&R EMS Equip		55,105	42,816	45,791	45,791	42,816
5400 Insurance Premium			500	500	500	500
5413 Consultant Fees	93,946	91,931	147,999	168,000	168,000	168,000
5414 Other Professional Services	36,450	41,550	38,700	46,200	46,200	46,200
5415 Printing	57					
5418 Trustee/Administrative Fees	8,960					
5461 External Training	15,266	5,384	9,890	11,030	11,030	11,030
5462 Travel and Per Diem	10,795	13,788	22,672	23,472	23,472	23,472
5471 Citizen Awards	115		100	100	100	100
5472 Employee Recog & Awards	1,800		1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping	47	54				
5500 Dues & Subscriptions	2,480	4,697	6,038	5,791	5,791	5,791
5502 Certifications & Licensing	60,057	6,335	78,800	2,750	2,750	2,750
5570 Misc Business Exp	565	1,189	900	900	900	900
5571 Planning Retreat Expense	31	266	400	400	400	400
<b>Total Materials and Services</b>	<b>243,215</b>	<b>336,622</b>	<b>473,091</b>	<b>353,104</b>	<b>353,104</b>	<b>350,129</b>
<b>Total General Fund</b>	<b>\$ 1,854,502</b>	<b>\$ 1,445,534</b>	<b>\$ 1,888,575</b>	<b>\$ 2,010,591</b>	<b>\$ 2,010,591</b>	<b>\$ 2,007,616</b>



### Program Description

The Training Division manages continuing education for all operational 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 classes for emergency personnel required by local, state, and federal regulations. This division closely aligns with the District’s strategic goal regarding *“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.”*

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,735,097	\$ 2,222,302	\$ 1,835,305	\$ 2,020,799
Materials and Services	329,447	416,424	556,635	563,784
<b>Total Expenditures</b>	<b>\$ 2,064,544</b>	<b>\$ 2,638,726</b>	<b>\$ 2,391,940</b>	<b>\$ 2,584,583</b>

### Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Division Chief of Training	1.00	2.00	1.00	1.00
Training Officers	6.00	6.00	6.00	6.00
Operations Technician	1.00	1.00		
Training Division Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>10.00</b>	<b>11.00</b>	<b>9.00</b>	<b>9.00</b>

### 2019-20 Significant Changes

Within Personnel Services, Union Overtime provides for company officer in-service (\$30,012) apparatus operator in-service (\$28,956), training of 12 TDA operators (\$20,520), \$21,888 for instructor overtime delivering EMS Critical Skills training at stations, and other training classes for line personnel to teach, evaluate, and take skills training in specialized areas.

The Materials and Services budget, Account 5302, Training Supplies, including \$36,300 for scrap automobiles purchase, preparation, delivery and removal, used for extrication and technical rescue training drills and \$15,000 for EMS skills cadaver training; among other items used for specific drills and prop support. Account 5325, Protective Clothing allows \$8,000 for in-suit comms for HazMat training. 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 2019-20 \$80,000 for painting of three buildings, \$25,000 for the rope training tower floor replacement, \$25,000 for paving, and \$16,000 in spray foam insulation of three apparatus bays. Account 5414, Other Professional Services, includes funding for outside instructor fees (\$10,000), and DPSST finger printing requirements (\$4,160). 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 2018-19 Tactics

- 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

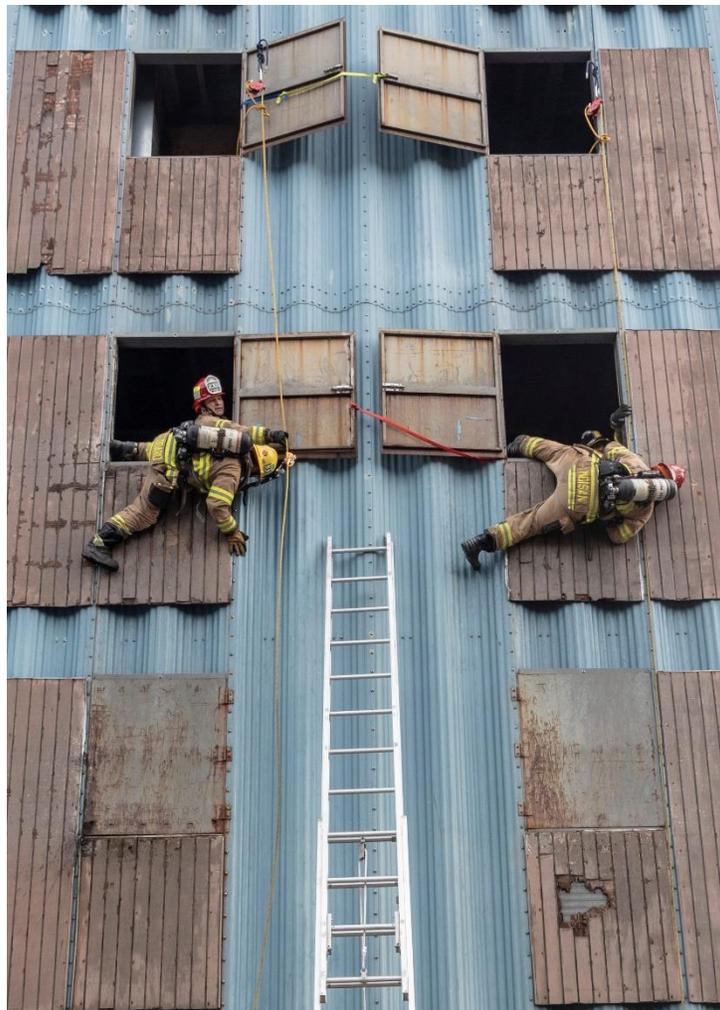
Partner(s): Operations, Fire Chief's Office, Facilities, Fleet, EMS Division

Budget Impact: Increase required

Measured By: Resources in place with the ability to deliver training away from the Training Center.

Status: → Ongoing

Status Report: Initiated improvements to the Training grounds at Station 21, including; Tower window and door repair, certified pick point installation for high angle training, and onsite debris removal. Formalized plans are in place to build a ventilation prop next to the tower. Allocated funds to develop a mobile fire training unit; a trailer featuring a mock hose bed and mobile forcible entry prop, this unit will allow companies to remain fully in-service while they train on those skills at their stations. Developed and deployed a mobile EMS training unit, which is being used to deliver EMS block and critical skill content.



## Status of 2018-19 Tactics, continued

- 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.  
 Status: → Ongoing  
 Status Report: The Training and Operations Committee defined and incorporated multiple KPI specific to Individual Fireground Task, Company Task, and Fireground Playbooks. Strategy is under development to leverage the 2iS application for data collection to inform additional KPI development and trend analysis. Partnered with an internal task force on preliminary work toward defining KPI through ongoing data analysis.

- Analyze and improve existing promotional development programs (i.e., AODP, LTODP). Establish a defined framework for the Captain, Battalion and Division Chief 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.  
 Status: → Ongoing  
 Status Report: Implemented improved Apparatus Operator (AODP) and Officer (ODP) development program processes in calendar year 2018. Significantly improved educational delivery models to ensure full compliance with applicable NFPA standards, achieving close alignment between industry standards and TVF&R-specific content. Forward progress was made on the Captain and BC development models. The Captain development process will be formalized midsummer 2019.

- 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.  
 Status: → Ongoing  
 Status Report: Organizational data identified an alarming trend regarding vehicle accidents in 2017. In response, a multi-tiered training plan was deployed, inclusive of emergency vehicle operator course (EVOC) instruction Improved driver training was implemented during the AODP and AO inservice trainings, and accident case studies were delivered via the Target Solutions application. These initiatives do not represent a one-year fix, but rather an ongoing and purposeful initiative.

## Training, continued

### Additional Accomplishments

- Created a post incident analysis (PIA) process in partnership with Ops, and the Fire Chiefs Office.
- Facility improvements to the Training Center and Station 21 training grounds.
- Implemented a mobile EMS training unit.
- Designed and initiated build out of a mobile fire training trailer.
- Created the Captain Development Program.
- Increased Battalion Chief training.
- Provided a leadership content expert/speaker to help employees further personal development.
- Incorporated operational consistency in Saturday drills and Fire Training Blocks

### Activities Summary

Training Hours by Method of Delivery

Method of Delivery	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
<b>Fire</b>				
Lecture	7,375	10,292	8,678	9,857
Practical	19,892	25,374	39,336	43,215
Self-Study	2,755	6,403	6,788	7,134
Video	4,324	4,647	4,913	15,781
Webinar	47	124	101	236
<b>EMS</b>				
Lecture	7,228	5,173	4,258	5,854
Practical	11,983	8,435	13,054	12,985
Self-Study	1,523	3,927	3,541	1,859
Video	3,829	2,533	3,873	4,187
Webinar	21	27	59	982
<b>Academy</b>				
Lecture	1,523	2,057	1,812	2,119
Practical	2,521	2,372	5,689	5,803
Self-Study	1,328	2,221	819	1,143
Video	261	255	307	488
Webinar	0	0	0	0
<b>Specialty</b>				
Lecture	2,611	2,853	2,661	1,477
Practical	6,943	8,530	3,724	5,719
Self-Study	207	284	229	134
Video	774	509	765	2,295
Webinar	4	0	4	7
<b>Total Hours Delivered</b>	<b>75,149</b>	<b>86,016</b>	<b>100,611</b>	<b>121,275</b>

## 2019-20 Tactics

- Develop key performance indicators (KPI) for Fire and EMS training standards by using a combination of: Post incident analysis, content experts, industry standards, data analysis and Training and Operations Committee initiatives.

Goal/Strategy: Goal 2 – Strategy 2A

Timeframe: 24

Partner(s): Operations, Ops QI, EMS Division, EMS QI

Budget Impact: Increase required

Measured By: The creation of KPI standards that define operational success.

- Analyze and improve existing promotional development programs (AODP, LTDP, CDP), and establish Battalion and Division Chief development programs that mirrors those existing 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 in place to build a foundation for successful promotional processes and probationary periods.

- Develop and deliver training programs that address safety trends or gaps and retain a level of agility for responding to emerging or potential safety issues. Maintain focus on vehicle and equipment damage through EVOC driver training, AODP, case studies, and AO Inservices.

Goal/Strategy: Goal 2 – Strategy 2H

Timeframe: 24 months

Partner(s): Operations, OPS QI, EMS QI, Occupational Health and Wellness, Human Resources

Budget Impact: Increase required

Measured By: Development and delivery of defined training programs and initiatives that focus on reducing safety issues or trends.

- Develop additional decentralized training options for Fire and EMS. Evaluate the mobile fire training delivery models. Enhance the functionality and fidelity of the mobile EMS training unit.

Goal/Strategy: Goal 2 – Strategy 2B, 2G; Goal 3

Timeframe: 24 months

Partner(s): Operations, Fire Chief's Office, Facilities, Fleet, EMS Division

Budget Impact: Increase required

Measured By: Increased ability to provide and conduct training away from the Training Center. Tools or methods that enable decentralized training introduced or improved.

### 2019-20 Tactics, continued

- Enhance training for Single Role Paramedics, including addressing training gaps related to needed skill sets.

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

Timeframe: 24 months

Partner(s): Operations, OPS QI, Fire Chief's Office, Fleet, EMS Division, EMS QI

Budget Impact: None

Measured By: Performance improvement during the field training evaluation phase. Employee and supervisory input. Improved patient outcomes.

- Develop and present a Training Center Site plan to inform leadership and policy makers on the projected cost and feasibility of infrastructure and functionality improvements.

Goal/Strategy: Goal 1 – Strategy 1F

Timeframe: 24 months

Partner(s): Finance, Operations, Fire Chief's Office, Facilities, Fleet, EMS Division

Budget Impact: None (No budget impact in the first year; budget request anticipated for fiscal year 20-21.)

Measured By: First Year – Engagement in research and development for a RFP or other process to select a consultant to help develop a site plan that articulates the cost and feasibility of Training Center improvements.



Training, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10540 General Fund</b>						
5001 Salaries & Wages Union	\$ 564,345	\$ 551,835	\$ 525,876	\$ 570,315	\$ 570,315	\$ 570,315
5002 Salaries & Wages Nonunion	237,405	403,055	265,752	273,908	273,908	273,908
5003 Vacation Taken Union	63,631	83,267	77,168	76,970	76,970	76,970
5004 Vacation Taken Nonunion	26,332	40,722	20,670	22,180	22,180	22,180
5005 Sick Leave Taken Union	3,167	1,325	12,861	13,575	13,575	13,575
5006 Sick Taken Nonunion	6,717	6,395	5,906	6,407	6,407	6,407
5007 Personal Leave Taken Union	3,594	3,496	6,431	7,684	7,684	7,684
5008 Personal Leave Taken Nonunion	3,201	5,681	2,953	2,593	2,593	2,593
5009 Comp Taken Union	6,288	5,458				
5010 Comp Taken Nonunion	1,072					
5015 Vacation Sold		27,015	6,833	20,009	20,009	20,009
5016 Vacation Sold at Retirement		12,195				
5017 PEHP Vac Sold at Retirement	3,081	67,766	14,872			
5018 Comp Time Sold Union		191				
5019 Comp Time Sold Nonunion	643					
5020 Deferred Comp Match Union	29,777	29,427	30,936	32,018	32,018	32,018
5021 Deferred Comp Match Nonunion	20,605	33,909	22,408	29,387	29,387	29,387
5120 Overtime Union	219,340	231,372	209,560	231,629	231,629	231,629
5201 PERS Taxes	246,783	360,103	296,736	382,132	382,132	382,132
5203 FICA/MEDI	80,078	93,426	87,896	98,477	98,477	98,477
5206 Worker's Comp	22,137	27,499	25,290	22,893	22,893	22,893
5207 TriMet/Wilsonville Tax	8,149	9,970	9,067	9,960	9,960	9,960
5208 OR Worker's Benefit Fund Tax	350	362	270	287	287	287
5210 Medical Ins Union	119,414	128,795	138,366	141,264	141,264	141,264
5211 Medical Ins Nonunion	51,652	73,823	58,887	61,161	61,161	61,161
5220 Post Retire Ins Union	3,600	3,399	3,600	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	2,700	3,300	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	4,532	6,474	4,514	5,518	5,518	5,518
5240 Life/Disability Insurance	2,311	3,101	2,953	2,732	2,732	2,732
5270 Uniform Allowance	1,094	3,180	2,800	2,800	2,800	2,800
5290 Employee Tuition Reimburse	3,100					
5295 Vehicle/Cell Allowance		5,760		600	600	600
<b>Total Personnel Services</b>	<b>1,735,097</b>	<b>2,222,302</b>	<b>1,835,305</b>	<b>2,020,799</b>	<b>2,020,799</b>	<b>2,020,799</b>
5300 Office Supplies	1,793	2,447	1,800	1,800	1,800	1,800
5301 Special Department Supplies	9,371	8,165	7,050	6,840	6,840	6,840
5302 Training Supplies	67,921	68,530	73,725	81,180	81,180	81,180
5305 Fire Extinguisher		1,703	800	4,355	4,355	4,355
5320 EMS Supplies	6,426	8,162	23,000	329	329	329
5321 Fire Fighting Supplies	894	5,917	1,750	1,750	1,750	1,750

