

Tualatin Valley Fire & Rescue

A Rural Fire Protection District
Oregon



Annual Budget

Fiscal Year 2020-21

TVF&R proudly serves the Oregon cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn, and Wilsonville in addition to unincorporated portions of Washington, Clackamas, Multnomah, and Yamhill counties.

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Tualatin Valley Fire & Rescue

11945 SW 70th Ave

Tigard, Oregon 97223

(503) 649-8577

www.tvfr.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Tualatin Valley Fire & Rescue District
Oregon**

For the Fiscal Year Beginning

July 1, 2019

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, 2019. 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

Tim Collier, Chief Financial Officer
Linda Compton, Senior Financial Analyst
Kim Sunderlin, Executive Assistant

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June 23, 2020

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 2020-21 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2020-22 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. 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 2020-21 budget provides for continued deployment of fully staffed trucks, engines, rescues, cars, and medic units. We expect to open the new Charbonneau Station 54 in the fall 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 in the fall of 2020. The District's proposed budget includes funding the replacement of a 100-foot, aerial platform truck and two new pumpers.

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.

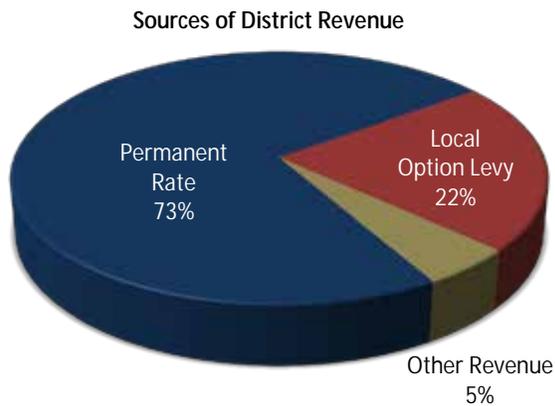
Message from the Fire Chief, continued

The 2020-21 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 2020-21 budget includes the first full year of a District Wide deployment change implemented in January of 2020. The goal of the new deployment is to maximize coverage, based on call data, for our region for the next 3-5 years.

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 2020-21 and beyond includes modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.3%. 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 4.47% in 2019-20 on AV that our permanent tax rate is levied upon and 4.50% for AV that our local option levy is levied upon. Forecasted future increases of 4.3% 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 almost \$1.4 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 2019-20.

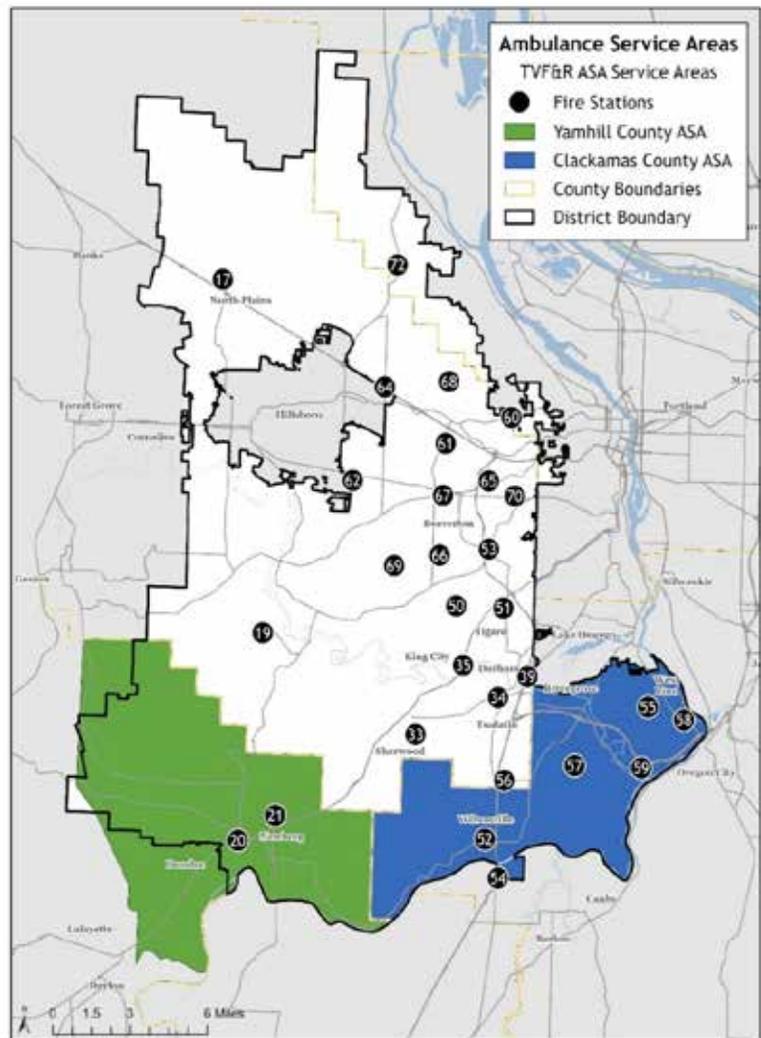
In addition to the permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 45 cents per \$1,000 of AV. The local option levy was first approved in 2000 at a rate of 25 cents per \$1,000 of assessed value. The levy was renewed in 2004 and 2008 at the same rate. 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 was approved by voters on the May 2019 ballot for an additional five-year renewal to continue to support the additional firefighters and station operations. The



economic impacts of the COVID-19 pandemic and how it will impact future AV and collections is yet to be determined, but we will continue to monitor as the information becomes clearer.

Accomplishments since the replacement levy was first approved include the opening of a new Station 70 now staffed 7 days a week 12 hours a day, the purchase of land, station construction, the 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 recently opened 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 2020, when we receive AV data for the 2020-21 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 \$3,340,284.

Budget Overview

The proposed 2020-21 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; and Logistics, including Fleet Maintenance, Facility Maintenance and Supply. The Finance Directorate manages all financial, tax, payroll, and audit functions of the District as well as Information Technology and Communications. 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 69,000 followers and our public safety stories and advertisements garner millions of views.

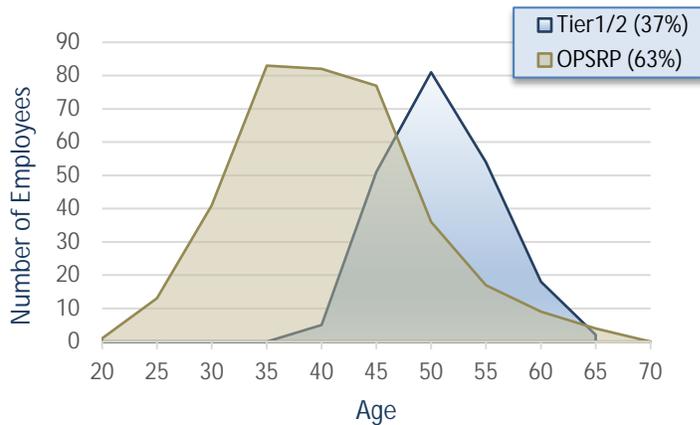
Total District personnel continued in the General Fund 593.92 FTE, the same as the prior year. The District funds one position in the Property and Building Fund, which is budgeted and charged out to the capital construction projects, down from two in the prior year.

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 7%, which is the maximum increase allowed under the union contract. The District has budgeted an 8% increase for non-union personnel, as this was set in the previous two-year renewal period. 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.

Population of PERS Tiers

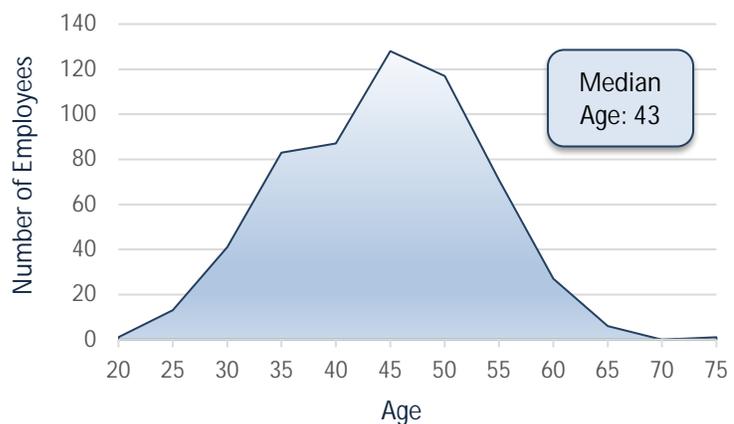


For line personnel, the District has budgeted a blended contribution rate for the Oregon Public Employee's Retirement System of 29.16% for the second year of the 2019-21 biennium (including 6% mandatory employee contributions), based on the blend of contribution rates paid on behalf of each employee 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. Next rate cycle will be set in the fall of 2020 for the 21-23 biennium. The District's budget for 2020-21 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 be able to fund a side account and participate in the Employers Incentive Fund (EIF) this will help to reduce some budget impacts of forecasted future PERS rate increases. Future District financial forecasts include the effects of expected rate increases.

We continue to focus on succession planning and leadership development for our next generation of managers through continued work and investment in the 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.

Age of Workforce



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 and life safety, 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 two new pumps. Replacement of other smaller fleet vehicles are budgeted within the Capital Improvement Fund.

Fire Station. The budget reflects the continued construction of Charbonneau Station 54, and the purchase of the last three identified future fire station sites.

Other Facilities. The Logistics Service Center will be completed and outfitted for Fleet, Facilities, and Supply in the fall of fiscal year 2020-21.

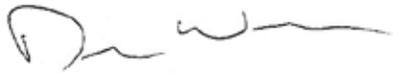
Budget Summary

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 \$0.1447 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 4.3%.

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 2020-21 budget to you.