## Training, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5325 Protective Clothing	3,075	6,269	2,885	10,885	10,885	10,885
5330 Noncapital Furniture & Equip			6,000			
5350 Apparatus Fuel/Lubricants	9,530	15,300	8,400	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	85,670	156,171	271,031	273,621	273,621	273,621
5367 M&R Office Equip	6,009	6,861	5,352	5,472	5,472	5,472
5400 Insurance Premium	216	281	550	550	550	550
5414 Other Professional Services	2,781	6,702	18,880	14,560	14,560	14,560
5415 Printing		357	600	600	600	600
5416 Custodial & Bldg Services	23,819	34,119	32,814	34,314	34,314	34,314
5432 Natural Gas	14,430	17,244	14,729	15,475	15,475	15,475
5433 Electricity	42,389	42,862	47,666	48,500	48,500	48,500
5436 Garbage	16,983	16,180	16,068	16,871	16,871	16,871
5450 Rental of Equip	3,791	3,935	4,390	5,000	5,000	5,000
5461 External Training	23,220	1,150	6,460	7,460	7,460	7,460
5462 Travel and Per Diem	4,773	8,112	6,866	12,066	12,066	12,066
5484 Postage UPS & Shipping	392	63	100	250	250	250
5500 Dues & Subscriptions	1,069	950	1,145	1,166	1,166	1,166
5502 Certifications & Licensing	139	964	300	350	350	350
5570 Misc Business Exp	4,114	3,276	3,120	3,260	3,260	3,260
5571 Planning Retreat Expense	263	305	650	650	650	650
5575 Laundry/Repair Expense	378	401	504	480	480	480
<b>Total Materials and Services</b>	<b>329,447</b>	<b>416,424</b>	<b>556,635</b>	<b>563,784</b>	<b>563,784</b>	<b>563,784</b>
<b>Total General Fund</b>	<b>\$ 2,064,544</b>	<b>\$ 2,638,726</b>	<b>\$ 2,391,940</b>	<b>\$ 2,584,583</b>	<b>\$ 2,584,583</b>	<b>\$ 2,584,583</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,648,331	\$ 895,514	\$ 949,740	\$ 1,229,165
Materials and Services	188,349	123,293	130,520	176,440
<b>Total Expenditures</b>	<b>\$ 1,836,681</b>	<b>\$ 1,018,807</b>	<b>\$ 1,080,260</b>	<b>\$ 1,405,605</b>

2019-20 Significant Changes

The budget reflects plans for the training of 16 new recruits and training officer time allocated for instruction, up from 12 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. Firefighting Supplies includes 16 personal firefighter bail out systems, and all small firefighting tools and equipment issued to recruits in the academy including gloves, flashlights, safety glasses, HazMat suits and booties, among other items. Protective Clothing provides for standard firefighting turnouts, wildland firefighter protective clothing, and SCBA masks and helmets for all 16 recruits.



## Recruits, continued

### Status of 2018-19 Tactic

- Conduct an after-action analysis of the 18-01 Firefighter Academy and 18-02 Paramedic Academy.

Goal/Strategy: Goal 2 – Strategy 2A, 2H

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.

Status: ✓ Complete

Status Report: An after-action analysis was completed; Recruits, FTOs, and Training Officers were all consulted. Specific to the single role paramedics, gaps were identified in organization cultural awareness and organizational navigation. Curriculum improvements and increased Training Officer educational programs will be implemented for academies 19-01 and 19-02.

### Additional Accomplishments:

- All but two Recruits successfully completed the academy and field training evaluation phase.
- Increased the Academy Cadre education to include Talent Space, adult learning theory, and small unit leadership.

### 2019-20 Tactic

- Fully prepare recruits in the Recruit Academies 19–01 and 19–02 to function operationally with success during the field training evaluation process. Implement instructional techniques in conjunction with organizational expectations to continue forward progress of a positive, respectful and inclusive work environments.

Goal/Strategy: Goal 2 – Strategy 2H, 2I

Timeframe: 12 Months

Partner(s): Fire Chief's Office, EMS, Operations, Fleet, Facilities, Occupational Health and Wellness

Budget Impact: Increase required

Measured By: All Recruits successfully complete the academy and field training evaluation process. After-action review indicated a positive trend towards operational and cultural preparedness.



	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10545 General Fund</b>						
5001 Salaries & Wages Union	\$ 878,298	\$ 461,801	\$ 428,038	\$ 564,592	\$ 564,592	\$ 564,592
5003 Vacation Taken Union	36,563	5,095	59,696	80,161	80,161	80,161
5004 Vacation Taken Nonunion	770					
5005 Sick Leave Taken Union	9,689	3,498	9,312	14,138	14,138	14,138
5007 Personal Leave Taken Union	1,515		6,292	8,003	8,003	8,003
5016 Vacation Sold at Retirement	8,298		598	640	640	640
5017 PEHP Vac Sold at Retirement			835	1,081	1,081	1,081
5020 Deferred Comp Match Union	19,743	6,094	5,156	6,759	6,759	6,759
5101 Vacation Relief	11,166		12,837	18,214	18,214	18,214
5105 Sick Relief	1,339		2,176	3,059	3,059	3,059
5106 On the Job Injury Relief			299	925	925	925
5107 Short Term Disability Relief			72	142	142	142
5110 Personal Leave Relief	1,462		1,609	2,206	2,206	2,206
5115 Vacant Slot Relief	1,371					
5117 Regular Day Off Relief			4,465	4,909	4,909	4,909
5118 Standby Overtime	218		103	213	213	213
5120 Overtime Union	70,124	45,464	57,664	52,032	52,032	52,032
5121 Overtime Nonunion		52				
5201 PERS Taxes	131,551	52,936	144,990	198,884	198,884	198,884
5203 FICA/MEDI	75,029	38,596	45,070	57,916	57,916	57,916
5206 Worker's Comp	30,989	18,010	12,961	16,656	16,656	16,656
5207 TriMet/Wilsonville Tax	7,475	3,784	4,499	5,857	5,857	5,857
5208 OR Worker's Benefit Fund Tax	490	224	184	208	208	208
5210 Medical Ins Union	313,806	221,250	115,300	156,960	156,960	156,960
5220 Post Retire Ins Union	3,188	795	3,000	4,000	4,000	4,000
5270 Uniform Allowance	45,250	37,915	34,584	31,610	31,610	31,610
<b>Total Personnel Services</b>	<b>1,648,331</b>	<b>895,514</b>	<b>949,740</b>	<b>1,229,165</b>	<b>1,229,165</b>	<b>1,229,165</b>
5300 Office Supplies	251	213	480	640	640	640
5301 Special Department Supplies	3,143	1,010	3,420	4,560	4,560	4,560
5302 Training Supplies	9,510	4,212	8,420	11,170	11,170	11,170
5305 Fire Extinguisher			720	1,120	1,120	1,120
5320 EMS Supplies	16,386	12,524	22,000	22,500	22,500	22,500
5321 Fire Fighting Supplies	20,475	12,364	12,300	16,400	16,400	16,400
5325 Protective Clothing	130,458	87,920	75,180	110,800	110,800	110,800
5365 M&R Firefight Equip	5,453	2,911	3,000	3,000	3,000	3,000
5366 M&R EMS Equip	64					
5415 Printing		235		300	300	300
5570 Misc Business Exp	2,068	1,903	2,300	2,350	2,350	2,350
5575 Laundry/Repair Expense	542		2,700	3,600	3,600	3,600
<b>Total Materials and Services</b>	<b>188,349</b>	<b>123,293</b>	<b>130,520</b>	<b>176,440</b>	<b>176,440</b>	<b>176,440</b>
<b>Total General Fund</b>	<b>\$ 1,836,681</b>	<b>\$ 1,018,807</b>	<b>\$ 1,080,260</b>	<b>\$ 1,405,605</b>	<b>\$ 1,405,605</b>	<b>\$ 1,405,605</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).

**Budget Summary**

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 178,015	\$ 191,261	\$ 195,354	\$ 210,503
Materials and Services	33,018	21,308	28,281	28,578
<b>Total Expenditures</b>	<b>\$ 211,033</b>	<b>\$ 212,569</b>	<b>\$ 223,635</b>	<b>\$ 239,081</b>

**Personnel Summary**

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 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>

**2019-20 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 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.

Status: → Ongoing

Status Report: Annual exercise conducted specific to distribution of pseudo medication to simulate an outbreak. Tested “Send Word Now” alerting/notification application during the exercise. Lessons learned during the exercise will be inform future practices and exercises. Participation provided exposure for new employees to their new FOC roles. IMT tabletop exercises conducted.

- 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.

Status: ✓ Complete

Status Report: Scope of work for external consultant developed, consultant hired to perform detailed site visits of District facilities, interview staff, review policies and procedures. Work began early October 2018, completed late December, presented January 2019 to the executive management team. Initial action on prioritizing and implementing recommendations underway in fiscal year 2019 as well as incorporated in fiscal year 2020 budget.

## 2019-20 Tactic

- Outline and initiate implementation plan for District security improvements.

Goal/Strategy: 1B

Timeframe: 24 months

Partner(s): All TVF&R organizational units

Budget Impact: None

Implementing and institutionalizing the security assessment recommendations will require a programmatic approach addressing policy/procedure, engineered improvements, behavioral change, and associated communication and training.

Measured By: Plan outlined, inclusive of short- and long-term actions, assigned roles and responsibilities, key internal partners, and needs for program maintenance and institutionalization. Needed changes to policy, procedure and related messaging identified and executed.

## Emergency Management, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10755 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 100,208	\$ 103,617	\$ 99,770	\$ 103,020	\$ 103,020	\$ 103,020
5004 Vacation Taken Nonunion	6,244	4,802	7,760	8,342	8,342	8,342
5006 Sick Taken Nonunion			2,217	2,410	2,410	2,410
5008 Personal Leave Taken Nonunion		157	1,109	975	975	975
5015 Vacation Sold	8,700	6,264	6,396	6,620	6,620	6,620
5021 Deferred Comp Match Nonunion	5,323	5,429	5,543	5,737	5,737	5,737
5120 Overtime Union	1,987	6,332	5,150	5,890	5,890	5,890
5121 Overtime Nonunion			250	250	250	250
5201 PERS Taxes	26,042	33,657	33,928	42,235	42,235	42,235
5203 FICA/MEDI	8,661	8,933	9,384	10,193	10,193	10,193
5206 Worker's Comp	1,434	1,223	1,634	1,699	1,699	1,699
5207 TriMet/Wilsonville Tax	831	847	967	1,031	1,031	1,031
5208 OR Worker's Benefit Fund Tax	32	33	30	25	25	25
5211 Medical Ins Nonunion	15,306	16,540	17,815	18,485	18,485	18,485
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,334	1,456	1,350	1,678	1,678	1,678
5240 Life/Disability Insurance	1,012	1,032	1,109	1,013	1,013	1,013
5270 Uniform Allowance		39	42			
<b>Total Personnel Services</b>	<b>178,015</b>	<b>191,261</b>	<b>195,354</b>	<b>210,503</b>	<b>210,503</b>	<b>210,503</b>
5300 Office Supplies	23	29	200	150	150	150
5301 Special Department Supplies	28,630		1,600	1,500	1,500	1,500
5302 Training Supplies		167	150	150	150	150
5320 EMS Supplies	100	35	25	25	25	25
5330 Noncapital Furniture & Equip			275			
5350 Apparatus Fuel/Lubricants	95	144	144			
5414 Other Professional Services		16,816	18,816	18,816	18,816	18,816
5415 Printing		776	325	325	325	325
5461 External Training	699	510	1,425	1,275	1,275	1,275
5462 Travel and Per Diem	2,822	1,552	3,856	4,797	4,797	4,797
5481 Community Education Materials			100	100	100	100
5500 Dues & Subscriptions	349	269	365	440	440	440
5570 Misc Business Exp	300	1,011	1,000	1,000	1,000	1,000
<b>Total Materials and Services</b>	<b>33,018</b>	<b>21,308</b>	<b>28,281</b>	<b>28,578</b>	<b>28,578</b>	<b>28,578</b>
<b>Total General Fund</b>	<b>\$ 211,033</b>	<b>\$ 212,569</b>	<b>\$ 223,635</b>	<b>\$ 239,081</b>	<b>\$ 239,081</b>	<b>\$ 239,081</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 68,224	\$ 56,701	\$ 66,800	\$ 67,100
Materials and Services	160,146	136,197	148,273	142,440
<b>Total Expenditures</b>	<b>\$ 228,370</b>	<b>\$ 192,898</b>	<b>\$ 215,073</b>	<b>\$ 209,540</b>



### 2019-20 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 5290, 5461 and 5462.

Account 5501 reflects funding for the Volunteer Firefighters Association fund. 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.

### Status of 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.  
Status: ✓ Complete  
Status Report: [Volunteers are now regularly scheduled to cover at the two stations.](#)

- 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.  
Status: → Ongoing  
Status Report: [Recruitment process conducted; interviews occurred in January 2019 and 14 recruits started the academy in April 2019. 12 recruits graduated the academy in June 2019.](#)

### 2019-20 Tactic

- 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

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10550 General Fund</b>						
5150 Pension Benefit	\$ 32,330	\$ 25,830	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
5206 Worker's Comp		536				
5240 Life/Disability Insurance	13,720	14,582	15,000	15,300	15,300	15,300
5270 Uniform Allowance	22,174	5,915	16,800	16,800	16,800	16,800
5290 Employee Tuition Reimburse		9,837	5,000	5,000	5,000	5,000
<b>Total Personnel Services</b>	<b>68,224</b>	<b>56,701</b>	<b>66,800</b>	<b>67,100</b>	<b>67,100</b>	<b>67,100</b>
5300 Office Supplies	106	37	540	540	540	540
5301 Special Department Supplies	4,171	5,677	5,960	6,210	6,210	6,210
5302 Training Supplies			850	600	600	600
5305 Fire Extinguisher			150	150	150	150
5320 EMS Supplies	347	1,556	4,000	4,000	4,000	4,000
5321 Fire Fighting Supplies	6,330	3,369	6,500	6,500	6,500	6,500
5325 Protective Clothing	47,719	23,568	36,800	26,800	26,800	26,800
5330 Noncapital Furniture & Equip	5,528	819		750	750	750
5350 Apparatus Fuel/Lubricants	2,759	5,528	5,000	4,000	4,000	4,000
5361 M&R Bldg/Bldg Equip & Improv	9,955	18,744	3,000			
5363 Vehicle Maintenance	4,171	7,052	8,000	8,000	8,000	8,000
5365 M&R Firefight Equip	8,509		200	200	200	200
5367 M&R Office Equip			1,650	1,650	1,650	1,650
5414 Other Professional Services	38	675				
5415 Printing	114		325	225	225	225
5416 Custodial & Bldg Services		413				
5417 Temporary Services	9,125	9,309	12,000	12,000	12,000	12,000
5432 Natural Gas	3,424	2,787	900	400	400	400
5433 Electricity	6,581	5,967	600			
5434 Water/Sewer	96	98	108	125	125	125
5436 Garbage	343	1,160				
5450 Rental of Equip	546					
5461 External Training	3,739	8,005	6,900	13,900	13,900	13,900
5462 Travel and Per Diem	17,387	13,276	18,200	18,200	18,200	18,200
5472 Employee Recog & Awards	526	970	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	8,671	8,463	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach		552	200	200	200	200
5481 Community Education Materials	608	524	1,150	2,000	2,000	2,000
5500 Dues & Subscriptions	744	1,131	1,240	1,240	1,240	1,240
5501 Volunteer Assn Dues	16,000	12,000	16,000	16,000	16,000	16,000
5502 Certifications & Licensing	213	496	1,000	2,000	2,000	2,000
5570 Misc Business Exp	2,271	4,022	5,300	5,300	5,300	5,300
5571 Planning Retreat Expense			500	750	750	750
5575 Laundry/Repair Expense	125		700	200	200	200
<b>Total Materials and Services</b>	<b>160,146</b>	<b>136,197</b>	<b>148,273</b>	<b>142,440</b>	<b>142,440</b>	<b>142,440</b>
<b>Total General Fund</b>	<b>\$ 228,370</b>	<b>\$ 192,898</b>	<b>\$ 215,073</b>	<b>\$ 209,540</b>	<b>\$ 209,540</b>	<b>\$ 209,540</b>



**Program Description**

This program accounts for the District’s Chaplains program. The District has long supported a volunteer Chaplains program at emergency incidents, as requested by the family or response crew. The 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 resident experiences a tragic event or loss. These services are provided on an on-call basis by chaplains in the District.