Sincerely,

Tualatin Valley Fire & Rescue



Deric C. Weiss
Fire Chief/Administrator

District Overview

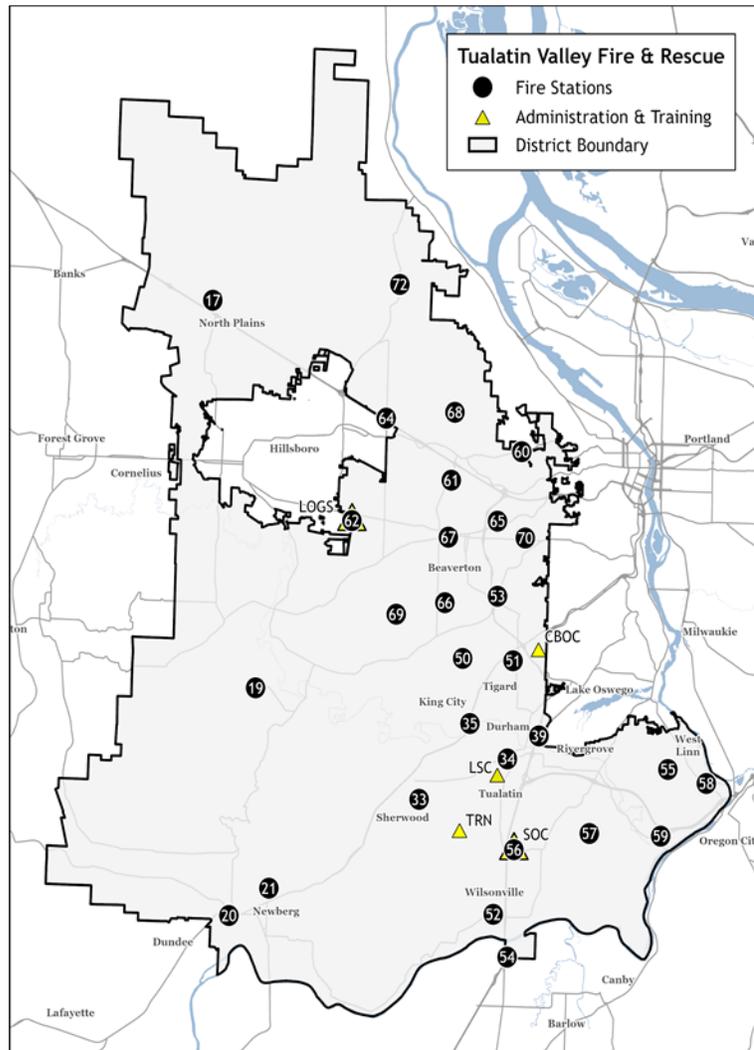
Tualatin Valley Fire & Rescue

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 2019 total population of 536,535.

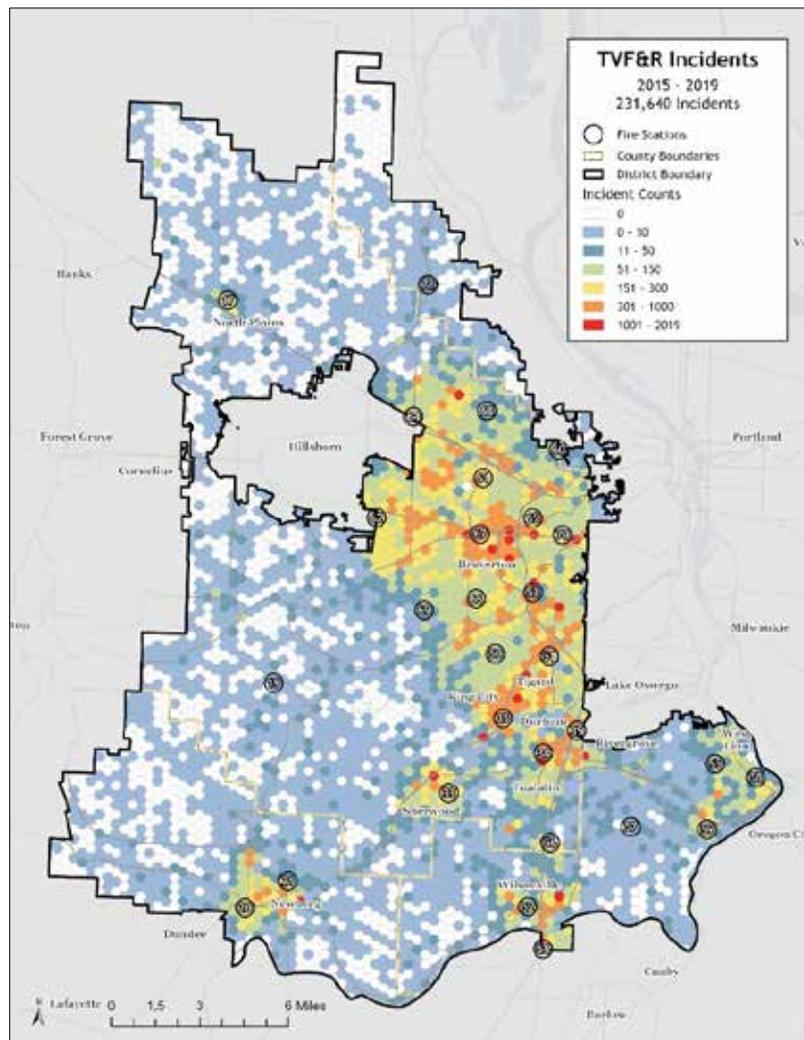
The District will have approximately 595 employees (593.92 in the General Fund, and one in the Property and Building Fund completely charged out to capital construction projects), supplemented by approximately 80 volunteers. The area served in portions of four counties includes the cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn, and Wilsonville. The District 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 2020-21 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 272 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.

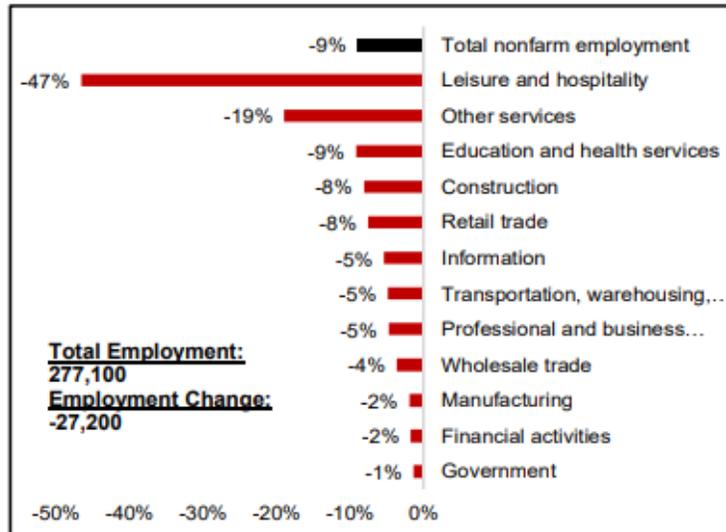
The area serves as the home to companies such as Nike, Columbia Sportswear, Reser's Fine Foods Inc., Flir Systems Inc., CUI Global, A-dec Inc., Touchmark, and Digimarc, in addition to several fast-growing private companies such as Dealership Performance CRM LLC, Swickard Auto Group, Good Feet, and Terra Firma¹. 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 others¹. Nike employs over 12,000 people locally². Intel has continued to invest in multi-million-dollar facility expansions to manufacture state-of-the-art computer chips, largely in the city of Hillsboro with a recently announced agreement for Intel to invest another \$100 billion in Washington County over the next 30 years³.

Economy

The District, through its broad geographic area, serves a strong part of Oregon's economic base. Washington County's job growth has occurred in most major industries, and the February 2020 unemployment rate was reported at 3.3% which was slightly lower than the prior year. However, the COVID 19 pandemic significantly impacted these numbers, with Oregon Unemployment at 14.2% through April. This led to a reduction of consumer spending of 25% in Washington County and 29% overall in the state of Oregon. We do not yet know the long-term economic impacts of the pandemic, but will continue to monitor as more information becomes available.⁴

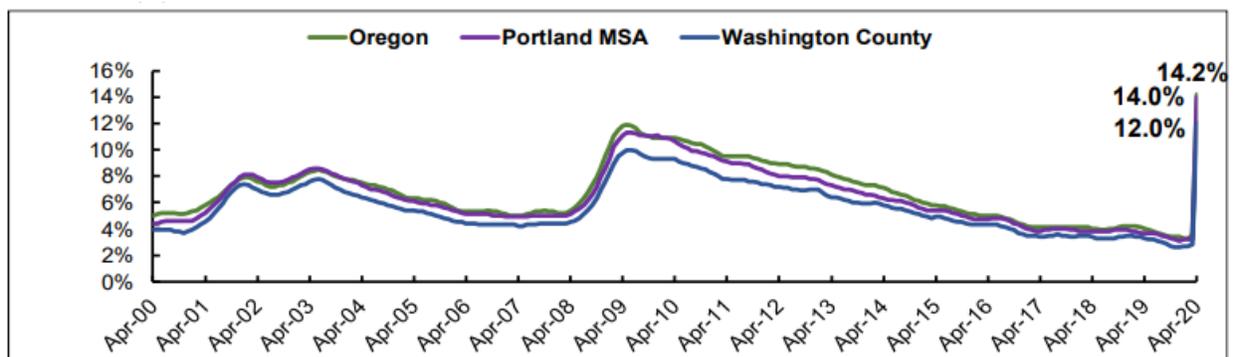
Every Industry Saw a Drop in Employment

March 2020 to April 2020, percentage change
Current Employment Estimates



Unemployment Rate

April 2000 to April 2020, Seasonally Adjusted
Local Area Unemployment Statistics



¹ Portland Business Journal, Book of Lists 2019-20.

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

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

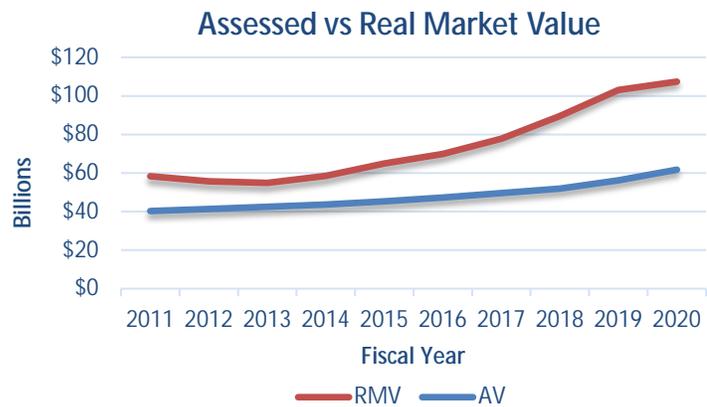
⁴ Washington County Economic Indicators May 2020, Qualityinfo.org

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 2019-20, a total of 4.50%. The District expects continued commercial and residential development with a forecasted 4.30% 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

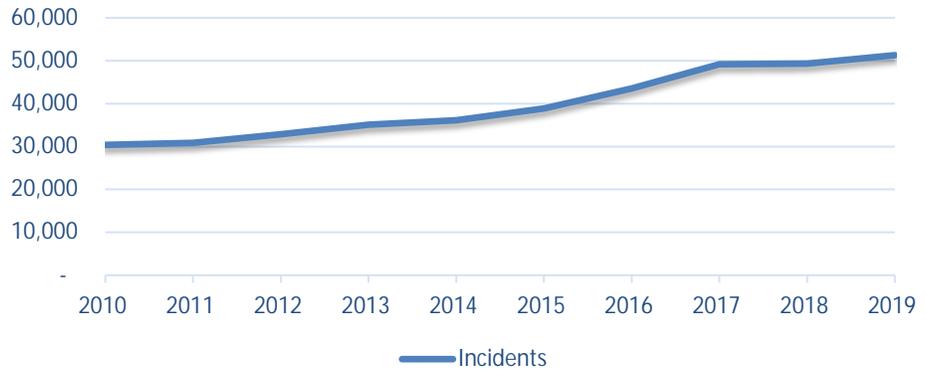
Tualatin Valley Fire & Rescue's mission is to prevent, prepare for, and respond to situations that threaten the communities it serves. This means not only responding to emergencies as they occur, but continuously looking for ways to strategically prevent or reduce the effects of those emergencies.



Emergency Incidents

The District’s responses to emergency incidents over the past 10 calendar years are reflected below.

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



District incident totals include automatic aid responses to 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, 2020

Board Members

	<u>Term Expiration</u>
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
Justin J. Dillingham, Member	June 30, 2023

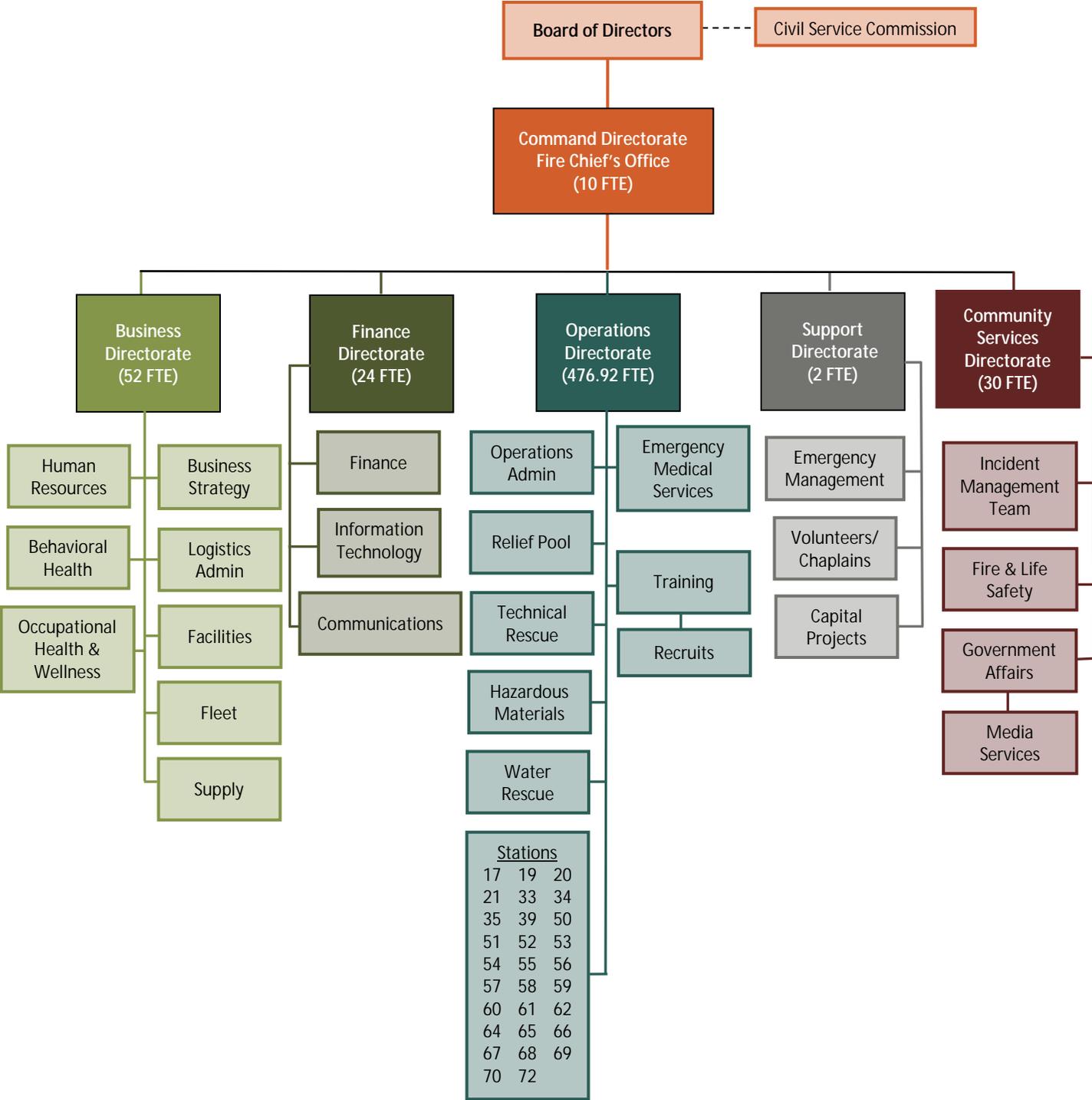
Appointed Members

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
- **Tim C. Collier**, Chief Financial Officer
- **Kenny M. Frentress**, Assistant Chief
- **Mark E. Havener**, Assistant Chief
- **Les M. Hallman**, Assistant Chief
- **Laura E. Hitt**, Assistant Chief

Organizational Chart







June 23, 2020

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 2020-21, beginning July 1, 2020, and ending June 30, 2021, 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 2020-21 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, Volunteer LOSAP Fund and the Custodial 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	2019-20 Budget	2020-21 Budget	Increase (Decrease)
Personnel Services	\$114,686,167	\$127,511,703	\$ 12,825,536
Materials and Services	15,692,843	16,252,031	559,188
Capital Outlay	21,766,151	13,852,585	(7,913,566)
Debt Service	21,081,514	9,208,649	(11,872,865)
Operating Transfers Out	6,109,816	4,796,515	(1,313,301)
Operating Contingency	6,139,601	7,846,200	1,706,599
Ending Fund Balance	46,084,034	38,803,164	(7,280,870)
Total Requirements	\$231,560,126	\$218,270,847	\$(13,289,279)

The budget requirements for fiscal year 2020-21 for all funds total \$218,270,847, which is a decrease of \$13,289,279 than the adopted \$231,560,126 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, an Employer Incentive Fund (EIF) payment 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 decreased by \$7,913,566, reflecting continued progress in completing construction of new fire Station 54, the combined logistics facility, and the purchase of future fire station land as well as a carryover of one truck originally scheduled to be ordered in fiscal year 2020, but will now be ordered in budget year 2021 and the scheduled purchase of two new pumpers. Transfers Out to capital funds are increased to fund future station land, fleet purchases, and firefighting and EMS equipment requirements. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2020-21 Significant Changes

Personnel Services

Personnel Services increased 11.2% over all funds or \$12,825,536. This amount includes a \$4,000,000 one-time payment to PERS to participate in the Employer Incentive Fund, participation in which the district will receive a \$1,000,000 match to helping offset the District's Unfunded Actuarial Liability. Without this one-time payment salaries and benefits increase by 7.7% or \$8,825,536. 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 fully phased in. The total FTE count in the General Fund stayed at the same levels as budgeted in 2019-20.

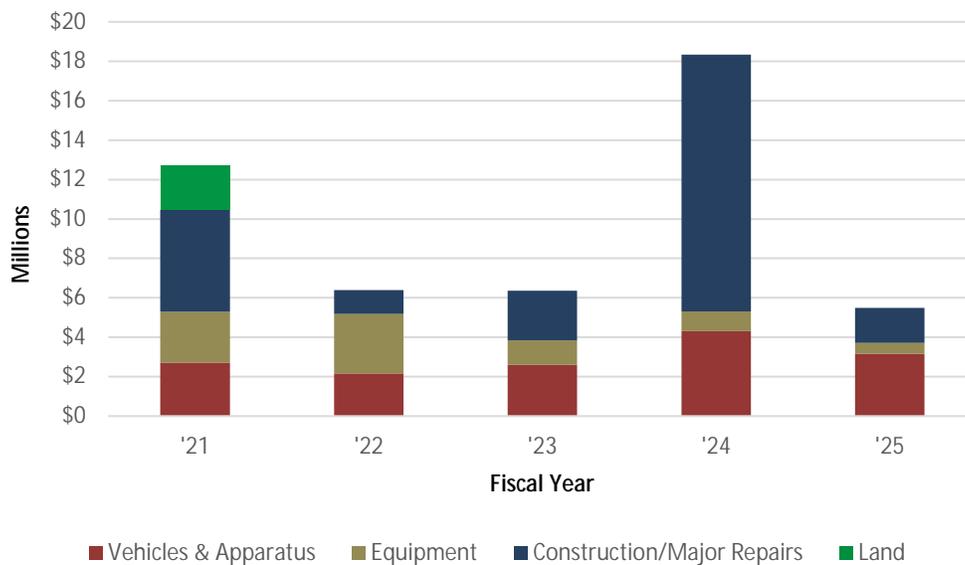
Materials and Services

Materials and Services increased \$559,188 overall, which is largely due to the General Fund increase of \$54,701, Fund 22, Capital Improvements Fund increases 484,630 due to reclassing materials and services from capital outlay in prior years, and an increase of \$73,000 in the Insurance Fund is to offset potential claims. Finally, the creation of a Custodial Fund, Fund 65, of \$151,000 is for existing funds that were not formally budgeted in previous years.