**Budget Summary**

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 286	\$ 524	\$ 400	\$ 750
Materials and Services	28,788	29,564	38,600	45,600
<b>Total Expenditures</b>	<b>\$ 29,074</b>	<b>\$ 30,089</b>	<b>\$ 39,000</b>	<b>\$ 46,350</b>

**2019-20 Significant Changes**

Account 5417, Temporary Services, has been increased to reflect a greater number of chaplain hours.

## Chaplains, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10560 General Fund</b>						
5270 Uniform Allowance	\$ 286	\$ 524	\$ 400	\$ 750	\$ 750	\$ 750
<b>Total Personnel Services</b>	<b>286</b>	<b>524</b>	<b>400</b>	<b>750</b>	<b>750</b>	<b>750</b>
5417 Temporary Services	21,818	22,785	30,000	36,000	36,000	36,000
5462 Travel and Per Diem	6,167	5,990	7,500	8,000	8,000	8,000
5500 Dues & Subscriptions	125	100	300	700	700	700
5570 Misc Business Exp	678	689	800	900	900	900
<b>Total Materials and Services</b>	<b>28,788</b>	<b>29,564</b>	<b>38,600</b>	<b>45,600</b>	<b>45,600</b>	<b>45,600</b>
<b>Total General Fund</b>	<b>\$ 29,074</b>	<b>\$ 30,089</b>	<b>\$ 39,000</b>	<b>\$ 46,350</b>	<b>\$ 46,350</b>	<b>\$ 46,350</b>

## Incident Management Team

Fund 10 • Directorate 06 • Division 62 • Department 560 • Project 3470

### Program Description

This program accounts for the District's Incident Management Team costs. The team members rotate on call duties in order to provide for safe and effective management of escalating emergency scenes.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services		\$ 8,495	\$ 41,222	\$ 74,220
Materials and Services		2,620	11,940	5,040
<b>Total Expenditures</b>		<b>\$ 11,115</b>	<b>\$ 53,162</b>	<b>\$ 79,260</b>

### 2019-20 Budget Highlights

The responsibility for the Incident Management Team is now within the Community Services Directorate. The District operates four teams. Assigned union team members are paid through the union overtime account, 5120. Hours were increased in the budget to reflect additional union member assignments over prior years. External training and travel accounts provide for IMT training for two new members' qualification to the IMT team.

## Incident Management Team, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10560 General Fund</b>						
5120 Overtime Union		\$ 6,042	\$ 28,728	\$ 52,486	\$ 52,486	\$ 52,486
5121 Overtime Nonunion			1,000	1,000	1,000	1,000
5201 PERS Taxes		1,465	7,164	14,051	14,051	14,051
5203 FICA/MEDI		458	2,274	4,092	4,092	4,092
5206 Worker's Comp		365	832	1,177	1,177	1,177
5207 TriMet/Wilsonville Tax		43	224	414	414	414
5208 OR Worker's Benefit Fund Tax		2				
5210 Medical Ins Union		114				
5270 Uniform Allowance		7	1,000	1,000	1,000	1,000
<b>Total Personnel Services</b>		<b>8,495</b>	<b>41,222</b>	<b>74,220</b>	<b>74,220</b>	<b>74,220</b>
5301 Special Department Supplies		20	500	200	200	200
5321 Fire Fighting Supplies		119	140	140	140	140
5325 Protective Clothing		26	500	400	400	400
5350 Apparatus Fuel/Lubricants			1,000	500	500	500
5414 Other Professional Services		1,000	6,000			
5461 External Training			400	400	400	400
5462 Travel and Per Diem		1,391	2,800	2,800	2,800	2,800
5570 Misc Business Exp		63	600	600	600	600
<b>Total Materials and Services</b>		<b>2,620</b>	<b>11,940</b>	<b>5,040</b>	<b>5,040</b>	<b>5,040</b>
<b>Total General Fund</b>		<b>\$ 11,115</b>	<b>\$ 53,162</b>	<b>\$ 79,260</b>	<b>\$ 79,260</b>	<b>\$ 79,260</b>

Division Description

The new Fire & Life Safety department combines all fire prevention, investigation, life safety and community education efforts within the District.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 3,192,076	\$ 3,141,617	\$ 3,883,885	\$ 4,543,790
Materials and Services	38,258	40,461	54,755	185,441
<b>Total Expenditures</b>	<b>\$ 3,230,334</b>	<b>\$ 3,182,078</b>	<b>\$ 3,938,640</b>	<b>\$ 4,729,231</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Fire Marshal	1.00			1.00
Assistant Fire Marshal		1.00	1.00	3.00
Division Chief	1.00	1.00	1.00	
Battalion Chief	3.00	3.00	3.00	
Deputy Fire Marshal/Inspectors	5.00	8.00	8.00	14.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	
Community Affairs Specialist				1.00
Administrative Assistant	3.00	4.00	3.00	3.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>15.00</b>	<b>19.00</b>	<b>18.00</b>	<b>23.00</b>

2019-20 Significant Changes

This department was created July 1, 2019 with personnel transferred from the former North and South Integrated Operating cost centers and other departments and aligns all fire prevention and fire marshal personnel and public education efforts and events throughout the District. Wages and benefits are included for all personnel including Fire Investigator on-call and on-scene overtime, and fireworks and code enforcement overtime.

Within Materials and Services, account 5301, Special Department Supplies, includes supplies for fire investigation, community risk reduction, adult foster care and apartment programs as well as building and operating supplies for the South administration building. Account 5414, Other Professional Services, includes consulting services (\$19,400) to design, create and implement surveys and marketing/media materials for the Assisted Living Facility Community Risk Reduction program, as well as specialized fire consultants. Additional funds of \$8,500 are budgeted for code enforcement and compliance training consultants. External Training and Travel accounts reflect the training of all District fire investigators.

Community events such as the Newberg Easter Egg Hunt, Pancake Breakfast and Golf Tournament are budgeted in account 5480, and account 5481, Community Education materials, is for public education materials that are not station or program specific as well as various community risk reduction programs.

2019-20 Tactics

- Participate in joint committees, task forces, and processes to monitor and support land use, development, and planning initiatives occurring in the service area.

Goal/Strategy: Goal 1 - Strategy 1F  
Timeframe: 12 months  
Partner(s): FCO, Government Affairs  
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.

- Develop, implement, and evaluate the Adult Care Facility targeted community risk reduction initiative.

Goal/Strategy: Goal 2 - Strategy 2F  
Timeframe: 24 months  
Partner(s): EMS, Operations, FCO, Business Strategy, Government Affairs, contracted research firm  
Budget Impact: Increase required  
Measured By: Accurate and updated occupancy data collected, facility pre- and post-testing results, targeted messaging materials developed, site visits and events conducted, anticipated and targeted outcomes modeled, and data-informed evaluation conducted.

- Evaluate the processes associated with core Fire Prevention programs to identify and inform technology workflow improvements.

Goal/Strategy: Goal 2 - Strategy 2D  
Timeframe: 24 months  
Partner(s): Business Strategy, Information Technology  
Budget Impact: Increase required  
Measured By: Evaluated, developed and implemented technology improvements for the electronic plan review system and workflow. Evaluated and identified needed workflow solutions for the Metro refresh process related to code enforcement program elements, the new building identification and occupancy database updating process, and document records and archiving.

- Support the initiative to add occupancy data visualization to the EGIS platform.

Goal/Strategy: Goal 2 - Strategy 2A  
Timeframe: 12 months  
Partner(s): Business Strategy  
Budget Impact: None  
Measured By: Staff participation in related process meetings and completion of assigned action steps.

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10165 General Fund</b>						
5001 Salaries & Wages Union	\$ 989,728	\$ 927,495	\$ 1,055,336	\$ 1,207,193	\$ 1,207,193	\$ 1,207,193
5002 Salaries & Wages Nonunion	568,324	572,124	796,574	897,462	897,462	897,462
5003 Vacation Taken Union	144,275	142,443	148,989	171,397	171,397	171,397
5004 Vacation Taken Nonunion	53,112	88,737	61,956	72,673	72,673	72,673
5005 Sick Leave Taken Union	17,960	29,542	24,831	30,230	30,230	30,230
5006 Sick Taken Nonunion	9,045	11,315	17,702	20,992	20,992	20,992
5007 Personal Leave Taken Union	11,821	10,129	12,416	17,111	17,111	17,111
5008 Personal Leave Taken Nonunion	2,727	3,419	8,851	8,497	8,497	8,497
5009 Comp Taken Union	5,873	6,611				
5010 Comp Taken Nonunion	37	66				
5015 Vacation Sold		6,175	16,571	16,683	16,683	16,683
5016 Vacation Sold at Retirement	87,488	9,948	48,005	57,786	57,786	57,786
5017 PEHP Vac Sold at Retirement	38,335	6,898	29,103	53,879	53,879	53,879
5018 Comp Time Sold Union	11,603	20,131				
5019 Comp Time Sold Nonunion	7,783					
5020 Deferred Comp Match Union	49,072	51,226	60,538	71,297	71,297	71,297
5021 Deferred Comp Match Nonunion	45,950	52,966	72,696	86,867	86,867	86,867
5041 Severance Pay	32,376					
5101 Vacation Relief	71,397	70,375	81,000			
5105 Sick Relief	1,773		5,000			
5106 On the Job Injury Relief		3,617	9,000			
5107 Short Term Disability Relief			2,000			
5110 Personal Leave Relief	2,955	3,315	3,000			
5115 Vacant Slot Relief	1,773					
5117 Regular Day Off Relief	3,546	1,808				
5118 Standby Overtime	222	245				
5120 Overtime Union	60,142	60,748	87,394	154,348	154,348	154,348
5121 Overtime Nonunion	1,291	1,062	8,780	6,000	6,000	6,000
5201 PERS Taxes	420,496	507,955	620,913	840,256	840,256	840,256
5203 FICA/MEDI	139,293	137,024	185,406	220,759	220,759	220,759
5206 Worker's Comp	41,285	34,731	52,459	50,769	50,769	50,769
5207 TriMet/Wilsonville Tax	15,093	14,458	19,282	22,327	22,327	22,327
5208 OR Worker's Benefit Fund Tax	578	530	600	686	686	686
5210 Medical Ins Union	216,102	223,977	253,671	306,072	306,072	306,072
5211 Medical Ins Nonunion	104,663	104,807	154,403	171,225	171,225	171,225
5220 Post Retire Ins Union	6,300	6,200	6,600	8,400	8,400	8,400
5221 Post Retire Ins Nonunion	6,450	6,375	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	9,202	9,201	12,398	14,552	14,552	14,552
5240 Life/Disability Insurance	5,730	5,931	8,851	8,779	8,779	8,779

## Fire & Life Safety, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5270 Uniform Allowance	1,319	3,071	4,500	6,130	6,130	6,130
5295 Vehicle/Cell Allowance	6,960	6,960	6,960	13,320	13,320	13,320
<b>Total Personnel Services</b>	<b>3,192,076</b>	<b>3,141,617</b>	<b>3,883,885</b>	<b>4,543,790</b>	<b>4,543,790</b>	<b>4,543,790</b>
5300 Office Supplies	254	71	1,500	2,200	2,200	2,200
5301 Special Department Supplies	735	252	1,000	7,475	7,475	7,475
5302 Training Supplies	629		2,300	4,400	4,400	4,400
5304 Hydrant Maintenance				5,500	5,500	5,500
5305 Fire Extinguisher				540	500	500
5307 Smoke Detector Program			1,800	4,600	4,600	4,600
5320 EMS Supplies	60	422	400	800	800	800
5321 Fire Fighting Supplies	371	397	750	3,750	3,750	3,750
5325 Protective Clothing	2,344	126	3,600	8,550	8,550	8,550
5330 Noncapital Furniture & Equip	1,017	1,031		500	500	500
5350 Apparatus Fuel/Lubricants	12,861	21,429	20,000	21,375	21,375	21,375
5367 M&R Office Equip				5,880	5,880	5,880
5400 Insurance Premium	313	266	200	250	250	250
5414 Other Professional Services	1,385	1,100		44,620	44,620	44,620
5415 Printing	633	842	1,500	4,500	4,500	4,500
5450 Rental of Equip			250	250	250	250
5461 External Training	90			20,300	20,300	20,300
5462 Travel and Per Diem	768	828	800	15,400	15,400	15,400
5471 Citizen Awards	159	216	450			
5480 Community/Open House/Outreach	3,419	3,688	6,000	14,890		
5481 Community Education Materials	4,827	3,439	4,000	13,666	13,666	13,666
5484 Postage UPS & Shipping		1	150	4,250	4,250	4,250
5500 Dues & Subscriptions	4,343	4,015	5,055	7,061	6,695	6,695
5502 Certifications & Licensing	1,234	240	1,100	2,000	2,000	2,000
5570 Misc Business Exp	2,735	1,979	3,000	6,530	6,530	6,530
5571 Planning Retreat Expense	80	97	750	1,150	1,150	1,150
5575 Laundry/Repair Expense		22	150	300	300	300
<b>Total Materials and Services</b>	<b>38,258</b>	<b>40,461</b>	<b>54,755</b>	<b>200,737</b>	<b>185,441</b>	<b>185,441</b>
<b>Total General Fund</b>	<b>\$ 3,230,334</b>	<b>\$ 3,182,078</b>	<b>\$ 3,938,640</b>	<b>\$ 4,744,527</b>	<b>\$ 4,729,231</b>	<b>\$ 4,729,231</b>

Program Description

The new Government Affairs department is responsible for the District’s connectivity to its counties, cities and residents. The Department coordinates media outreach and relations, public involvement outreach and engagement as well as direct involvement with elected and other government officials.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services				\$ 1,049,066
Materials and Services				195,796
<b>Total Expenditures</b>				<b>\$ 1,244,862</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Director of Government Affairs				1.00
Public Affairs Chief				1.00
Public Affairs Officer				2.00
Public Affairs Coordinator				1.00
<b>Total Full-Time Equivalents (FTE)</b>				<b>5.00</b>

2019-20 Significant Changes

This department was created July 1, 2019 with personnel transferred from other departments. Wages and benefits are budgeted for the assigned personnel. Union Overtime, account 5120 primarily represents on-call overtime for union Public Information Officers during their periodic rotations.