Capital Outlay

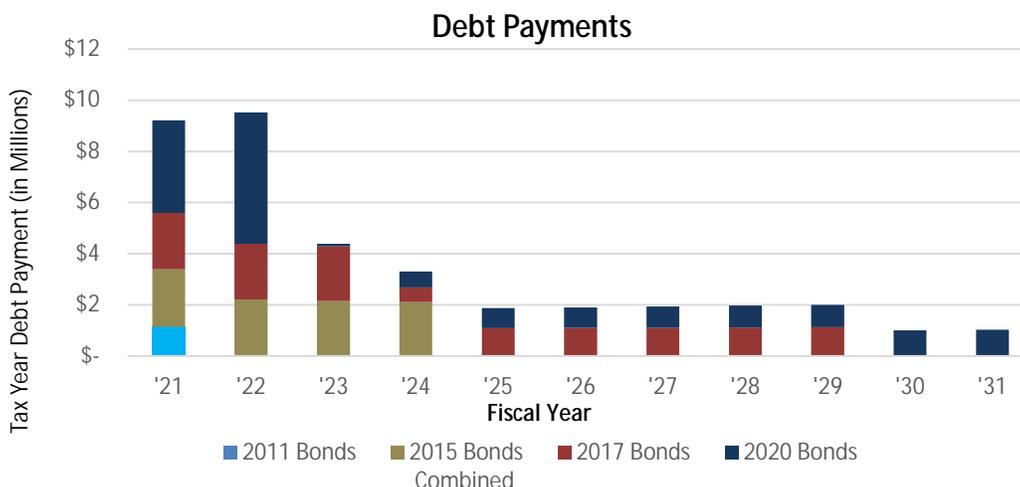
Capital Outlay decreased \$7,913,566 or approximately 36.4%, to a total of \$13,852,585. The Property and Building Fund's capital outlay was decreased \$7.6 million due to the completion of budgeted construction projects, station 39 and a good portion of the Logistics Service Center. For the 2020-21 fiscal year, Station 54 is budgeted for construction as well as finishing 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 2020-21 as being an aerial platform truck and two engines.

5-Year Capital Spending Forecast



Debt Service

Total budgeted debt service expenditures are budgeted at \$9,208,649 to meet estimated principal and interest obligations associated with general obligation debt outstanding. This increase over the prior year is due to a refunding of the 2011 bonds and front loading the payments to save taxpayers over \$1,600,000 or almost 11%. 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 decreased by \$1,313,301, to \$4,796,515. 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 \$1,172,807 for future equipment replacement, the Property and Building Fund will receive \$2,500,00 for new station sites and stations as part of the local option levy station commitments, and the Pension Trust Fund will receive \$123,708 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 \$7,846,200 for 2020-21, an increase of \$1,706,599 from the prior year. The contingency budget in the General Fund is \$5,142,000 and \$1,500,000 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, \$31,003,320; the Apparatus Fund, \$2,515,682; the Capital Improvements Fund, \$2,901,992; the MERRC Fund, \$1,961,076; and the Property and Building Fund, \$208,119. 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 \$45,000,000, which equates to approximately 3.9 months of operating funds.

Debt Administration

Debt outstanding consists of Series 2011, Series 2015 Advance Refunding and New General Obligation Bonds, Series 2017 Advance Refunding Bonds, and Series 2020 General Obligation Refunding Bonds. The District's legal debt limit is approximately \$1,282,000,000, with remaining debt capacity of \$1,240,000,000 as of June 30, 2020. 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	2019-20 Budget	2020-21 Budget	Increase (Decrease)
Beginning Fund Balance	\$ 78,159,751	\$ 73,316,652	\$ (4,843,099)
Property Tax, Current Year	125,193,975	133,420,512	8,226,537
Property Tax, Prior Year	987,250	1,006,095	18,845
Other Taxes and Interest on Tax	75,717	76,176	459
Forest Revenues	25,000	25,500	500
Interest on Investments	1,124,987	960,880	(164,107)
Program Revenue	3,754,829	3,478,467	(276,362)
Special Service Charges	3,000	3,060	60
Program Fees	250,000	375,000	125,000
Regional Hazardous Response	15,000	15,000	
Accounting Service Revenues	350	357	7
Training Center Revenues	40,500	41,000	500
Rental Income	56,532	57,663	1,131
Insurance Refund	350,000	260,000	(90,000)
Donations and Grants	167,200	164,970	(2,230)
Surplus Property	30,000	27,500	(2,500)
Other Revenues	245,500	245,500	
Proceeds from Debt Service	14,970,719		(14,970,719)
Transfers from Other Funds	6,109,816	4,796,515	(1,313,301)
Total Revenues	\$231,560,126	\$218,270,847	\$(13,289,279)

Beginning Fund Balance

Beginning Fund Balance has decreased 6.2%, to \$73,316,652 for all funds. The General Fund's budgeted beginning fund balance was increased by \$3,459,061, to \$52,456,165. Our General Fund has a targeted goal to provide five months of operating funds before we receive our tax collections in late November of each year. The beginning fund balance in the Apparatus Fund decreased by \$263,632, however, it does reflect moving the truck purchase into the new fiscal year. The Capital Improvement Fund's budgeted beginning fund balance increased \$245,198, reflecting slower than anticipated spending on capital projects. The MERRC Fund's beginning fund balance increased an estimated \$457,406, reflecting program fees in excess of expenditures in 2019-20. The Debt Service Fund beginning fund balance decreased by \$235,481, based on planned spend down of accumulated fund balance. The Property and Building Fund's beginning fund balance decreased by \$8,911,556 as the District completed construction of Station 39 and continued construction of the new logistics center.

Property Taxes – Current Year

The increase in property tax revenue is a result of growth over all assessed value of 4.3% 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. 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 61.6% of District Measure 5 (M5) market value of \$81,416,430,530, 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 2020-21 budget, we assumed a 4.3% 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 \$65.8 billion in assessed valuation are expected to provide approximately \$95.8 million in collections. The local option levy of \$0.45 per \$1,000 of assessed valuation on an estimated \$67.3 billion of assessed value is expected to provide collections of \$28.5 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 \$9,527,148 for our general obligation bonds. This bond levy is expected to result in a levy rate of 14.7 cents per \$1,000 of assessed valuation and \$9,088,899 in collections.

Property Tax – Prior Year

Total taxes outstanding totaled \$2,499,020 for the District at the fiscal year ended June 30, 2019. Of the District's June 30, 2019, amount, \$1,474,875 was for taxes levied during that fiscal year, while \$1,024,145 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2020, receivables.

Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 2.00% interest. The governmental fund types and capital funds are invested in the Oregon Local Government Investment Pool to investment limits, a bank Jumbo Money Market account for governments and an investment portfolio of treasuries and corporate paper. 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 2020-21 are estimated at 3.2%.

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 decreased \$276,362 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. It also includes \$125,000 in GEMT fees in the general fund.

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

Donations are sought from community partners to increase safety messaging, community education, and support important programs. Grant revenue in the Grant Fund includes the funding of other smaller projects. The District actively pursues grant funding for projects and equipment, such as MACC grants.

Surplus Property

Used equipment surplus sales are budgeted in 2020-21.

Other Revenues

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

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 \$4,796,515. 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 2020-21 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 2020-21 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 as the impacts of the COVID-19 pandemic begin to unfold.

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 2020-21 budget.

Sincerely,

Tualatin Valley Fire & Rescue



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:	\$65,839,382,777	Expected Assessed Valuation:	\$67,290,577,125	Expected Assessed Valuation:	\$65,839,382,777
Tax Rate Levied:	\$1.5252/\$1,000	Tax Rate Levied:	\$0.4500/\$1,000	Estimated Tax Rate:	\$0.1447/\$1,000
Estimated General Fund Total Levy:	\$100,418,227	Estimated Net Local Option Levy after M5 Compression:	\$29,926,375	Bonded Debt Total Levy:	\$9,527,148
Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%
Expected Collections:	\$95,798,988	Expected Collections:	\$28,532,625	Expected Collections:	\$9,088,899

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
2019	\$126,534,993	\$121,288,887	95.85%	\$3,918,100	\$125,206,987	98.95%
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

Historical Assessed Values vs. Tax Collections

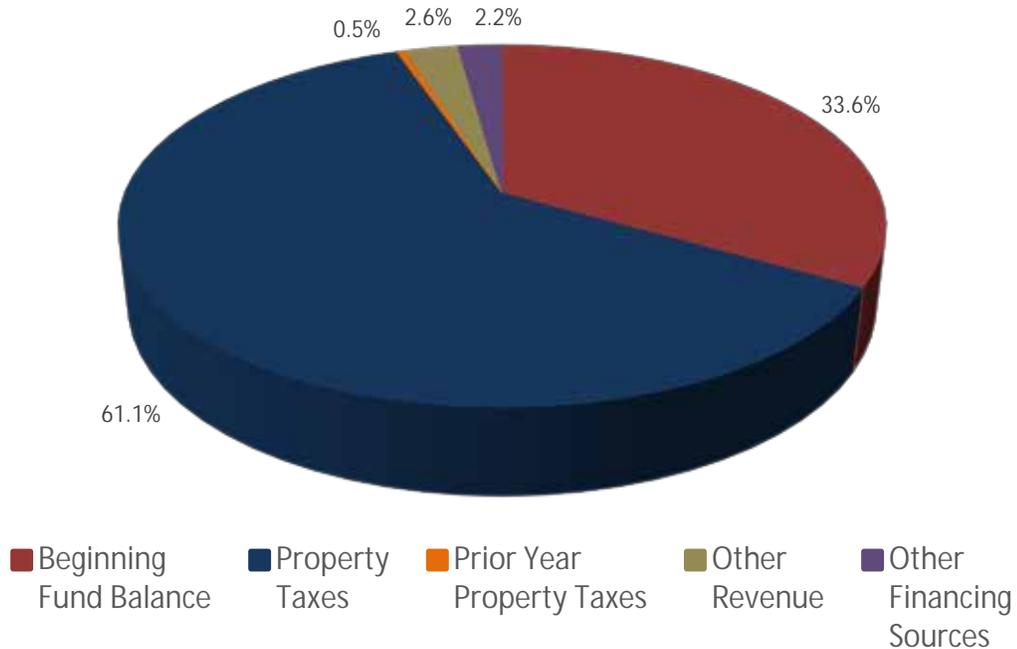


Financial Overview, continued

2020-21 Budgeted Resources

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2020-21 Budget
Major Funds						
General	\$ 52,456,165	\$124,331,613	\$ 961,095	\$ 5,011,093		\$182,759,966
Property and Building	7,500,000			100,000	\$ 2,500,000	10,100,000
Non-Major Funds						
Apparatus	4,799,382			80,000	1,000,000	5,879,382
Capital Improvements	5,130,159			87,500	1,172,807	6,390,466
MERRC	1,826,076			265,000		2,091,076
Grants	167,360			115,000		282,360
Bonded Debt Service	255,425	9,088,899	45,000	32,250		9,421,574
Insurance	650,000			8,125		658,125
Pension Trust					123,708	123,708
Volunteer LOASP	397,085			16,105		413,190
Custodial	135,000			16,000		151,000
Total 2020-21 Budgeted Resources	\$ 73,316,652	\$133,420,512	\$ 1,006,095	\$ 5,731,073	\$ 4,796,515	\$218,270,847
Total 2019-20 Budgeted Resources	\$ 78,159,751	\$125,193,975	\$ 987,250	\$ 21,109,334	\$ 6,109,816	\$231,560,126
Total 2018-19 Actual Resources	\$ 66,879,494	\$121,288,887	\$ 3,499,291	\$ 18,248,127	\$ 5,051,756	\$214,967,555

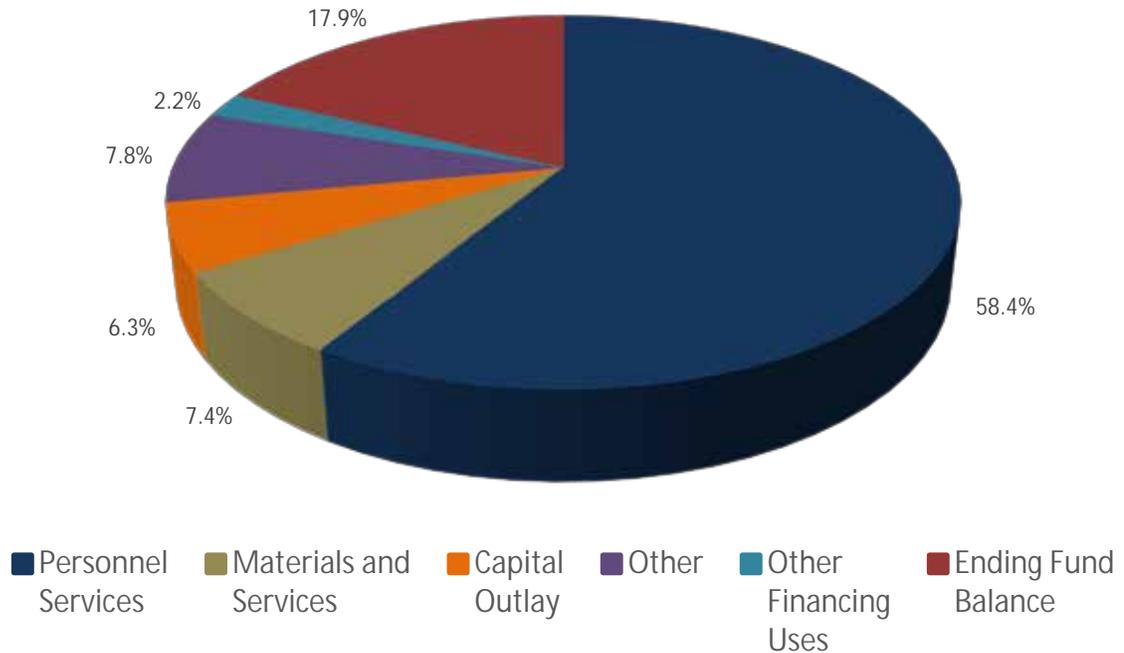
Total 2020-21 Budgeted Resources



2020-21 Budgeted Requirements

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2020-21 Budget
Major Funds							
General	\$126,974,805	\$ 14,843,276		\$ 5,142,000	\$ 4,796,515	\$ 31,003,370	\$182,759,966
Property and Building			\$ 8,391,881	1,500,000		208,119	10,100,000
Non-Major Funds							
Apparatus			2,713,500	650,200		2,515,682	5,879,382
Capital Improvements		484,630	2,479,844	524,000		2,901,992	6,390,466
MERRC			100,000	30,000		1,961,076	2,091,076
Grants		115,000	167,360				282,360
Bonded Debt Service				9,208,649		212,925	9,421,574
Insurance		658,125					658,125
Pension Trust	123,708						123,708
Volunteer LOASP	413,190						413,190
Custodial		151,000					151,000
Total 2020-21 Budgeted Requirements	\$127,511,703	\$ 16,252,031	\$ 13,852,585	\$ 17,054,849	\$ 4,796,515	\$ 38,803,164	\$218,270,847
Total 2019-20 Budgeted Requirements	\$114,686,167	\$ 15,692,843	\$ 21,766,151	\$ 21,081,514	\$ 6,109,816	\$ 46,084,034	\$231,560,126
Total 2018-19 Actual Resources	\$103,977,809	\$ 11,948,344	\$ 8,770,886	\$ 6,404,536	\$ 5,051,756	\$ 78,814,224	\$214,967,555

Total 2020-21 Budgeted Requirements



2020-21 Fund Balance Budgeted

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	% Change in Fund Balance
Major Funds					
General	\$ 52,456,165	\$ 5,142,000	\$ 31,003,370	\$ (21,452,795)	-40.9%
Property and Building	7,500,000	1,500,000	208,119	(7,291,881)	-97.2%
Non-Major Funds					
Apparatus	4,799,382	650,200	2,515,682	(2,283,700)	-47.6%
Capital Improvements	5,130,159	524,000	2,901,992	(2,228,167)	-43.4%
MERRC	1,826,076	30,000	1,961,076	135,000	7.4%
Grants	167,360			(167,360)	-100.0%
Bonded Debt Service	255,425		212,925	(42,500)	-16.6%
Insurance	650,000			(650,000)	-100.0%
Pension Trust					
Volunteer LOASP	397,085			(397,085)	-100.0%
Custodial	135,000			(135,000)	-100.0%
Total 2020-21 Budgeted Fund Balance	\$ 73,316,652	\$ 7,846,200	\$ 38,803,164	\$ (34,513,488)	-47.1%
Total 2019-20 Budgeted Fund Balance	\$ 78,159,751	\$ 7,329,601	\$ 46,084,034	\$ (32,075,717)	-41.0%
Total 2018-19 Actual Fund Balance	\$ 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 decrease toward the District's goal of carrying five months of operational costs in ending fund balance. The forecasted result of General Fund operations for 2020-21 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.

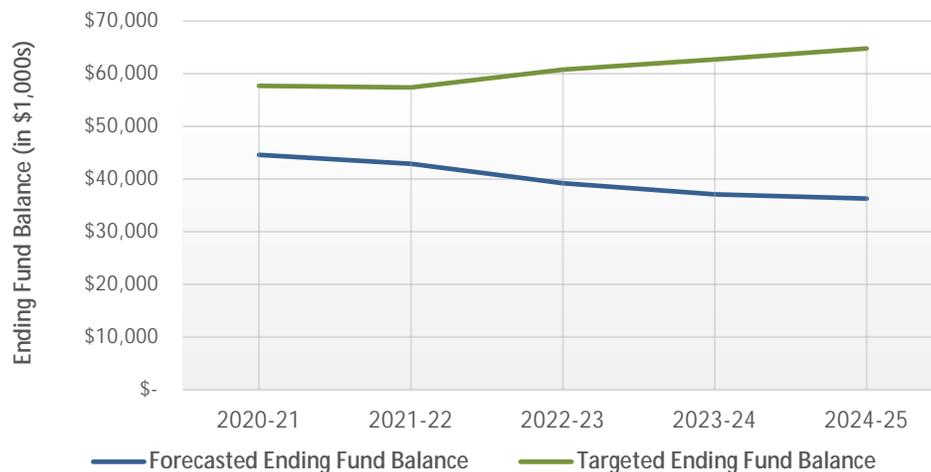
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits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

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

	2020-21	2021-22	2022-23	2023-24	2024-25
Beginning Fund Balance	52,500	44,600	42,900	39,200	37,100
Property Tax Revenue	125,300	130,700	136,200	142,300	148,700
Investment & Interest	600	700	700	700	700
Charges for Services	3,600	3,700	4,200	4,300	4,300
Insurance Refunds	400	400	400	400	400
Miscellaneous	500	500	500	500	500
Total Revenues	182,900	180,600	184,900	187,400	191,700
Personnel Costs	120,600	121,200	130,100	134,500	139,400
Materials and Services	12,700	13,400	13,600	13,800	14,000
Transfers Out	5,000	3,100	2,000	2,000	2,000
Total Expenditures	138,300	137,700	145,700	150,300	155,400
Forecasted Ending Fund Balance	44,600	42,900	39,200	37,100	36,300
Months of Forecasted Fund Balance	3.9	3.7	3.2	3.0	2.8
Targeted Ending Fund Balance	57,700	57,400	60,800	62,700	64,800
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 2020-04