Within Materials and Services, monthly media reporting is budgeted within account 5414 and account 5415, Printing, includes the printing and folding costs for the Safety Matters newsletter mailed to all residents in the service area. Account 5480, Community Events/Open House, reflects anticipated costs for the Cardiac Survivor Breakfast, Chamber of Commerce networking events and community and partner agency events and workshops. Account 5454, Postage, UPS and Shipping, includes \$40,000 for Safety Matters mailing as well as other targeted mailings within the District such as wildland interface education materials. Account 5572, Advertising/Public Notices, includes public safety message advertising which is typically matched by corporate, media or non-profit funding.

2019-20 Tactics

- Engage regularly within governmental, community, and civic networks for awareness of key initiatives and opportunities, and in support of positive and constructive relationships.

Goal/Strategy: Vision statement; Goal 3

Timeframe: 12 months

Partner(s): Fire Chief’s Office, Fire and Life Safety, various partner agencies and groups.

Budget Impact: None

Measured By: Staff time spent at, and in support of engagement and outreach. Feedback from partner agencies and groups.

2019-20 Tactics, continued

- Participate in joint committees, task forces, and local government processes in order to monitor and support land use and development planning, urban service agreements, urban renewal and economic development initiatives occurring in the service area.

Goal/Strategy: Goal 1 - Strategy 1F

Timeframe: 12 months

Partner(s): FCO, Operations Administration, Fire & Life Safety

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

- Conduct mass and social media campaigns to create awareness about disaster preparedness, fire prevention, and hands only CPR.

Goal/Strategy: Vision statement; Goal 2; Goal 3

Timeframe: 12 months

Partner(s): Fire and Life Safety, EMS, Community Risk Reduction, partner counties and fire agencies, hospitals, utilities, the American Red Cross, American Diabetes Association, and news media.

Budget Impact: None

Measured By: Number of impressions by television viewers, social media analytics, earned media news coverage, and community participation in events promoted in the campaigns.

- Conduct mass and social media campaigns aimed at recruiting employment applicants who better reflect the community; inclusive of design and production of targeted video content informed by available research.

Goal/Strategy: Vision statement; Goal 2

Timeframe: 12 months

Partner(s): Human Resources, Media Services, media outlets

Budget Impact: None

Measured By: Number of impressions by television viewers, social media analytics, earned media news coverage, and community participation in recruitment events promoted in the campaign. Ultimately, an increase in diverse applicants would also demonstrate progress.

- Refresh or redesign (as needed) all external public information/education collateral publications to reflect updated community health/safety messaging and TVF&R branding.

Goal/Strategy: Vision statement; Goal 2; Goal 3

Timeframe: 12 months

Partner(s): Community Risk Reduction, Fire and Life Safety, Office of the Oregon State Fire Marshal, Safe Kids Oregon, NFPA, and FEMA

Budget Impact: None

Measured By: All collateral publications reviewed and redesigned (using in-house resources) to reflect updated branding and messaging as informed by subject matter experts and best practices. Redesigned publications posted, printed and restocked (as needed).

**Government Affairs, continued**

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10160 General Fund</b>						
5002 Salaries & Wages Nonunion				\$ 535,454	\$ 535,454	\$ 535,454
5004 Vacation Taken Nonunion				42,594	42,594	42,594
5006 Sick Taken Nonunion				12,304	12,304	12,304
5008 Personal Leave Taken Nonunion				4,980	4,980	4,980
5015 Vacation Sold				16,599	16,599	16,599
5021 Deferred Comp Match Nonunion				44,392	44,392	44,392
5120 Overtime Union				44,896	44,896	44,896
5121 Overtime Nonunion				500	500	500
5201 PERS Taxes				188,609	188,609	188,609
5203 FICA/MEDI				54,388	54,388	54,388
5206 Worker's Comp				9,065	9,065	9,065
5207 TriMet/Wilsonville Tax				5,501	5,501	5,501
5208 OR Worker's Benefit Fund Tax				150	150	150
5211 Medical Ins Nonunion				56,710	56,710	56,710
5221 Post Retire Ins Nonunion				4,500	4,500	4,500
5230 Dental Ins Nonunion				6,437	6,437	6,437
5240 Life/Disability Insurance				5,172	5,172	5,172
5270 Uniform Allowance				7,575	7,575	7,575
5295 Vehicle/Cell Allowance				9,240	9,240	9,240
<b>Total Personnel Services</b>				<b>1,049,066</b>	<b>1,049,066</b>	<b>1,049,066</b>
5300 Office Supplies				1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants				5,000	5,000	5,000
5400 Insurance Premium				800	800	800
5414 Other Professional Services				2,400	2,400	2,400
5415 Printing				22,000	22,000	22,000
5461 External Training				3,575	3,575	3,575
5462 Travel and Per Diem				6,000	6,000	6,000
5471 Citizen Awards				900	900	900
5480 Community/Open House/Outreach				21,925	36,815	36,815
5484 Postage UPS & Shipping				48,800	48,800	48,800
5500 Dues & Subscriptions				6,290	6,656	6,656
5570 Misc Business Exp				1,500	1,500	1,500
5571 Planning Retreat Expense				350	350	350
5572 Advertis/Public Notice				60,000	60,000	60,000
<b>Total Materials and Services</b>				<b>180,540</b>	<b>195,796</b>	<b>195,796</b>
<b>Total General Fund</b>				<b>\$1,229,606</b>	<b>\$1,244,862</b>	<b>\$1,244,862</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 297,920	\$ 313,462	\$ 329,111	\$ 354,480
Materials and Services	13,004	10,044	34,153	37,344
<b>Total Expenditures</b>	<b>\$ 310,925</b>	<b>\$ 323,505</b>	<b>\$ 363,264</b>	<b>\$ 391,824</b>

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 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>

2019-20 Significant Changes

The Personnel Services budget reflects the expected wages and benefits of current employees, including PERS rates and the change of one position to non-exempt from exempt and estimated overtime.

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 a GoPro camera replacement, lighting, drone zoomable lens and a logo wall system. Account 5367 has been increased to \$21,400 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. 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 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.

Status: ✓ Complete

Status Report: Approximately 225 projects of varying degrees were completed during this time. These ranged from simple audio-visual support, to comprehensive productions, as well as training/communication consultation. Media Service's Vimeo account houses more than 750 videos with 209 added in the last calendar 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; Goal 2

Timeframe: 12 months

Partner(s): Public Affairs

Budget Impact: None

Measured By: Website analytics and service calls.

Status: ✓ Complete

Status Report: In the 2018-19 fiscal year TVF&R's external website had approximately 153,632 visits, 305,344 page views and 57,553 downloads. Between both the DistrictNet and [www.tvfr.com](http://www.tvfr.com), Media Services completed approximately 300 edits on the sites. In addition, TVF&R's [YouTube Channel](#) remained fairly active with 57,737 views.

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

Goal/Strategy: Goal 1; Goal 2

Timeframe: 12 months

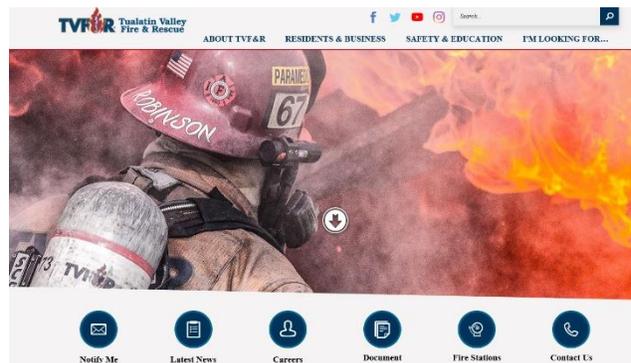
Partner(s): Public Affairs

Budget Impact: None

Measured By: Successful publishing of website using new platform.

Status: ✓ Complete

Status Report: Successfully published the external website, [www.tvfr.com](http://www.tvfr.com), on the new platform in mid-November of 2018. Approximately 150 pages were transitioned in addition to multiple new or edited images.



Activities Summary

	2015-16	2016-17	2017-18	2018-19	2019-20
Media Projects	Actual	Actual	Actual	Projected	Estimated
Training	52	56	150	150	150
Internal Communication	43	25	35	35	30
External Communication	10	14	10	10	10
<b>Total</b>	<b>85</b>	<b>90</b>	<b>195</b>	<b>195</b>	<b>190</b>

2019-20 Tactics

- Provide communication, training and media support (e.g., media consulting, video scripting, shooting, editing, still photography, AV integration & repair, etc.) for internal and external customers, with the goal of creating effective training and communication content.

Goal/Strategy: Goal 1 – Strategy 1A

Timeframe: 12 months

Partner(s): All personnel

Budget Impact: None

Measured By: Engagement with District staff on project goals and desired training and communication outcomes. 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), as well as Google Maps locations, SharePoint, and Instagram.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2 – Strategy 2I

Timeframe: 12 months

Partner(s): Government Affairs

Budget Impact: None

Measured By: Website analytics and service calls.

- Provide oversight, and support for TVF&R’s Unmanned Aerial Systems (UAS) including research, training and operational implementation.

Goal/Strategy: Goal 1 – Strategy 1A; Goal 2 – Strategy 2A

Timeframe: 12 months

Partner(s): Operations, Training

Budget Impact: None

Measured By: Completed operational and training flights.



## Media Services, continued

	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
<b>10451 General Fund</b>						
5002 Salaries & Wages Nonunion	\$ 162,472	\$ 168,574	\$ 173,121	\$ 178,752	\$ 178,752	\$ 178,752
5004 Vacation Taken Nonunion	16,637	14,015	13,465	14,475	14,475	14,475
5006 Sick Taken Nonunion	3,192	3,786	3,847	4,181	4,181	4,181
5008 Personal Leave Taken Nonunion	1,227	1,961	1,924	1,692	1,692	1,692
5010 Comp Taken Nonunion		63				
5015 Vacation Sold	3,808	1,748	7,399	3,829	3,829	3,829
5021 Deferred Comp Match Nonunion	9,176	9,420	9,618	9,955	9,955	9,955
5121 Overtime Nonunion				3,600	3,600	3,600
5201 PERS Taxes	34,148	43,215	45,574	57,789	57,789	57,789
5203 FICA/MEDI	13,812	13,999	15,329	16,607	16,607	16,607
5206 Worker's Comp	2,095	3,237	2,677	2,768	2,768	2,768
5207 TriMet/Wilsonville Tax	1,334	1,371	1,584	1,680	1,680	1,680
5208 OR Worker's Benefit Fund Tax	58	57	60	50	50	50
5211 Medical Ins Nonunion	42,078	44,013	46,516	48,382	48,382	48,382
5221 Post Retire Ins Nonunion	1,800	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,729	3,807	3,629	4,323	4,323	4,323
5240 Life/Disability Insurance	1,753	1,795	1,924	1,677	1,677	1,677
5270 Uniform Allowance			44			
5290 Employee Tuition Reimburse				2,320	2,320	2,320
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
<b>Total Personnel Services</b>	<b>297,920</b>	<b>313,462</b>	<b>329,111</b>	<b>354,480</b>	<b>354,480</b>	<b>354,480</b>
5300 Office Supplies	35		375	375	375	375
5301 Special Department Supplies	136	558	550	600	600	600
5302 Training Supplies			200	250	250	250
5306 Photography Supplies & Process	270		120	140	140	140
5330 Noncapital Furniture & Equip	4,738	4,080	3,009	2,870	2,870	2,870
5361 M&R Bldg/Bldg Equip & Improv		54				
5367 M&R Office Equip	6,284	2,585	19,400	21,400	21,400	21,400
5414 Other Professional Services	650	1,420	5,000	5,000	5,000	5,000
5461 External Training			1,400	2,075	2,075	2,075
5462 Travel and Per Diem	51		2,544	2,994	2,994	2,994
5484 Postage UPS & Shipping	56	72	225	225	225	225
5500 Dues & Subscriptions	784	1,118	1,180	1,215	1,215	1,215
5570 Misc Business Exp	1	157	150	200	200	200
<b>Total Materials and Services</b>	<b>13,004</b>	<b>10,044</b>	<b>34,153</b>	<b>37,344</b>	<b>37,344</b>	<b>37,344</b>
<b>Total General Fund</b>	<b>\$ 310,925</b>	<b>\$ 323,505</b>	<b>\$ 363,264</b>	<b>\$ 391,824</b>	<b>\$ 391,824</b>	<b>\$ 391,824</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 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Capital Outlay	\$ 97,981	\$ 2,255,839	\$ 1,528,500	\$ 2,848,100
Contingency			539,050	250,000
<b>Total Expenditures</b>	<b>\$ 97,981</b>	<b>\$ 2,255,839</b>	<b>\$ 2,067,550</b>	<b>\$ 3,098,100</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		\$ 666,750	\$ 666,750	\$ 1,333,500	\$ 1,333,500
Trucks	\$ 2,628,100		1,311,000		
Elevated Waterway Units		835,000			870,000
Medic Units	220,000			645,000	
Tender					
Special Purpose		45,000	45,000	45,000	45,000
<b>Total</b>	<b>\$ 2,848,100</b>	<b>\$ 1,546,750</b>	<b>\$ 2,022,750</b>	<b>\$ 2,023,500</b>	<b>\$ 2,248,500</b>

## Apparatus Fund, continued

### Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
Engines	\$ 29,141	\$ 35,392	\$ 31,905	\$ 30,000	\$ 34,500
Trucks	56,999	60,035	50,779	53,250	61,250
Elevated Waterway Units	66,425	73,458	71,515	47,000	54,000
Light/Heavy Brush Rigs	6,591	4,636	7,772	5,250	6,000
Specialty <sup>1</sup>	18,300	12,201	11,485	20,000	23,000
Medics/Rescue	6,768	8,381	14,545	14,550	16,750
Cars <sup>2</sup>	2,897	2,852	3,042	3,000	3,500
Tenders	7,082	3,540	7,104	5,200	6,000
Code 3 Staff Vehicles	2,569	3,053	3,115	2,900	3,500
Battalion Chief Vehicles	10,107	6,241	6,287	6,500	7,500
Other Staff Vehicles	2,398	3,018	2,884	3,000	3,500

<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 2019-20</i>			
<b>Actual Second Preceding Year 2016-17</b>	<b>Actual First Preceding Year 2017-18</b>	<b>Adopted Budget This Year 2018-19</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 5,133,766	\$ 5,090,822	\$ 2,864,568	Beginning Fund Balance	\$ 3,731,414	\$5,063,014	\$5,063,014
			Temporary Investments			
55,037	59,893	15,080	Earnings	87,785	87,785	87,785
	61,100	2,500	Surplus Property Income	2,500	2,500	2,500
	1,000,000	1,000,000	Transfer from Other Funds	1,000,000	1,000,000	1,000,000
<b>\$ 5,188,803</b>	<b>\$ 6,211,815</b>	<b>\$ 3,882,148</b>	<b>Total Resources</b>	<b>\$ 4,821,699</b>	<b>\$6,153,299</b>	<b>\$6,153,299</b>
			<b>Requirements</b>			
\$ 97,981	\$ 2,255,839	\$ 1,528,500	Fire Apparatus	\$ 1,516,500	\$2,848,100	\$2,848,100
97,981	2,255,839	1,528,500	Total Capital Outlay	1,516,500	2,848,100	2,848,100
		539,050	Contingency	250,000	250,000	250,000
97,981	2,255,839	2,067,550	Total Expenditures	1,766,500	3,098,100	3,098,100
			Reserved for Future			
5,090,822	3,955,976	1,814,598	Expenditures	3,055,199	3,055,199	3,055,199
<b>\$ 5,188,803</b>	<b>\$ 6,211,815</b>	<b>\$ 3,882,148</b>	<b>Total Requirements</b>	<b>\$ 4,821,699</b>	<b>\$ 6,153,299</b>	<b>\$ 6,153,299</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 local option tax levy 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Capital Outlay	\$ 910,902	\$ 1,291,631	\$ 1,628,480	\$ 2,663,691
Transfer Out		755,981		
Contingency			521,500	437,500
<b>Total Expenditures</b>	<b>\$ 910,902</b>	<b>\$ 2,047,612</b>	<b>\$ 2,149,980</b>	<b>\$ 3,101,191</b>