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,
A RURAL FIRE PROTECTION DISTRICT,
WASHINGTON, CLACKAMAS, YAMHILL AND MULTNOMAH COUNTIES
TO ADOPT 2020-21 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, 2020 and ending June 30, 2021, was approved by the District Budget Committee on May 14, 2020 and the budget hearing has been held on June 23, 2020 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 rent/lease of building for Station 54, thereby increasing General Fund Operations Directorate Materials and Services by \$93,000 and reducing Contingency by the same amount; and

WHEREAS, in the Grant Fund, a carryover for the District's portion of a SCBA grant of \$167,360 with an increase to Capital Outlay 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 2020-21 fiscal year in the amount of \$179,467,683 and which is now on file in the Command and Business Operations Center at 11945 SW 70th Ave., Tigard, Oregon; and

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2020, for the purposes shown are hereby appropriated as follows:

General Fund

By Fund

Personnel Services	\$126,974,805
Materials and Services	14,843,276
Transfers	4,796,515
Contingency	<u>5,142,000</u>
Total	\$151,756,596

By Function

Command Directorate

Personnel Services	\$ 3,141,980
Materials and Services	<u>1,351,916</u>
Total	\$ 4,493,896

Business Directorate

Personnel Services	\$ 8,496,753
Materials and Services	<u>3,080,488</u>
Total	\$ 11,577,241

Finance Directorate

Personnel Services	\$ 4,253,475
Materials and Services	<u>5,476,299</u>
Total	\$ 9,729,774

Operations Directorate

Personnel Services	\$104,488,499
Materials and Services	<u>4,280,051</u>
Total	\$108,768,550

Support Directorate

Personnel Services	\$ 273,275
Materials and Services	<u>214,906</u>
Total	\$ 488,181

Community Services Directorate

Personnel Services	\$ 6,320,823
Materials and Services	<u>439,616</u>
Total	\$ 6,760,439

District Non-Organizational

Transfers	\$ 4,796,515
Contingency	<u>5,142,000</u>
Total	\$ 9,938,515

Bonded Debt Service Fund

Debt Service - Principal	\$ 8,160,000
Debt Service - Interest	<u>1,048,649</u>
Total	\$ 9,208,649

Apparatus Fund

Capital Outlay	\$ 2,713,500
Contingency	<u>650,200</u>
Total	\$ 3,363,700

Capital Improvements Fund

Materials and Services	\$ 484,630
Capital Outlay	2,479,844
Contingency	<u>524,000</u>
Total	\$ 3,488,474

MERRC Fund

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

Grants Fund

Materials and Services	\$ 115,000
Capital Outlay	<u>167,360</u>
Total	\$ 282,360

Insurance Fund

Capital Outlay	\$ <u>658,125</u>
Total	\$ 658,125

Property and Building Fund

Capital Outlay	\$ 8,391,881
Contingency	<u>1,500,000</u>
Total	\$ 9,891,881

Pension Trust Fund

Personnel Services	\$ <u>123,708</u>
Total	\$ 123,708

Volunteer LOSAP Fund

Personnel Services		\$ <u>413,190</u>
	Total	\$ 413,190

Custodial Fund

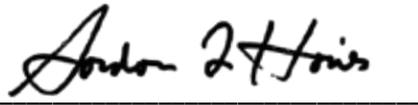
Materials and Services		\$ <u>151,000</u>
	Total	\$ 151,000

APPROVED AND ADOPTED, on June 23, 2020



Clark I. Balfour, President

ATTEST:



Gordon L. Hovies, Secretary/Treasurer

RESOLUTION 2020-05

**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 \$9,527,148, for bonds, and that these taxes are hereby imposed and categorized for tax year 2020-21, 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	\$ \$9,527,148
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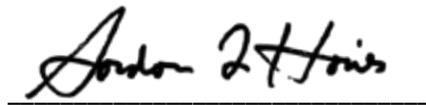
NOW THEREFORE BE IT RESOLVED, that the Budget Officer certify the County Clerk or other recording officer, County Assessor or other assessing officer, of Washington, Clackamas, Yamhill and Multnomah Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

APPROVED AND ADOPTED, on June 23, 2020



Clark I. Balfour, President

ATTEST:



Gordon L. Hovies, Secretary/Treasurer



2020-22 Strategic Plan

TVF&R's Strategic Plan serves as a two-year guideline for managers as they develop and prioritize annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The mission, vision, and values statements outlined below define TVF&R's purpose and intention. The plan also outlines organization-wide goals and corresponding strategies proposed to move the agency toward the stated vision. Divisional/departmental tactics, developed and reported by managers in line with their annual budgets, further focus the organization's work toward achieving its priorities.

Mission

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

Vision

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. We invite community members and partner governmental agencies to help us advance a community with the following attributes:

- Protection from fire, medical, and other emergencies is achieved through targeted, proactive risk-reduction strategies. When emergencies do happen, skilled personnel provide fast and effective response services.
- Education delivered to residents and businesses motivates their active role in emergency prevention, preparedness, and resilience measures. Our personnel take steps to ensure this in their own lives as well.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.



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 – We value a culture of safety. Employee and volunteer safety shares top priority with getting the job done well. 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. Everyone is expected to perform their jobs at the highest level possible. 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 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. We work to create an environment of mutual respect, trust, and commitment where everyone can contribute to the District’s mission, based on their unique talents and backgrounds. 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 seek opportunities for outreach to and exceed the expectations of our community. This also reflects the value we place on engagement with our co-workers and the services we provide to each other.



2020-22 Goals and Strategies

1. HEALTH	GOAL: Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.
	EXPECTATIONS:
	<ul style="list-style-type: none"> · All personnel understand organizational priorities and are working in a cohesive, strategic direction. · Information flows between and is consumed by all levels so that individuals and teams are connected. · Individual and organizational health/wellness, safety/security, and preparedness are maximized. · Potential risks and subsequent impacts are considered before taking action that involves personnel, financial, and physical resources.
	STRATEGY 1.1: Identify and implement an overarching technology foundation with secure, stable and appropriate design to support core business functions and future needs or innovations.
	STRATEGY 1.2: Implement planned workplace security improvements incrementally, with focused attention on a related cultural shift.
	STRATEGY 1.3: Refine OHW and BHS service and staffing models with attention on scope, focus, and sustainability.
STRATEGY 1.4: Identify workplace health risks; develop targeted planning and policy recommendations.	
STRATEGY 1.5: Conduct proactive and focused business/financial planning to inform resource decisions.	

2. PERFORMANCE	GOAL: 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.
	EXPECTATIONS:
	<ul style="list-style-type: none"> · Organizational performance improves as a result of exemplary individual and team performance. · Sustained, targeted efforts aim to understand and mitigate common hazards. · Business tools and technologies inform performance targets and strategic decision-making. · Ongoing, data-informed deployment modeling identifies optimal system and infrastructure modifications. · Managers clearly communicate expectations, track individual and team performance, and acknowledge their contributions. · A skilled workforce, aligned with short- and long-term demands, is maintained through: <ul style="list-style-type: none"> ○ Training and development programs ○ Outreach and hiring initiatives ○ Proactive business processes for workforce planning ○ Responsible compensation practices ○ Inclusive and supportive working environments
	STRATEGY 2.1: Develop and refine tools/processes for assessing operational performance trends and informing resource decisions.
	STRATEGY 2.2: Monitor and evaluate emergency operations service delivery, response performance, and community risks to maximize deployment. Ensure the right resources, with the right staffing, are deployed to the right call at the right time to execute the right tactics and procedures.
	STRATEGY 2.3: Develop a training master plan that identifies physical resources and capital improvement recommendations.
	STRATEGY 2.4: Identify practical steps to develop employees' expertise and preparedness to fill key positions or leadership roles in times of organizational growth, talent loss or management turnover.
	STRATEGY 2.5: Develop and deliver data-informed risk reduction programming to increase community safety, mitigate response demands, and inform resource-based decisions.
	STRATEGY 2.6: Support positive, respectful, and inclusive work environments; provide the workforce with updated information, education, and guidance to employees.

2020-22 Goals and Strategies

3. OPPORTUNITIES	GOAL: Carefully evaluate and then execute, or dismiss, emerging opportunities.
	EXPECTATIONS: The District will only engage in opportunities that contribute positively toward:
	<ul style="list-style-type: none"> • Fast and effective emergency response • Community health and safety • Efficiency, financial resilience, and sustainability. • Cooperative partnerships, resource sharing, and integrated regional service delivery
	STRATEGY 3.1: Advocate for system improvements in cooperation with partner agencies.
	STRATEGY 3.2: Participation in joint initiatives targeting community-specific risks in cooperation with intergovernmental partners, community/civic groups, task forces, and coalitions.
	STRATEGY 3.3: Assist in developing and fully implementing the Regional SCBA Replacement deployment and training plan.
STRATEGY 3.4: Complete planned land purchases for future fire stations.	
STRATEGY 3.5: Conduct planning as needed for continued mitigation, recovery and assessment of the COVID-19 response/operations. Apply lessons learned toward forward-looking planning for a possible resurgence.	

2018-20 Strategic Plan (See Appendix for Final Report: 2018-20 Goals and Strategies)

1. HEALTH	GOAL: Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.	
	STRATEGIES:	
	1A	<p>Improve communication and education on TVF&R's strategic direction and priorities, core services, business and financial model fundamentals, and related challenges.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • Research, adapt, and advance methods to increase and simplify consumption, and provide prompt feedback. • Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand videos. • Update official written communications as needed to ensure clarity on what is current policy and procedure.
	1B	Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same.
	1C	Promote targeted health and wellness resources for non-line employees.
	1D	Promote access to and awareness of available behavioral health resources.
	1E	Increase supervisor/employee discussion around personal preparedness goals.
	1F	Conduct proactive and focused business/financial planning to inform resource decisions.