2019-20 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	Pre Plan Request - Medium fidelity mannequins for training. Reason for increase is to meet needs of trainings that occur simultaneously, i.e., Critical Skills & EMS Training Module.	15,000
	<b>Total 5603 - TC Training Props:</b>	<b>15,000</b>

### 5615 Vehicles & Apparatus

22571 Fleet Maintenance	Replacement - Pool vehicles; These replacement requests (vehicles 1-657, 1-601, 1-602) 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.	114,000
Fleet Maintenance	Replacement - Pool vehicles (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.	103,400
Fleet Maintenance	Supply Department Delivery Van; This vehicle replacement request (1-562) is in line with the scheduled replacement plan. The vehicle will have an estimated 190,000 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	Chief response vehicle replacement.	50,000
	<b>Total 5615 - Vehicles &amp; Apparatus:</b>	<b>342,400</b>

### 5620 Firefighting Equip

22200 Integrated Operations Admin	Extrication: Replacement of 15-year old worn/non-repairable equipment per the Operations Capital Plan.	30,000
22220 Supply	Pre Plan Request- Two engine complements of hose for round 2 pumpers #3 & #4 due in 19/20.	18,000
22571 Fleet Maintenance	<b>**Place-Holder**</b> SCBA Replacement (Grant) (Pre Plan Request) Regional fire department coordination currently underway for SCBA replacement through a FEMA AFG grant. The grant application has been submitted for review. Pre plan request is for SCBA and respiratory equipment not included in grant process (DFM's Tech Rescue reserve units). Because of the slight potential the award/purchase could occur in FY19-20, staff submitting the estimated grant match for TVF&R. Grant match will be 10% = \$167,300 Total purchase for TVF&R (Grant match and equipment not included in Grant) is estimated at \$939,300.	772,000
Fleet Maintenance	Pumper Engines (round two) SCBA's. Budget request to purchase SCBA packs for two (2) replacement pumper apparatus (Pumpers 3 and 4), 8 packs/masks and 16 SCBA bottles required.	56,000

**Capital Improvements Fund, continued**

Fleet Maintenance	Equipment for new T51 Platform. Set up equipment including customized fabrication of compartmentation for equipment and PPE in apparatus cab (Map box, helmet storage, FF equipment, PPE). Fabrication of compartments to store EMS and FF equipment and PPE in fire body (Holmatro, PPV fans, chain saws, etc.). Installation of decals/magnetic placards and miscellaneous consumables as needed. Purchase of tire chains for front and rear axles (6 sets).	15,000
Fleet Maintenance	Pumper Engines (round two). 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 \$3,000; tire chains for front and rear axles (2 sets) \$1,020 per set; door/misc. logos and magnetic placards \$450; cab map box/glove holder fabrication, helmet storage and live load circuitry installation \$750; Telemetry cables and installation kits \$650. No significant operating budget impact.	13,780
Fleet Maintenance	Addition of pull-down shelf in USAR 51 for proper securement of Holmatro equipment. This will also limit stress on FF crews when removing and installing the equipment from the vehicle.	3,000
<b>Total 5620 - Firefighting Equip:</b>		<b>907,780</b>
 <b>5625 EMS Equip</b>		
22520 Emergency Medical Services Emergency Medical Services	<p>The Power-Load system and Power-PRO XT gurneys provide a mechanical advantage through a battery system to greatly assist the load/unload of patients in and out of the ambulance, requiring less people to assist with the lifting, sharply decreasing the risk of injury to personnel, and reducing the possibility of gurney tips.</p> <p>Two of these are budgeted and being purchased in FY 18/19. Not continuing the purchase of these power load systems will create inconsistency within our operating practices. Additionally, not purchasing these power load systems leaves our employees at risk for injury with the required amount of lifting and movement and also increases risk to the district in the event of gurney tips with a patient loaded.</p> <p>Units to receive the systems are R52, M59, M35 and M33</p>	172,832
Emergency Medical Services	Currently, the district is at a high risk with the lack of security we have for our controlled substances. Narcotic safes should be installed in every front line apparatus, reserve apparatus and cache stations (EMS and wildland); 70 total. We are looking at dual authentication or bio-metric access safes to ensure highly compliant security. This will go hand-in-hand with electronic tracking system for CS.	
Emergency Medical Services	Very high risk of diversion by TVFR employees or theft by non-TVFR employees.	143,838
Emergency Medical Services	We currently have three of these ventilators in our EMS system. With managing an ASA full time that is home to a hospital that frequently transfers patients on ventilators, we need to be prepared and equipped to manage these calls.	
	5 ventilators (4 for immediate use in the field and 1 for the use in training, which can also be used in the field if needed).	63,680
<b>Total 5625 - EMS Equip:</b>		<b>380,350</b>
 <b>5630 Office Equip &amp; Furn</b>		
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
<b>Total 5630 - Office Equip &amp; Furn:</b>		<b>35,000</b>

## Capital Improvements Fund, continued

### 5635 Building Equipment

22020 Station 20 Downtown Newberg Station 20 Downtown Newberg	Pre Plan Request - Replace three HVAC units due to age. Units are past 20 year life cycle, one unit is currently out of service due to catching fire, other units are hard to find parts for and extremely problematic.	37,998
Station 20 Downtown Newberg	Pre Plan Request - Install new District Standard tapout system. This was not covered by the WCCCA bond.	30,500
22021 Station 21 Springbrook Station 21 Springbrook	Pre Plan Request - Install new District Standard tapout system. This was not covered by the WCCCA bond.	30,500
22039 Station 39 Rivergrove Station 39 Rivergrove	Cost of Tapout controller and District Standard components per US Digital quote.	30,500
22060 Station 60 Cornell Road Station 60 Cornell Road	Replacement: Replace generator, it is very old and starting to have issues. Current Generator also will not support the current HVAC system. Due to the age of the generator (over 29 years old) it is hard at times to get the generator to transfer power. Also is becoming hard to get parts.	65,000
22200 Integrated Operations Admin Integrated Operations Admin	Station Support: Major appliance replacement funds for the Integrated Operations directorate.	40,000
22220 Supply Supply	Pre Plan Request - Vertical automatic backboard washer & disinfectant.	37,541
22582 Facilities Maintenance Facilities Maintenance	Spare Tapout systems to have on the shelf. If we have a Tap out system go down, it would be several weeks (up to 12 as they are custom built for our system). Station would be on pagers until new Tap out would arrive.	20,722
<b>Total 5635 - Building Equipment:</b>		<b>292,761</b>

### 5640 Physical Fitness Equip

22470 Occupational Health/Wellness Occupational Health/Wellness	Station 39 Fitness Room	20,400
Occupational Health/Wellness	Standard \$15,000	15,000
<b>Total 5640 - Physical Fitness Equip:</b>		<b>35,400</b>

### 5645 Shop Equipment

22571 Fleet Maintenance Fleet Maintenance	New - Pump Test Pit (Trailer). Provide the ability to pump test fire apparatus at Logistics new facility (shop). Replacement of existing pit with a mobile trailer test unit to reduce costs and environmental impact on property. Existing pit is not moveable.	150,000
Fleet Maintenance	New - Heavy Duty Drive-on Lift (Auto / +15,000#) Provide safe lifting of vehicles (15,000# max capacity) for efficient and effective maintenance and repair of vehicles (Brush units, Medics and medium duty service vehicles) that a two post lift cannot accommodate.	20,000
Fleet Maintenance	New - Metal Power Sheer. Provide appropriate and safe operation of metal and aluminum fabrication work for prep for in service of new apparatus and District staff vehicles, modifications to existing vehicles and apparatus for capitalized projects.	17,000

**Capital Improvements Fund, continued**

Fleet Maintenance	New - Press Brake. Provide appropriate and safe operation of metal and aluminum fabrication work for prep for in service of new apparatus and District staff vehicles, modifications to existing vehicles and apparatus for capitalized projects.	15,000
Fleet Maintenance	Replacement - Existing auto lift, lift is no longer supported by manufacturer, replacement parts are no longer available through the manufacturer. Provide safe lifting of vehicles (10,000# max capacity) for efficient and affective maintenance and repair of vehicles. (full size pickup and smaller units).	8,500
Fleet Maintenance	Replacement - Shop Work Benches for new shop facility. Existing benches are wall mount design and are not useable in the new facility. Exact number of benches is estimated at this time due to shop floor plan not complete.	6,600
Fleet Maintenance	Pre Plan Request - SCBA and O2 cylinder racking. Provide ability and safe storage of high-pressure cylinders for inspection, maintenance repairs, and filling.	5,700
Fleet Maintenance	Replacement - Sand Blast Cabinet. Replacement of existing blast cabinet due to age of unit and condition. Unit is used to effectively clean debris from parts and material for proper inspection and reconditioning of parts and vehicle equipment.	3,500
Fleet Maintenance	New - Fire Station Fuel Tank Monitoring. Real time fuel monitoring for diesel tank at Station 60. Collect tank level information to account for fuel. Ability to track fuel usage by apparatus number using card lock system. TVF&R allows Portland Fire to fuel at St. 60. This system could give us the ability to more accurately measure the gallons Portland Fire uses on a monthly basis. We currently rely on them submitting paper transactions.	2,500
Fleet Maintenance	Request for sheet metal racking. Provide safe and secure storage of dimensional sheets of aluminum and steel within shop fabrication area for fabrication projects, capital improvement projects on apparatus and District vehicles.	500
<b>Total 5645 - Shop Equipment:</b>		<b>229,300</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.; MDC and mounting hardware \$6,800 ea., OMG \$1,900 ea., antennas and hardware \$400 ea.; Firecom system \$5,000 ea.	41,000
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	New - Fire Comm Communications equipment for new 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 wireless Fire Comms system to include; Fire Comm controller, Wireless headsets and misc. cables / antennas.	15,000
Communications	New: MDC and 800 MHZ mobile radio for new T51. Request to purchase new comms equipment for the new T51 if the existing T51 (1-209) is to remain as an active reserve unit. MDC; \$7,000. 800 MHZ mobile radio; \$5,800.	12,800
Communications	New – Communications package for new command vehicle.	12,500

## Capital Improvements Fund, continued

Communications	New - Communications equipment for T51 Platform Aerial. Request includes; Portable radio chargers four (4) @ \$300ea.; MDC mounting hardware \$800; OMG \$1,900; Antennas and hardware \$600; Firecom system \$7,500. MDC and Mobile radio will be transferred from the current truck to the new apparatus.	12,000
Communications	Place Holder - Expansion of Opticom GPS Signal Preemption project. Opticom verification and testing (continued). R&D work with local traffic engineers to further enhance Opticom performance and reduce response times. Request to budget funds for this project, with the intention that Washington County LUT will match expenses. Fleet / Comms would provide any apparatus modifications, and LUT would provide installation at no cost. Expenses could include equipment purchase, equipment rental, programming costs or any other costs associated with a large scale test.	
	Routine Divisional Work pathway to Goal 2.	5,000
	<b>Total 5650 - Communications Equip:</b>	<b><u>125,700</u></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 refinement of Performance, Standards of Cover, and EMS Analytics and discovery of inspection, facility, and fleet information.	90,000
Integrated Operations Admin	Funds to support OnSceneRMS integration with 2iS as well as feature expansion to include EMS chart review, fireground KPIs, and updates to remain consistent with protocols.	15,000
	<b>Total 5655 - Data Processing Software:</b>	<b><u>285,000</u></b>
<b>5660 Computer Equip</b>		
22215 Information Technology Information Technology	Physical VMware View Server: A physical server dedicated to host View desktops. This placeholder is for one new purpose-built View server which will provide the required support if growth/demand requires it.	15,000
	<b>Total 5660 - Computer Equip:</b>	<b><u>15,000</u></b>
	<b>Total Capital Improvements Fund Capital Outlays:</b>	<b><u><u>2,663,691</u></u></b>

Capital Improvements Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
<b>Actual Second Preceding Year 2016-17</b>	<b>Actual First Preceding Year 2017-18</b>	<b>Adopted Budget This Year 2018-19</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 8,426,644	\$ 7,922,676	\$ 5,034,697	Beginning Fund Balance	\$ 4,884,961	\$ 4,884,961	\$ 4,884,961
20,825	8,126	2,500	Surplus Property Income	2,500	2,500	2,500
88,505	136,230	52,276	Interest Income	92,789	92,789	92,789
297,604			Program Fees			
			Transferred from Other Funds	1,500,000	1,500,000	1,500,000
<b>\$ 8,833,578</b>	<b>\$ 8,067,032</b>	<b>\$ 5,089,473</b>	<b>Total Resources</b>	<b>\$ 6,480,250</b>	<b>\$ 6,480,250</b>	<b>\$ 6,480,250</b>
<b>Requirements</b>						
<b>Capital Outlay</b>						
\$ 12,817	\$ 8,293	\$ 101,000	TC Training Props	\$ 15,000	\$ 15,000	\$ 15,000
	8,400		Land Improvements			
68,388	16,887		Building & Improvements			
124,179	283,070	456,850	Vehicles & Apparatus	342,400	342,400	342,400
71,768	226,186	112,050	Firefighting Equipment	907,780	907,780	907,780
1,208	126,150	131,000	EMS Equipment	380,350	380,350	380,350
1,406	173,610	70,000	Office Equipment & Furniture	35,000	35,000	35,000
34,375	39,343	90,000	Building Equipment	292,761	292,761	292,761
37,680	36,115	44,030	Physical Fitness Equipment	35,400	35,400	35,400
			Shop Equipment	229,300	229,300	229,300
272,459	50,344	109,550	Communications Equipment	113,200	113,200	125,700
243,664	309,718	300,000	Data Processing Software	285,000	285,000	285,000
42,958	13,515	214,000	Computer Equipment	15,000	15,000	15,000
910,902	1,291,631	1,628,480	Total Capital Outlay	2,651,191	2,651,191	2,663,691
	755,981		Transfers Out			
		521,500	Contingency	450,000	450,000	437,500
910,902	2,047,612	2,149,980	Total Expenditures	3,101,191	3,101,191	3,101,191
7,922,676	6,019,420	2,939,493	Reserved for Future Expenditures	3,379,059	3,379,059	3,379,059
<b>\$ 8,833,578</b>	<b>\$ 8,067,032</b>	<b>\$ 5,089,473</b>	<b>Total Requirements</b>	<b>\$ 6,480,250</b>	<b>\$ 6,480,250</b>	<b>\$ 6,480,250</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. They were previously accounted for in the Capital Improvements Fund.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Capital Outlay			\$ 300,000	\$ 100,000
Contingency			30,000	30,000
<b>Total Expenditures</b>			<b>\$ 330,000</b>	<b>\$ 130,000</b>

2019-20 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 2019-20 reflects expected expenditures on equipment for this program.



MERRC Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
<b>Actual Second Preceding Year 2016-17</b>	<b>Actual First Preceding Year 2017-18</b>	<b>Adopted Budget This Year 2018-19</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
		\$ 1,100,000	Beginning Fund Balance	\$ 1,368,670	\$ 1,368,670	\$ 1,368,670
	\$ 3,932	10,000	Interest Income	15,000	15,000	15,000
	435,039	300,000	Program Fees	250,000	250,000	250,000
	755,981		Operating Transfers In			
	<b>\$ 1,194,952</b>	<b>\$ 1,410,000</b>	<b>Total Resources</b>	<b>\$ 1,633,670</b>	<b>\$ 1,633,670</b>	<b>\$ 1,633,670</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
		\$ 300,000	Communications Equipment	\$ 100,000	\$ 100,000	\$ 100,000
		300,000	Total Capital Outlay	100,000	100,000	100,000
		30,000	Contingency	30,000	30,000	30,000
		330,000	Total Expenditures	130,000	130,000	130,000
	1,194,952	1,080,000	Committed for Future Expenditures	1,503,670	1,503,670	1,503,670
	<b>\$ 1,194,952</b>	<b>\$ 1,410,000</b>	<b>Total Requirements</b>	<b>\$ 1,633,670</b>	<b>\$ 1,633,670</b>	<b>\$ 1,633,670</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. This fund 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 Support directorate.

### Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services				
Materials and Services	\$ 16,816			
<b>Total Expenditures</b>	<b>\$ 16,816</b>			

### Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Emergency Management Director	1.00			
<b>Total Full-Time Equivalents (FTE)</b>	<b>1.00</b>			

**Emergency Management Fund, continued**

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance			
			Charges for Services			
\$ 16,816			Operating Transfers In			
<b>16,816</b>			<b>Total Resources</b>			
			<b>Requirements</b>			
			Personnel Services			
16,816			Materials and Services			
			Ending Fund Balance			
<b>\$ 16,816</b>			<b>Total Requirements</b>			

Fund Description

This fund accounts for grant funds awarded to the District to account for and manage the flow of funds and associated audit requirements.

Budget Summary

Expenditures	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 427,021	\$ 1,249,109	\$ 1,196,709	
Materials and Services	17,100	94,238	145,000	\$ 110,000
Capital Outlay	1,037,373			167,360
<b>Total Expenditures</b>	<b>\$ 1,481,493</b>	<b>\$ 1,343,347</b>	<b>\$ 1,341,709</b>	<b>\$ 277,360</b>

Grant Descriptions

The 2019-20 budget reflects outstanding grant funding requests for safety and security grant, SCBA grant matching funds, and a network equipment grant.

Grants Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ (1)	\$ (30,773)		Beginning Fund Balance			
1,450,721	1,374,120	\$ 1,341,709	Grant Revenue	\$ 110,000	\$ 110,000	\$ 110,000
			Operating Transfers In	167,360	167,360	167,360
<b>\$ 1,450,720</b>	<b>\$ 1,343,347</b>	<b>\$ 1,341,709</b>	<b>Total Resources</b>	<b>\$ 277,360</b>	<b>\$ 277,360</b>	<b>\$ 277,360</b>
			<b>Requirements</b>			
\$ 427,021	\$ 1,249,109	\$ 1,196,709	Personnel Services			
17,100	94,238	145,000	Materials and Services	\$ 110,000	\$ 110,000	\$ 110,000
1,037,373			Capital Outlay	167,360	167,360	167,360
1,481,493	1,343,347	1,341,709	Total Expenditures	277,360	277,360	277,360
(30,773)			Reserved for Future Expenditures			
<b>\$ 1,450,720</b>	<b>\$ 1,343,347</b>	<b>\$ 1,341,709</b>	<b>Total Requirements</b>	<b>\$ 277,360</b>	<b>\$ 277,360</b>	<b>\$ 277,360</b>

Fund Description

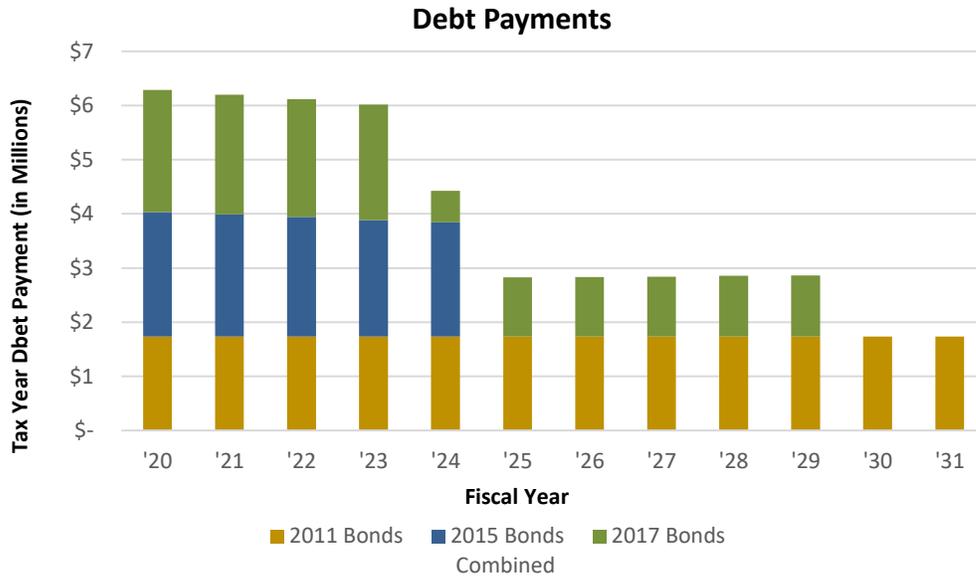
The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund capital projects provided the authorization for all outstanding bond issuances.

The 2011 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 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 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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
2017 Debt Service		\$ 463,828	\$ 593,850	\$ 2,253,850
2015 Debt Service	\$ 1,130,200	2,396,750	2,349,750	2,298,350
2011 Debt Service	1,732,462	1,733,962	1,734,563	1,734,163
2009 Debt Service, Series B	1,100,523	730,000	728,000	
2009 Debt Service	1,270,800	1,135,800	998,400	
2007 Debt Service	1,040,000			
<b>Total Expenditures</b>	<b>\$ 6,273,985</b>	<b>\$ 6,460,340</b>	<b>\$ 6,404,563</b>	<b>\$ 6,286,363</b>



### Maturity Schedules

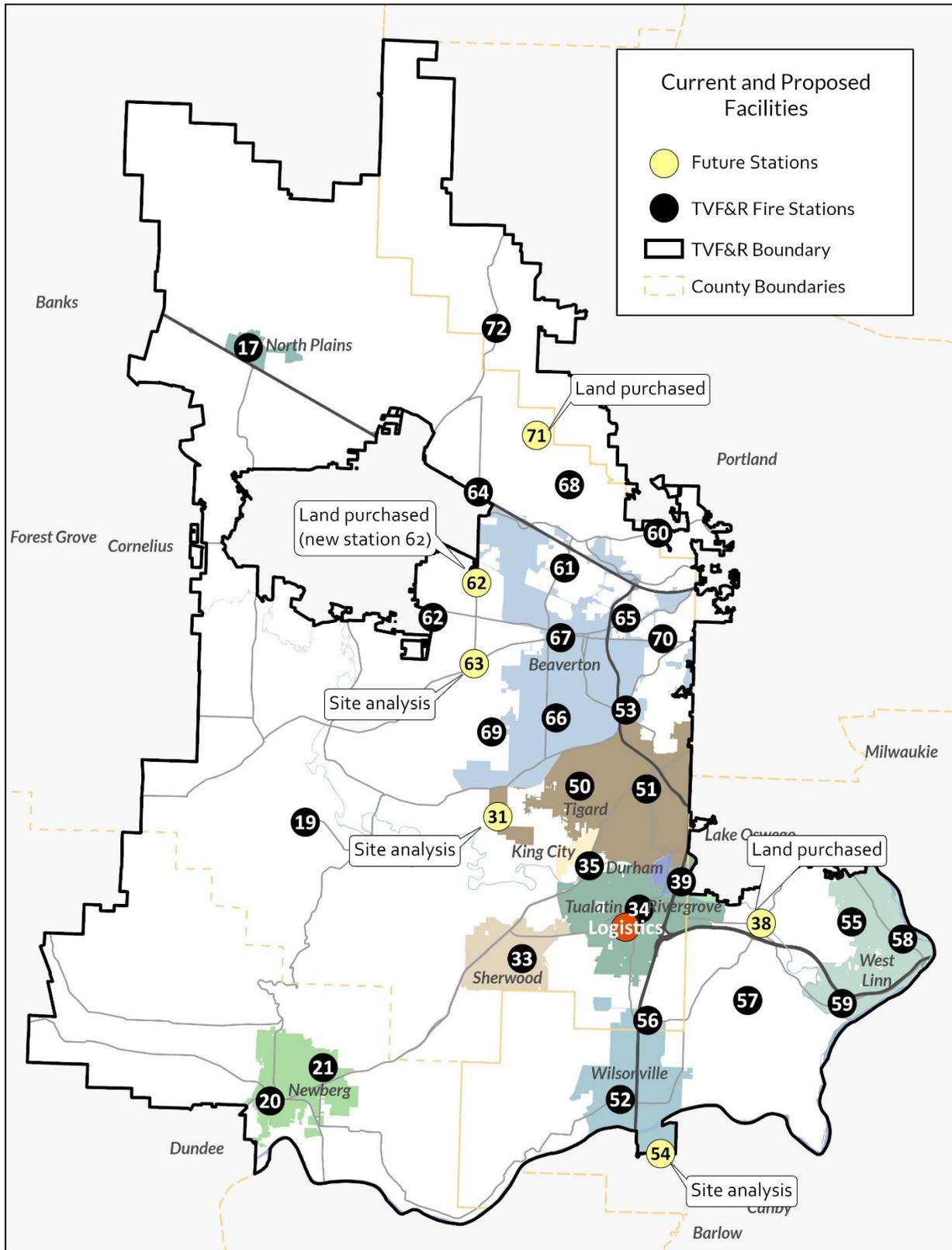
Fiscal Year	Series 2011		Series 2015 Refunding		Series 2015 New		Series 2017 Refunding	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2019-20	\$ 1,050,000	\$ 684,163	\$ 1,365,000	\$ 251,275	\$ 570,000	\$ 112,075	\$ 1,660,000	\$ 593,850
2020-21	1,095,000	642,163	1,370,000	196,675	595,000	89,275	1,700,000	510,850
2021-22	1,135,000	598,363	1,380,000	141,875	620,000	65,475	1,750,000	425,850
2022-23	1,180,000	552,963	1,385,000	86,675	640,000	40,675	1,795,000	338,350
2023-31	11,610,000	2,262,698	1,390,000	31,275	670,000	15,075	5,165,000	969,650
	<b>\$ 16,070,000</b>	<b>\$ 4,740,350</b>	<b>\$ 6,890,000</b>	<b>\$ 707,775</b>	<b>\$ 3,095,000</b>	<b>\$ 322,575</b>	<b>\$ 12,070,000</b>	<b>\$ 2,838,550</b>

**Debt Service Fund, continued**

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$ 1,432,449	\$ 1,274,655	\$ 296,181	Working Capital (Accrual Basis)	\$ 490,906	\$ 490,906	\$ 490,906
78,027	57,019	60,000	Previously Levied Taxes Estimated to be Rec'd	45,000	45,000	45,000
39,124	56,641	31,650	Temporary Investments Earnings	31,650	31,650	31,650
2,058	2,675	250	Interest on Taxes	250	250	250
333	801	350	Tax in Lieu of Property Tax	350	350	350
	14,581,850		Other Proceeds			
1,551,992	15,973,641	388,431	Total Resources, Except Taxes to be Levied	568,156	568,156	568,156
		6,313,057	Taxes Necessary to Balance	5,973,632	5,973,632	5,973,632
5,996,648	5,436,795		Taxes Collected in Year Levied			
<b>\$ 7,548,640</b>	<b>\$ 21,410,436</b>	<b>\$ 6,701,488</b>	<b>Total Resources</b>	<b>\$ 6,541,788</b>	<b>\$ 6,541,788</b>	<b>\$ 6,541,788</b>
			<b>Requirements</b>			
	\$ 165,861		Materials and Services			
	14,409,383		Payment to Escrow			
			<b>Bond Principal Payments</b>			
\$ 1,000,000			2007 - April 1			
960,000	960,000	\$ 960,000	2009 - March 1			
655,000	675,000	700,000	2009B - June 15			
950,000	980,000	1,010,000	2011 - June 1	\$ 1,050,000	\$ 1,050,000	\$ 1,050,000
235,000	1,365,000	1,360,000	2015 Refunding - June 1	1,365,000	1,365,000	1,365,000
380,000	535,000	550,000	2015 - June 1	570,000	570,000	570,000
	240,000		2017 - March 1	1,660,000	1,660,000	1,660,000
4,180,000	4,755,000	4,580,000	Total Principal	4,645,000	4,645,000	4,645,000
			<b>Bond Interest Payments</b>			
20,000			2007 - Oct 1			
20,000			2007 - April 1			
155,400	138,600	19,200	2009 - Sep 1			
155,400	37,200	19,200	2009 - March 1			
222,761	27,500	14,000	2009B - Dec 15			
222,762	27,500	14,000	2009B - June15			
391,231	376,981	362,281	2011 - Dec 1	342,081	342,081	342,081
391,231	376,981	362,282	2011 - June 1	342,082	342,082	342,082
176,838	173,312	152,837	2015 Refunding - Dec 1	125,637	125,637	125,637
176,838	173,312	152,838	2015 Refunding - June 1	125,638	125,638	125,638
80,762	75,063	67,037	2015 - Dec 1	56,037	56,037	56,037
80,762	75,063	67,038	2015 - June 1	56,038	56,038	56,038
		296,925	2017 Refunding - Dec 30	296,925	296,925	296,925
	223,828	296,925	2017 Refunding - June 30	296,925	296,925	296,925
2,093,985	1,705,340	1,824,563	Total Interest	1,641,363	1,641,363	1,641,363
			<b>Reserves</b>			
1,274,655	374,852		Unappropriated Balance for Next Year			
		296,925	2009 - Sep 1			
		296,925	2017 Refunding - Sep 1	255,425	255,425	255,425
1,274,655	374,852	296,925	Total Unappropriated Ending Fund Balance	255,425	255,425	255,425
<b>\$ 7,548,640</b>	<b>\$ 21,410,436</b>	<b>\$ 6,701,488</b>	<b>Total Requirements</b>	<b>\$ 6,541,788</b>	<b>\$ 6,541,788</b>	<b>\$ 6,541,788</b>



Capital Projects Activity Map





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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Capital Outlay	\$ 6,369,399	\$ 13,088,302	\$ 13,072,000	\$ 15,987,000
Contingency			2,052,771	1,418,126
<b>Total Expenditures</b>	<b>\$ 6,369,399</b>	<b>\$ 13,088,302</b>	<b>\$ 15,124,771</b>	<b>\$ 17,405,126</b>

2019-20 Project Descriptions

**5601 Land**

51031 Station 31 West Bull Mt 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
51039 Station 39 McEwan Road Station 39 McEwan Road	Legal fees and associated costs stemming from the condemnation process.	150,000
51054 Station 54 Charbonneau 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.	750,000
51063 Station 63 185th 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><u>2,582,000</u></b>

**5610 Building & Bldg Improv**

51039 Station 39 Rivergrove Station 39 Rivergrove	Cost to finish construction of new station 39.	4,405,000
51054 Station 54 Charbonneau Station 54 Charbonneau	Building improvement contingency.	500,000
51170 Logistics Administration Logistics Administration	Tenant improvements for new Logistics building. Operating budget impacts are estimated to be comparable to the current three separate facility operating costs. All functions and staff will move from existing facilities.	8,500,000
<b>Total 5610 - Building &amp; Bldg Improv:</b>		<b><u>13,405,000</u></b>
<b>Total Property and Building Fund Capital Outlays:</b>		<b><u>15,987,000</u></b>

Status of 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.  
Status: → Ongoing  
Status Report: Staff continues to look for viable and available properties to site Stations 31 and 63. Myriad circumstances have delayed their efforts; however, they have started discussions with a municipal partner to assist in securing a site for Station 31.