2018-20 Strategic Plan (See Appendix for Final Report: 2018-20 Goals and Strategies)

2. PERFORMANCE

GOAL: 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.	
STRATEGIES:	
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"> • Optimize mobile incident intelligence applications. • Capture post-fire review in the incident records management system. • Refine response time definitions and measurements. • Capture occupancy and code compliance data in the EGIS spatial platform. • Retool peer review and quality improvement processes.
2B	Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.
2C	<p>Implement planned technology initiatives that improve connectivity and support organizational and response performance.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • New CAD/AVL applications and evaluation. • EGIS analytics and Standards of Cover applications. • Mobile incident intelligence software implementation. • Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements. • Office 365 migration and training. • MUNIS ExecuTime implementation (e-timesheets).
2D	Examine organizational and work group technology workflows; optimize capabilities.
2E	Develop and maintain a strategic technology roadmap for well-timed system and resource enhancements; cross plan with facility improvements/construction and capital planning.
2F	Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives.
2G	Expand and evaluate mobile training resources for proof of concept; align with future facility investments.
2H	Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce.

2018-20 Strategic Plan (See Appendix for Final Report: 2018-20 Goals and Strategies)

3. OPPORTUNITIES

GOAL: Carefully evaluate and then execute, or dismiss, emerging opportunities.	
STRATEGIES:	
3A	<p>Advocate for system improvements jointly with partner agencies.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> · Improved patient care standards and EMS systems integration. · WCCCA radio system replacement. · Consensus on standardized dispatch policies and practices. · FirstNet public safety broadband network buildout in Oregon. · Opticom modernization (or equivalent). · Fire Data Lab participation.
3B	Construct, outfit, and occupy a new Logistics facility.
3C	Complete planned land purchases for future fire stations.

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 2020-21 annual budget is designed to reflect the District's **Strategic Plan** for the 2020-2022 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.

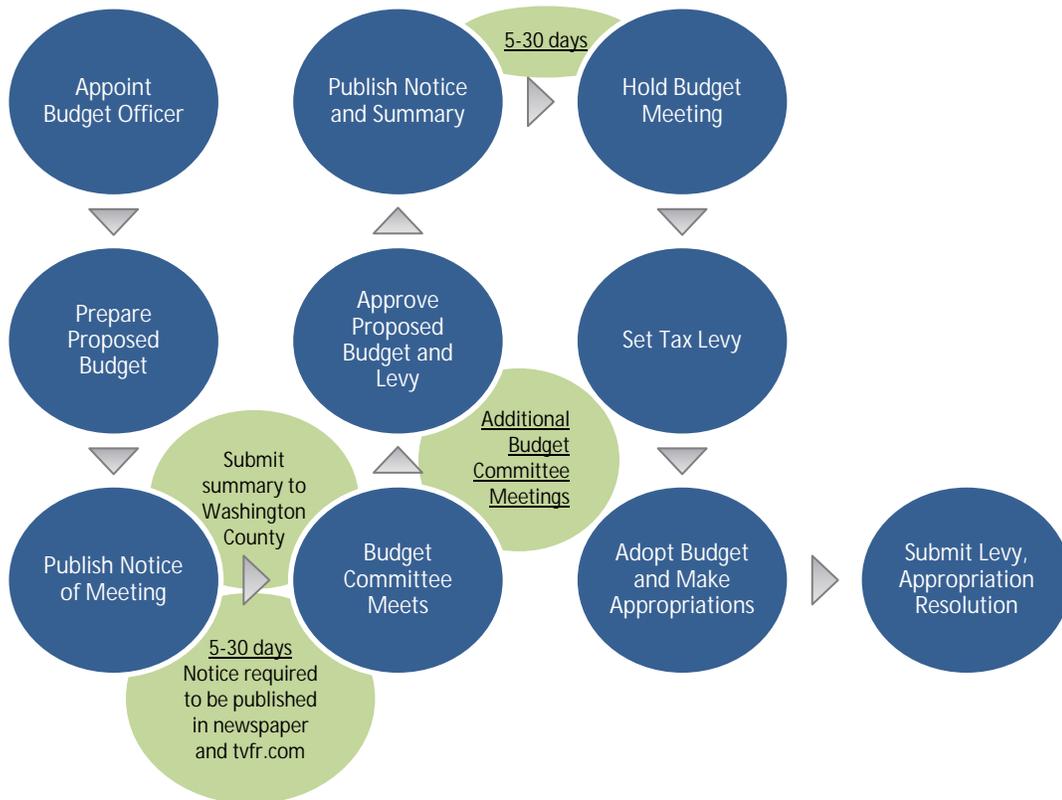
The Budget as a Policy Document, continued

The budget, or financial plan, begins each fall, with the executive staff review of the budget calendar and a review of issues to address in the budget preparation. 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 executive staff so budget development will be performed in the context of the longer-term financial plan. The budget process officially kicks off in December, with presentations to division staff and Battalion Chiefs. The budget is reviewed by the various divisions in January and submitted to the budget officer in early February. Budget presentations are then made by each assistant chief to the entire executive staff regarding the status of accomplished current year division tactics and tactics for the 2020-21 budget year in the context of the requested budget.

Each worksite manager completes the **budget addition requests** form, asking for items above their base budget, which this year was the same as the 2019-20 year. This information is reviewed by the respective assistant chief before submitting them to the budget officer. The department manager also includes backup information related to requested line item accounts.

The assistant chiefs review each of their department's budgets and then in the executive team the entire budget is reviewed and finalized through intensive review and discussion. From this revised budget, the budget officer and executive staff 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	§ Strategic Plan work session
October – December	§ Revenue forecasting § Capital planning § Bond modeling § Strategic Plan validation § Budget forecast to managers
January	§ Budget module and instructions available to station captains and department managers online § Personnel Services budgets are prepared and uploaded § Budgets, accomplishments, and performance objectives due to division and assistant chiefs
February – March	§ Station and department budgets, accomplishments, and performance objectives reviewed by division and assistant chiefs and submitted to budget officer § Budget officer reviews budgets § Budget Committee workshop is held
April	§ Budget closed for changes § Finance Division prepares draft budget document for Budget Committee Meeting
May	§ Budget draft document distributed in early May § Publish Notice of Budget Committee Meeting in newspaper and on tvfr.com § Budget Committee Meeting is held
June	§ Publish Public Notice of Budget Hearing in newspaper § Budget Hearing is held to adopt budget and levy taxes
July	§ Tax levy certified by court clerks of Washington, Clackamas, Multnomah, and Yamhill counties § Budgets delivered to residents and government agencies

Budget Adoption

A **final budget** was developed in **April 2020**. 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 24, 2020, 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**, the **Volunteer LOSAP Fund** and the **Custodial 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, Volunteer LOSAP Fund, and Custodial 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
§ Property taxes	§ Board of Directors and Civil Service Commission
§ Interest on cash and investments	§ Command
§ Program fees and revenues	§ Business Strategy
§ Miscellaneous and other revenues	§ Human Resources, Behavioral Health
	§ Occupational Health/Wellness
	§ Logistics, Fleet, Facility, and Supply
	§ Finance, IT, and Communications
	§ Operations
	§ EMS
	§ Training
	§ Emergency Management, Volunteers
	§ Fire and Life Safety
	§ Government Affairs
	§ Media Services
	§ Transfers to other funds

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

Debt Service Fund

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

Sources of Funds	Use of Funds
§ Property taxes	§ Payment of maturing principal and interest on general long-term debt
§ Interest on cash and investments	

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
§ Transfers from the General Fund	§ Purchase of emergency response vehicles, including fire and rescue apparatus and hazardous materials vehicles
§ Interest on cash and investments	
§ Sales of surplus apparatus	

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

Capital Improvements Fund

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

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

Nearly all of the resources of this fund are the result of working capital on hand at the beginning of the fiscal year and transfers from other funds. Other revenues are provided by 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"> § Program fees and revenues § Interest on invested cash 	<ul style="list-style-type: none"> § Mobile emergency responder radio coverage approved equipment

Grants Fund

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

Property and Building Fund

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

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

Insurance Fund

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

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

Pension Trust Fund

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

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

Volunteer LOSAP Fund

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

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

Custodial Fund

The Custodial Fund is a fiduciary-type fund that has been established to account for the activities of the Tualatin Valley Fire & Rescue Volunteer Firefighters, a 501(c)4 non-profit organization, as well as other activities that are funded through community donations for social and community engagement.

Sources of Funds	Use of Funds
<ul style="list-style-type: none"> § Donations 	<ul style="list-style-type: none"> § Fundraising events § Support for TVF&R Volunteer Firefighters § Donations to other Social & Welfare Organizations

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.

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

Capital Program, continued

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 the five-year levy was approved by the voters on the May 21, 2019, election and goes into effect in the 2020-21 year.

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.

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 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 2020-21 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.

Capital Outlay by Fund	2020-21
Apparatus Fund	
Vehicles & Apparatus	\$ 2,713,500
Total Apparatus Fund	2,713,500
Capital Improvements Fund	
TC Training Props	20,000
Building & Bldg. Improvements	115,000
Vehicles & Apparatus	430,820
Firefighting Equipment	723,540
EMS Equipment	114,000
Office Equipment & Furniture	260,000
Building Equipment	97,541
Physical Fitness Equipment	90,643
Shop Equipment	225,000
Communications Equipment	88,300
Data Processing Software	285,000
Computer Equipment	30,000
Total Capital Improvements Fund	2,479,844
MERRC Fund	
Communications Equipment	100,000
Total MERRC Fund	100,000
Property and Building Fund	
Land	2,226,000
Building & Bldg. Improvements	6,165,881
Office furniture and Equipment	
Total Property and Building Fund	8,391,881
Total Capital Outlay for 2020-21	\$ 13,685,225

Debt Policies

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

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

Specific **debt policies** are:

1. Long-term borrowing is confined to meet the needs outlined in the capital program.
2. Long-term capital projects may not be financed by the issuance of debt obligations for periods longer than the projected useful life of the project or item.
3. Revenue sources that will be used to pay long-term debt will be conservatively forecasted to ensure that such debt is adequately financed.
4. Long-term debt will be used only when it has been determined that future generations of 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. The initial pay equity review was completed in late CY19 and implemented in early CY20.