- 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.  
Status: → Ongoing  
Status Report: Many starts and stops have occurred with a number of potential properties, resulting in no land acquisition and a limited selection of viable sites in the area. Additional conversation with border facing properties may present an opportunity moving forward.

- 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.  
Status: → Ongoing  
Status Report: Station 39 construction was initiated after a lengthy legal process and should be complete in winter of 2019-20.

## 2019-20 Tactics

- Complete construction of Station 39/McEwan Road.

Goal/Strategy: Goal 3 – 3C

Timeframe: 12 months

Partner(s): Logistics Administration, Facilities, Information Technology, Communications, Operations

Budget Impact: Increase required

Measured By: Occupancy and deployment of assigned line companies.

- Complete construction for tenant improvements to the new Logistics Service Center.

Goal/Strategy: Goal 3 – 3B

Timeframe: 12 months

Partner(s): Logistics team, Information Technology, Communications

Budget Impact: Increase required

Measured By: Occupancy and deployment of Fleet Maintenance, Facilities Maintenance, Supply, and Communications operations.

- Acquire location for Station 54, Station 63 and Station 31.

Goal/Strategy: Goal 3 – 3C

Timeframe: 12 months

Partner(s): Fire Chiefs Office

Budget Impact: Increase required

Measured By: Acquisitions complete for future station placements.

Property and Building Fund, continued

Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$12,482,461	\$13,983,997 <sup>1</sup>	\$12,869,951	Beginning Fund Balance - Working Capital	\$16,411,556	\$16,411,556	\$16,411,556
55,671	277,067	102,162	Temporary Investments			
93,523	21,936		Earnings	261,862	261,862	261,862
			Miscellaneous Revenue			
5,512,967	6,113,228	3,771,427	Transfers from Other			
	471,223		Funds	3,159,802	3,159,802	3,159,802
			Surplus Property			
<b>\$19,144,622</b>	<b>\$20,867,451</b>	<b>\$16,743,540</b>	<b>Total Resources</b>	<b>\$19,833,220</b>	<b>\$19,833,220</b>	<b>\$19,833,220</b>
			<b>Requirements</b>			
			<b>Capital Outlay</b>			
\$ 14,881	\$ 957	\$ 832,000	Station 31	\$ 832,000	\$ 832,000	\$ 832,000
1,182			Station 38			
587,114	911,239	6,945,000	Station 39	4,555,000	4,555,000	4,555,000
	2,152	1,600,000	Station 54	1,250,000	1,250,000	1,250,000
1,837,647	5,122,576	600,000	Station 55			
		185,000	Station 61			
823,103	921	100,000	Station 62			
49,514	5,449	850,000	Station 63	850,000	850,000	850,000
809,511	505,331		Station 64			
851,735	452,925		Station 69			
1	640		Station 71			
1,394,711	47,943		Station 72			
	436,819		OHW			
	5,601,351	1,960,000	Logistics	8,500,000	8,500,000	8,500,000
6,369,399	13,088,302	13,072,000	Total Capital Outlay	15,987,000	15,987,000	15,987,000
		2,052,771	Contingency	1,418,126	1,418,126	1,418,126
6,369,399	13,088,302	15,124,771	Total Expenditures	17,405,126	17,405,126	17,405,126
12,775,223	7,779,149	1,618,769	Reserved for Future Expenditures	2,428,094	2,428,094	2,428,094
<b>\$19,144,622</b>	<b>\$20,867,451</b>	<b>\$16,743,540</b>	<b>Total Requirements</b>	<b>\$19,833,220</b>	<b>\$19,833,220</b>	<b>\$19,833,220</b>

<sup>1</sup> Restated ending fund balance of 6/30/17 in 2017-18 financial statements due to a merger of Washington County Fire District 1 into TVFR.

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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Capital Outlay	\$ 4,498,646			
<b>Total Expenditures</b>	<b>\$ 4,498,646</b>			

CAPITAL PROJECTS

In 2006, the voters approved Ballot Measure 34-133 to issue **\$77.5 million bonds** — What did it pay for? (Bond premiums, interest earnings, etc. allowed for an additional \$3,608,131 for a total of \$81,108,131 in projects)



Apparatus and Response Vehicles — \$13,182,466

- 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 and Other Vehicles

Land, Buildings, and Improvements:

New Land and Stations — \$37,508,292

- 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)



Station Safety/Seismic/Remodels — \$13,901,728

- 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 — \$16,515,645

- Relocation of Command & Business Operating Center
- Training Center improvements
- Station 31, West Bull Mountain, initial planning



On November 7, 2006, Measure 34-133 passed with **68.98%** of the vote.

Source: Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2017.

**Capital Projects Fund, continued**

<i>Historical Data</i>			<i>Budget for Next Year 2019-20</i>			
<b>Actual Second Preceding Year 2016-17</b>	<b>Actual First Preceding Year 2017-18</b>	<b>Adopted Budget This Year 2018-19</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 4,459,798			Beginning Fund Balance - Working Capital			
27,373			Temporary Investments Earnings			
7,750			Surplus Property			
3,725			Miscellaneous			
<b>\$ 4,498,646</b>			<b>Total Resources</b>			
			<b>Requirements</b>			
\$ 4,495,956			Buildings and Improvements			
2,690			Land and Improvements			
4,498,646			Total Expenditures			
			Reserved for Future Expenses			
<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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Materials and Services	\$ 106,784	\$ 34,010	\$ 619,800	\$ 585,000
<b>Total Expenditures</b>	<b>\$ 106,784</b>	<b>\$ 34,010</b>	<b>\$ 619,800</b>	<b>\$ 585,000</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.
6. Cyber intrusion event management and extortion.

### 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 \$97,062,215 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 wear and tear, explosion of boilers, and interruption of power. Insurance policies cover earthquake and flood losses 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 \$500 deductible limits for collision damage. 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 \$10,000,000 limit with a \$1,000 deductible. 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 2019-20</i>			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 653,426	\$ 596,965	\$ 615,000	Beginning Fund Balance	\$ 580,000	\$ 580,000	\$ 580,000
6,783	11,177	4,800	Temporary Investments Earnings	5,000	5,000	5,000
43,540	60,043		Insurance Refunds			
<b>\$ 703,748</b>	<b>\$ 668,185</b>	<b>\$ 619,800</b>	<b>Total Resources</b>	<b>\$ 585,000</b>	<b>\$ 585,000</b>	<b>\$ 585,000</b>
			<b>Requirements</b>			
\$ 106,784	\$ 34,010	\$ 619,800	Property & Liability Losses	\$ 585,000	\$ 585,000	\$ 585,000
596,965	634,176		Ending Fund Balance			
<b>\$ 703,749</b>	<b>\$ 668,185</b>	<b>\$ 619,800</b>	<b>Total Requirements</b>	<b>\$ 585,000</b>	<b>\$ 585,000</b>	<b>\$ 585,000</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 340,898	\$ 334,431	\$ 344,464	\$ 282,654
<b>Total Expenditures</b>	<b>\$ 340,898</b>	<b>\$ 334,431</b>	<b>\$ 344,464</b>	<b>\$ 282,654</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 three 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 2019-20</i>			
Actual Second Preceding Year 2016-17	Actual First Preceding Year 2017-18	Adopted Budget This Year 2018-19	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
	\$ 27,869		Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 368,767	306,562	\$ 344,464	Transfer from Other Funds	\$ 282,654	\$ 282,654	\$ 282,654
<b>\$ 368,767</b>	<b>\$ 334,431</b>	<b>\$ 344,464</b>	<b>Total Resources</b>	<b>\$ 282,654</b>	<b>\$ 282,654</b>	<b>\$ 282,654</b>
			<b>Requirements</b>			
\$ 340,898	\$ 334,431	\$ 344,464	Pension Benefit Costs	\$ 282,654	\$ 282,654	\$ 282,654
27,869			Unappropriated Ending Fund Balance			
<b>\$ 368,767</b>	<b>\$ 334,431</b>	<b>\$ 344,464</b>	<b>Total Requirements</b>	<b>\$ 282,654</b>	<b>\$ 282,654</b>	<b>\$ 282,654</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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 10,075	\$ 8,525	\$ 373,423	\$ 378,740
<b>Total Expenditures</b>	<b>\$ 10,075</b>	<b>\$ 8,525</b>	<b>\$ 373,423</b>	<b>\$ 378,740</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 2019-20</i>			
<b>Actual Second Preceding Year 2016-17</b>	<b>Actual First Preceding Year 2017-18</b>	<b>Adopted Budget This Year 2018-19</b>	<b>Resources</b>	<b>Proposed by Budget Officer</b>	<b>Approved by Budget Committee</b>	<b>Adopted by Governing Board</b>
\$ 323,424	\$ 342,677	\$ 359,061	Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 363,540	\$ 363,540	\$ 363,540
29,328	26,361	14,362	Earnings from Investments	15,200	15,200	15,200
<b>\$ 352,752</b>	<b>\$ 369,038</b>	<b>\$ 373,423</b>	<b>Total Resources</b>	<b>\$ 378,740</b>	<b>\$ 378,740</b>	<b>\$ 378,740</b>
			<b>Requirements</b>			
\$ 10,075	\$ 8,525	\$ 373,423	Pension Benefit Costs	\$ 378,740	\$ 378,740	\$ 378,740
342,676	360,513		Unappropriated Ending Fund Balance			
<b>\$ 352,752</b>	<b>\$ 369,038</b>	<b>\$ 373,423</b>	<b>Total Requirements</b>	<b>\$ 378,740</b>	<b>\$ 378,740</b>	<b>\$ 378,740</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
2018	\$ 114,934,595	\$ 109,683,057	95.43%	\$ 1,252,062	\$ 110,935,119	96.52 %
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

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
2018	\$ 52,959,363,419	\$ 86,202,831,610	\$ 1,640,137,259	\$ 1,669,157,626	\$ 66,823,938	\$ 119,879,364
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

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		
2018	\$ 1,541,411,004	\$ 1,581,615,178	\$ 56,207,735,620	\$ 89,573,483,778	62.75 %	\$2.08
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

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 2018				Year 2009			
	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	\$ 688,574,241	1.23 %		1	\$ 406,862,519	1.05 %	
Comcast Corporation	2	374,481,500	0.67					
Pacific Realty Associates	5	270,329,304	0.48		4	198,416,170	0.51	
Intel Corporation	6	194,009,640	0.35		7	134,634,539	0.35	
PPR Washington Square, LLC	7	151,425,390	0.27					
Frontier Communications	8	143,255,000	0.25					
BV Centercal, LLC	9	142,637,374	0.25		9	107,785,506	0.28	
Maxim Integrated Products, Inc.	10	121,840,480	0.22		8	128,905,510	0.33	
Verizon Communications					2	310,174,350	0.80	
Tektronix, Inc.					6	135,283,655	0.35	
PS Business Parks					10	102,805,926	0.26	
<b>Public utilities:</b>								
Portland General Electric	3	303,599,248	0.54		3	210,038,980	0.54	
Northwest Natural Gas Co	4	283,810,210	0.50		5	177,954,090	0.46	
All other taxpayers		<u>53,533,773,233</u>	<u>95.24</u>			<u>36,920,296,676</u>	<u>95.07</u>	
Total Assessed Value <sup>(2)</sup>		\$ <u>56,207,735,620</u>	<u>100.00</u> %			\$ <u>38,833,157,921</u>	<u>100.00</u> %	

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 Served <sup>(1)</sup>	Square Miles Served <sup>(2)</sup>	Per Capita Income <sup>(3)</sup>	Total Personal Income (in thousands)	School Enrollment <sup>(4)</sup>	Unemployment <sup>(5)</sup>
2018	519,853	390	\$ 54,203	\$ 28,177,592	57,847	3.3 %
2017	491,376	390	54,203	26,634,053	57,592	3.1
2016	459,234	210	54,203	24,891,886	56,519	4.1
2015	454,598	210	52,923	24,058,690	56,036	4.6
2014	450,008	210	49,762	22,393,298	57,221	5.9
2013	445,464	210	46,171	20,567,518	57,147	6.6
2012	440,966	210	46,533	20,519,471	56,410	6.9
2011	436,513	210	44,028	19,218,794	56,768	7.7
2010	432,106	210	40,950	17,694,741	55,672	9.2
2009	427,346	210	41,079	17,554,952	54,519	7.7

<sup>(1)</sup> Portland State University/TVFR Planning Department.

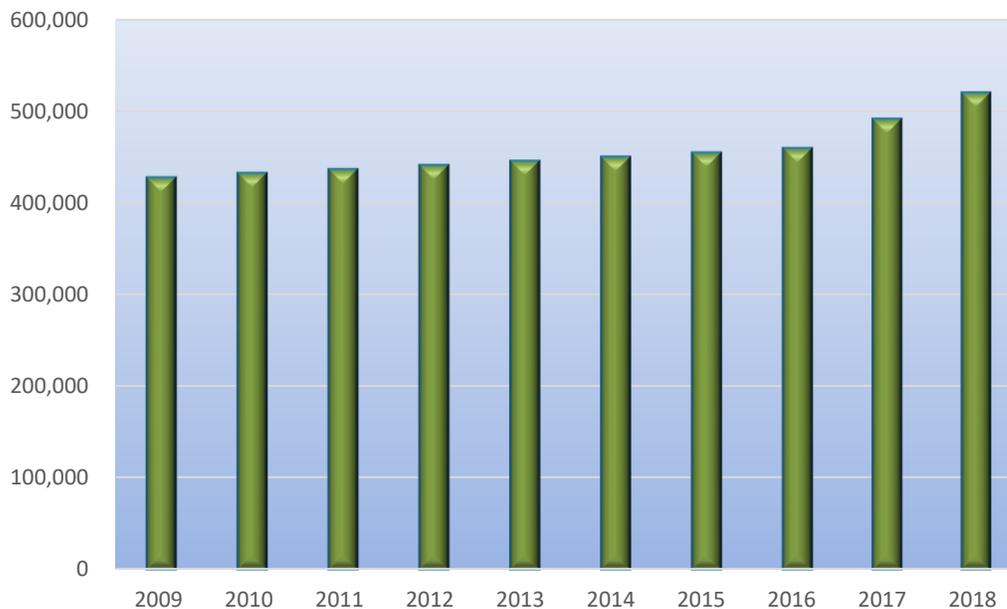
<sup>(2)</sup> TVFR Planning Department; District 2 added approximately 118 square miles and the City of Newberg and Newberg Rural Fire Protection added approximately 6 square miles and 55 square miles respectively

<sup>(3)</sup> Bureau of Economic Analysis (Washington County Only) - all years restated to reflect change in source that supplies more reliable data. Latest information through 2016 (reported Nov 2017); revised estimated for 2010-2015.

<sup>(4)</sup> Oregon Dept of Education (Beaverton, Sherwood and Tigard/Tualatin School Districts)

<sup>(5)</sup> State of Oregon Employment Department (Washington County). Prior to 2016 - Bureau of Labor Statistics, estimated

**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.

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	8 Years Frontline
Light Squad	10 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	8 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
- 30 Debt Service Fund
- 45 Insurance Fund
- 51 Property and Building Fund
- 52 Capital Projects Fund
- 61 Pension Trust Fund
- 63 Volunteer LOSAP Fund

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 - McEwan Road
- 050 Station 50 - Walnut
- 051 Station 51 - Tigard
- 052 Station 52 - Wilsonville
- 053 Station 53 - Progress
- 054 Station 54 - Charbonneau
- 055 Station 55 - Rosemont
- 056 Station 56 - Elligsen Road
- 057 Station 57 - Mountain Road
- 058 Station 58 - Bolton
- 059 Station 59 - Willamette
- 060 Station 60 - Cornell Road
- 061 Station 61 - Butner Road
- 062 Station 62 - Aloha
- 063 Station 63 - 185th
- 064 Station 64 - Somerset
- 065 Station 65 - West Slope
- 066 Station 66 - Brockman Road
- 067 Station 67 - Farmington Road
- 068 Station 68 - Bethany

## Chart of Accounts, continued

### Department, continued

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	Government Affairs
165	Fire and Life Safety
170	Logistics Administration
175	Communications
180	South Operating Center
200	Operations Administration
210	Finance
215	Information Technology
220	Supply
280	Relief Pool Personnel
304	Human Resources
310	Behavioral Health
451	Media Services
470	Occupational Health & Wellness
500	Business Strategy
520	Emergency Medical Services
540	Training/Safety
545	Recruits
550	Volunteers / Chaplains
560	Incident Management Team
571	Fleet Maintenance
582	Facilities Maintenance
622	Technical Rescue Team
625	Hazardous Materials Team
626	Water Rescue Team
755	Emergency Management

### Object Codes – General Ledger

#### Beginning Fund Balance

4001 Beginning Fund Balance

#### Revenues

##### Property Taxes

4011 Current Year’s Property Taxes

4012 Prior Year’s Property Taxes

4013 Taxes in Lieu of Property Tax

4014 Forest Revenue

##### Investments

4050 Interest Income

## Investments, continued

- 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/Plans Review/Inspection Fees
- 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
- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Non-Union

## Chart of Accounts, continued

### Salaries and Wages, continued

- 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
- 5320 EMS Supplies
- 5321 Firefighting Supplies
- 5325 Protective Clothing

## Supplies, continued

- 5330 Noncapital Furniture and Equipment
- 5340 Software Licenses/Expense/Upgrades/Host
- 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 Hardware

## 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
- 5445 Rent/Lease of Building
- 5450 Rental of Equipment

## Training &amp; Travel

- 5461 External Training
- 5462 Travel and Per Diem

## Award Programs

- 5471 Citizen Awards
- 5472 Employee Recognition and Awards
- 5473 Employee Safety Program and Incentive
- 5474 Volunteer Awards Banquet

## Chart of Accounts, continued

### Community Education

- 5480 Community Events/Open House/Outreach
- 5481 Community Education Materials
- 5484 Postage, UPS, and Shipping

### Dues, Fees, and Subscriptions

- 5500 Dues and Subscriptions
- 5501 Volunteer Association Dues
- 5502 Certifications and Licensing

### Miscellaneous

- 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
- 0901 Chaplains Program
- 1100 Fire Prevention Public Education
- 1101 SKID Program
- 3224 Cornet 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
- 3236 Graham Fire
- 3237 Substation Fire
- 3238 Garner Complex
- 3239 South Valley Fire
- 3240 Taylor Creek Fire
- 3241 Sugar Pine (Miles) Fire
- 3242 Memaloose II Fire
- 3243 Stubblefield Fire
- 3244 Ramsey Canyon Fire
- 3245 Hugo Road Fire
- 3246 EMAC – Florida Hurricane Michael (Wave I)
- 3246 EMAC – Florida Hurricane Michael (Wave II)
- 3247 EMAC – California
- 3307 Pick-Up Trucks
- 3310 Medic Units
- 3322 Pumpers
- 3329 Fire Investigation Vehicles
- 3331 Chief Response Vehicle Replacement
- 3332 DC Response Vehicles
- 3334 FJ Cruisers
- 3335 Squad
- 3336 Water Rescue Boat
- 3340 Tractor Drawn Aerial Truck
- 3341 Facilities Service Truck
- 3410 Mobile Integrated Health

## Chart of Accounts, continued

### Project, continued

3423 Clackamas Fire District #1 Fleet Program  
3425 City of Hillsboro Fleet Program  
3427 City of Lake Oswego Fleet Program  
3435 Apparatus Operator Recruitments  
3436 Battalion Chief Recruitments  
3437 Captain Recruitments  
3438 Deputy Fire Marshal I Recruitments  
3439 Deputy Fire Marshal II Recruitments  
3442 Lieutenant Recruitments  
3443 Firefighter Recruitments  
3446 Firefighter Lateral Recruitments  
3447 Paramedic Recruitments  
3450 Washington County FD2  
3460 Newberg Fire  
3461 Newberg Fleet Program  
3470 Incident Management Team  
3475 Mobile Emergency Responder Radio Coverage

3506 Station 68 – Bethany  
3509 Station 71 – Kaiser  
3510 170<sup>th</sup> Property Expenses  
3511 Clinton St Property Expenses  
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>  
3532 Station 368 – Volunteer Station Skyline  
3533 Station 39 – McEwan Road  
3534 Station 62 – New Location  
3535 Logistics Service Center

3604 SCBA Purchase, Repair & Maintenance  
3605 CBOC Expenses (Non-Capital)  
3611 Memorial Service  
3612 1950 Fire Engine Restoration

3709 Station 31 – West Bull Mountain Land  
3714 Station 54 – Charbonneau Land  
3715 Station 55 – Rosemont Land  
3716 Station 63 – 185<sup>th</sup> Land  
3718 Station 39 – McEwan Road Land  
3719 Station 62 – New Location Land  
3720 Logistics Service Center Land

8200 Facility General Maintenance  
8800 Emergency Events

Project 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

Other

Directorate

- 00 Non-organizational
- 01 Command
- 02 Business
- 03 Finance
- 04 Operations
- 05 Support
- 06 Community Services

Division

- 10 Board of Directors
- 11 Civil Service Board
- 15 Command
- 20 Finance
- 25 Technology Services
- 30 Organizational Health
- 40 Training
- 50 Business Strategy
- 60 Stations
- 61 Government Affairs
- 62 Fire & Life Safety
- 63 Emergency Medical Services
- 64 Volunteers
- 65 Operations Administration
- 70 Logistics
- 75 Emergency Management



## Glossary

<b>Accrual Basis of Accounting</b>	The method of accounting under which revenues are recorded when they are earned (whether 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 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 Education Team 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 geographic 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
<b>Battalion Chief</b>	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.

## Glossary, continued

<b>Behavioral Health</b>	Refers to the reciprocal relationship between human behavior and the well-being of the body and mind. 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 a 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. <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 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 County 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>CPR</b>	Cardiopulmonary Pulmonary Resuscitation
<b>CRR</b>	Community Risk Reduction. The coordinated effort of 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 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, and General Long-Term Debt.</i>
<b>Debt Limit</b>	The maximum amount of gross or net debt that is legally permitted.

## Glossary, continued

<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 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>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 administrative geographic areas. Three battalions report to the Operations Division.
<b>Division Chief</b>	Rank above Battalion Chief. Divisions are commanded by Division Chiefs. 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 catheter 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>Elevated Waterway</b>	An engine with a top mounted waterway that can extend to approximately 65 feet.
<b>EMAC</b>	Emergency Management Assistance Compact. A national interstate mutual aid agreement that allows states to share resources during times of disaster.
<b>EMC</b>	Emergency Management Cooperative. For Washington County, Oregon is comprised of governments committed to the development and maintenance of county-wide integrated disaster response and preparedness.
<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>EVOG</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.
<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.
<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 used to track fire prevention activities, station logbooks, and training data.
<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 patient's 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, vehicles, 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>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>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.

## Glossary, continued

<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 Rescue vehicles. 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. An IRS-approved, employer-funded, tax-advantaged personalized health benefit that reimburses employees for out-of-pocket medical expenses and individual health insurance premiums
<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>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>Kelly Day</b>	A paid 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.
<b>Mobile Data Computer</b>	Also referred to as an MDC.
<b>Mobile Emergency Responder Radio Coverage</b>	Also referred to as MERRC. A program that provides resources for tools for emergency responders to maintain radio communications during an incident, and a higher level of protection and safety for firefighters while inside buildings. The MERRC program improves operational effectiveness by allowing the use of the existing communications system and equipment.
<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).
<b>NAPSG</b>	National Alliance for Public Safety GIS
<b>Net Bonded Debt</b>	Gross bonded debt, less any cash or other assets available, and earmarked for debt retirement.
<b>NFIRS</b>	National Fire Incident Reporting System
<b>NFPA</b>	National Fire Protection Association

## Glossary, continued

<b>NIMS</b>	National Incident Management System
<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 Expenses</b>	Expenses for general governmental purposes.
<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>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.
<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.

<b>Response</b>	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
<b>Response Orders</b>	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
<b>Revenue</b>	The term designates an increase to a fund's assets that: <ul style="list-style-type: none"> <li>▶ Does not increase a liability (e.g., proceeds from a loan).</li> <li>▶ Does not represent a repayment of an expenditure already made.</li> <li>▶ Does not represent a cancellation of certain liabilities.</li> <li>▶ Does not represent an increase in contributed capital.</li> </ul>
<b>RFOG</b>	Regional Fire Operations Group
<b>RMS</b>	Records Management System, software that is part of the Sunpro suite.
<b>Saber</b>	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
<b>SB 122</b>	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>Shift</b>	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
<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>Station Zone</b>	An administrative zone that is assigned to a station that represents TVF&R-only closest forces within our service area.
<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.

## Glossary, continued

<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 three 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>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 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 vide service.
<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 career 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>WFCA</b>	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC), and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
<b>Wildland Area</b>	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

1st Notice of Budget Committee Meeting



The Oregonian  
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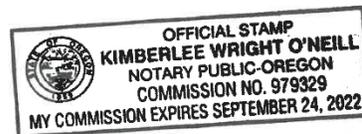
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State of Oregon,) ss  
County of Multnomah)

Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 05/03/2019

  
Principal Clerk of the Publisher



Sworn to and subscribed before me this 3rd day of May 2019

  
Notary Public

**Legal Notice of Budget Committee Meeting**  
A public meeting of the Budget Committee of Tualatin Valley Fire and Rescue, a Rural Fire Protection District, Washington County, Clackamas County, Yamhill County, and Multnomah County, Oregon, to discuss the budget for the fiscal year July 1, 2019 to June 30, 2020, will be held at the Command & Business Operations Center, 11945 SW 70th Ave, Tigard, Oregon. The meeting will take place on the 16th of May 2019, 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 3, 2019, at the Command & Business Operations Center, between the hours of 8:00 am and 4:30 pm, Monday through Friday or online at [www.tvfr.com](http://www.tvfr.com). 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.

Notice of Budget Hearing Meeting - Placeholder



The Oregonian  
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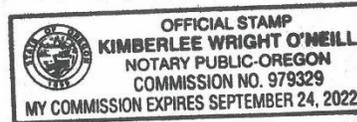
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State of Oregon,) ss  
County of Multnomah)

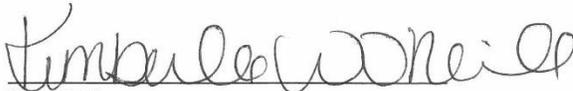
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 06/14/2019

  
\_\_\_\_\_  
Principal Clerk of the Publisher



Sworn to and subscribed before me this 14th day of June 2019

  
\_\_\_\_\_  
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 25, 2019 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, 2019 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: Tim Collier Telephone: (503) 649-8577 Email: Timothy.Collier@tvfr.com

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2017-18	Adopted Budget This Year 2018-19	Approved Budget Next Year 2019-20
Beginning Fund Balance/Net Working Capital	72,030,831	66,370,193	78,159,751
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	7,320,279	330,000	444,324
Federal, State and All Other Grants, Gifts, Allocations and Donations	1,581,160	1,465,429	133,500
Revenue from Bonds and Other Debt	14,581,850	0	0
Interfund Transfers / Internal Service Reimbursements	8,175,771	5,115,891	6,109,816
All Other Resources Except Current Year Property Taxes	6,997,707	5,337,458	6,514,341
Current Year Property Taxes Estimated to be Received	110,041,284	119,407,699	125,193,975
<b>Total Resources</b>	<b>220,728,882</b>	<b>198,026,670</b>	<b>216,555,707</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	96,489,631	108,615,702	114,036,167
Materials and Services	12,312,883	14,962,294	14,902,050
Capital Outlay	16,635,772	16,528,980	21,753,651
Debt Service	20,869,723	6,404,563	6,286,363
Interfund Transfers	8,175,771	5,115,891	6,109,816
Contingencies	0	7,845,182	7,383,626
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	66,245,102	38,554,058	46,084,034
<b>Total Requirements</b>	<b>220,728,882</b>	<b>198,026,670</b>	<b>216,555,707</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	5,709,013	5,906,007	4,235,492
FTE	19.00	18.00	10.00
Business Directorate	21,848,175	19,448,593	30,273,072
FTE	59.00	59.00	64.00
Finance Directorate	1,945,142	2,281,169	2,445,911
FTE	12.00	12.00	12.00
Operations Directorate	89,656,606	104,988,678	105,550,851
FTE	462.00	475.00	476.92
EMS/Training/Volunteers Directorate	5,736,522	5,910,010	0
FTE	27.50	20.00	0.00
Support Directorate	0	0	494,971
FTE	0.00	0.00	2.00
Community Services Directorate	0	0	6,445,177
FTE	0.00	0.00	30.00
Non-Departmental /Non-Program	95,833,424	59,492,213	67,110,233
FTE	0.00	0.00	0.00
<b>Total Requirements</b>	<b>220,728,882</b>	<b>198,026,670</b>	<b>216,555,707</b>
<b>Total FTE</b>	<b>579.50</b>	<b>584.00</b>	<b>594.92</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	5,728,162	6,687,561	6,261,669

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1,	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$38,125,000	\$0
Other Bonds		
Other Borrowings		
<b>Total</b>	<b>\$38,125,000</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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