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

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.

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

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, 2020 – June 30, 2021)

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	Position
M3	11,314	12,019	12,769	13,565	14,410	15,306	Assistant Chief, Chief Financial Officer
M2	10,775	11,446	12,160	12,917	13,723	14,578	Controller, Director of Organizational Health, Director of Government Affairs, Director of Logistics, Director of Technology Services, District Chief, Division Chief of EMS, Division Chief of Training, Fire Marshal
M1	9,308	9,888	10,505	11,160	11,855	12,594	Assistant Fire Marshal, Medical Services Chief, Public Affairs Chief, Public Education Chief Officer

Non-Represented Administrative Support Monthly Grade Chart (July 1, 2020 – June 30, 2021)

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	Position
14	9,053	9,618	10,218	10,855	11,532	12,249	
13	8,422	8,948	9,506	10,099	10,729	11,395	
12	7,834	8,322	8,841	9,392	9,978	10,600	Financial Operations Manager, Facilities Maintenance Manager, Fleet Maintenance Manager, Senior Database Administrator, Senior Network Engineer, Senior Systems Administrator
11	7,287	7,742	8,224	8,737	9,281	9,858	Human Resources Manager, Payroll Manager
10	6,779	7,203	7,652	8,129	8,637	9,171	Media Services Manager, OHW Manager, Procurement and Contracts Administrator, Senior Financial Analyst, Senior HRIS Analyst, Strategic Program Manager, Supply Manager, Systems Administrator
9	6,306	6,699	7,117	7,561	8,033	8,532	Communications Supervisor, Facilities Maintenance Supervisor, Fleet Technician Supervisor, Records Manager
8	5,866	6,232	6,621	7,035	7,474	7,936	Deployment and Staffing Coordinator, Media Producer, Medical Billing Supervisor, Occupational Health Nurse, Operations Analyst, Public Affairs Officer
7	5,457	5,797	6,159	6,544	6,952	7,383	Communication Technician, Employment Recruiter, Facilities Maintenance Technician (LME), Human Resources Generalist, Public Affairs Coordinator, Senior Accountant
6	5,076	5,392	5,728	6,086	6,465	6,867	Facilities Maintenance Technician, GIS Program Coordinator, Service Desk Specialist, Wellness Coordinator
5	4,722	5,017	5,330	5,663	6,017	6,388	EMS Specialist, Executive Assistant, Records Analyst, Senior Payroll Specialist
4	4,392	4,666	4,957	5,266	5,595	5,943	Accounting Specialist, Communications Program Assistant, Community Affairs Specialist, Human Resources Specialist, Medical Equipment Technician, OHW Certified Medical Assistant, Supply Procurement Specialist
3	4,087	4,342	4,613	4,900	5,207	5,528	Capital Construction Control Specialist, Facilities Maintenance Admin. Assistant, Fleet Maintenance Assistant, Inventory Control Specialist, Logistics Assistant, Training Division Specialist
2	3,801	4,038	4,291	4,559	4,844	5,143	Administrative Assistant, Athletic Trainer, Finance Clerk, Medical Billing Specialist, OHW Assistant
1	3,536	3,757	3,992	4,242	4,507	4,783	Facilities Utility Worker, Supply Assistant, Supply Customer Service Clerk
Entry	3,289	3,494	3,713	3,945	4,191	4,449	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	Step 1	Step 2	Step 3	Step 4	Step 5
Fleet Technician hourly <i>Monthly</i>	31.4815 5,457	33.4487 5,798	35.5371 6,160	37.7524 6,544	40.1061 6,952	42.5926 7,383
Respiratory Protection Program Coordinator hourly <i>Monthly</i>	31.4815 5,457	33.4487 5,798	35.5371 6,160	37.7524 6,544	40.1061 6,952	42.5926 7,383
Fleet Parts & Small Engine Technician hourly <i>Monthly</i>	23.5779 4,087	25.0490 4,342	26.6124 4,613	28.2739 4,901	30.0392 5,207	31.8911 5,528
Fleet Utility Worker hourly <i>Monthly</i>	20.3992 3,536	21.6742 3,757	23.0299 3,992	24.4664 4,241	25.9952 4,506	27.5932 4,783



49 HR Bargaining Unit Employees' Wage Schedules (July 1, 2020 – June 30, 2021)

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
Paramedic hourly *	20.4282	21.5033	22.6351	23.8264	25.0803	26.4002
<i>Monthly</i>	4,744.20	4,993.88	5,256.72	5,533.39	5,824.62	6,131.18
<i>Monthly PM Premium</i>	474.42	499.39	525.67	553.34	582.46	613.12
Total Monthly	5,218.61	5,493.27	5,782.40	6,086.73	6,407.08	6,744.30

Premiums based on Paramedic position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% premium hourly	2.0428	2.1503	2.2635	2.3826	2.5080	2.6400
<i>Monthly</i>	474.42	499.39	525.67	553.34	582.46	613.12

* Hourly rate for 49hr 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>	18.3740	20.0444	21.7148
<i>Monthly</i>		3,976.88	4,338.41	4,699.95

* 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
Firefighter hourly	23.4734	27.4170	28.8440	30.2712	31.7924	33.4074
<i>Monthly</i>	5,080.59	5,934.13	6,243.00	6,551.91	6,881.15	7,230.69
Engineer hourly	25.0695	29.2386	30.7595	32.3557	33.9896	35.6421
<i>Monthly</i>	5,426.05	6,328.40	6,657.59	7,003.07	7,356.70	7,714.37
Lieutenant hourly	27.0226	31.5671	33.2760	34.8533	36.6937	38.4965
<i>Monthly</i>	5,848.77	6,832.38	7,202.25	7,543.65	7,941.99	8,332.19
Captain hourly	29.7831	34.7594	36.5997	38.4213	40.4305	42.3649
<i>Monthly</i>	6,446.24	7,523.33	7,921.65	8,315.90	8,750.77	9,169.45
Battalion Chief hourly		<i>Entry level Battalion Chief starts at 4 Year Pay step</i>			51.6291	54.3429
<i>Monthly</i>					11,174.61	11,761.97

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic hourly (10%)	2.3473	2.7417	2.8844	3.0271	3.1792	3.3407
<i>Monthly</i>	508.06	593.41	624.30	655.19	688.12	723.07
EMT Intermediate hourly (7.5%)	1.7605	2.0563	2.1633	2.2703	2.3844	2.5056
<i>Monthly</i>	381.04	445.06	468.23	491.39	516.09	542.30
Hazmat Spec (6%), Tech Resc (6%), Water Resc (6%), or Mobile Int Hlth PM hourly (6%)	1.4084	1.6450	1.7306	1.8163	1.9075	2.0044
<i>Monthly</i>	304.84	356.05	374.58	393.11	412.87	433.84
EMT Advanced hourly (5.0%)	1.1737	1.3708	1.4422	1.5136	1.5896	1.6704
<i>Monthly</i>	254.03	296.71	312.15	327.59	344.06	361.53
Hazmat Tech hourly (4%)	0.9389	1.0967	1.1538	1.2108	1.2717	1.3363
<i>Monthly</i>	203.22	237.37	249.72	262.08	275.25	289.23
FTO hourly (3%)	0.7042	0.8225	0.8653	0.9081	0.9538	1.0022
<i>Monthly</i>	152.42	178.02	187.29	196.56	206.43	216.92
Internship FTO hourly (1%)	0.2347	0.2742	0.2884	0.3027	0.3179	0.3341
<i>Monthly</i>	50.81	59.34	62.43	65.52	68.81	72.31
Medic Ride Time Paramedic (24-hour unit)	\$47 per assigned shift					

Salary Administration, continued

42 HR Bargaining Unit Employees' Wage Schedules (July 1, 2020 – June 30, 2021)

42-Hour Schedule

Based on Annual Hours 2,191.56 (Monthly 182.63, Pay Period 91.32)

Line and Day positions (FF to BC, plus TO, DFM, FI)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter hourly	27.8190	32.4926	34.1839	35.8753	37.6781	39.5920
<i>Monthly</i>	5,080.59	5,934.13	6,243.00	6,551.91	6,881.15	7,230.69
Engineer hourly	29.7106	34.6515	36.4540	38.3457	40.2820	42.2404
<i>Monthly</i>	5,426.05	6,328.40	6,657.59	7,003.07	7,356.70	7,714.37
Lieutenant hourly	32.0252	37.4110	39.4363	41.3056	43.4868	45.6233
<i>Monthly</i>	5,848.77	6,832.38	7,202.25	7,543.65	7,941.99	8,332.19
Captain hourly	35.2967	41.1944	43.3754	45.5341	47.9153	50.2078
<i>Monthly</i>	6,446.24	7,523.33	7,921.65	8,315.90	8,750.77	9,169.45

Basic Life Support Position

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	<i>Basic Life Support position has 3 steps*</i>	18.3740	20.0444	25.7348
<i>Monthly</i>		3,976.88	4,338.41	4,699.95

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

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic hourly (10%)	2.7819	3.2493	3.4184	3.5875	3.7678	3.9592
<i>Monthly</i>	482.22	563.23	592.54	621.86	653.11	686.29
EMT Intermediate hourly (7.5%)	2.0864	2.4369	2.5638	2.6906	2.8259	2.9694
<i>Monthly</i>	361.66	422.42	444.41	466.40	489.83	514.72
Hazmat Spec (6%), Tech Resc (6%), Water Resc (6%), or Mobile Int Hlth PM hourly (6%)	1.6691	1.9496	2.0510	2.1525	2.2607	2.3755
<i>Monthly</i>	289.33	337.94	355.53	373.12	391.87	411.77
EMT Advanced hourly (5.0%)	1.3910	1.6246	1.7092	1.7938	1.8839	1.9796
<i>Monthly</i>	241.11	281.61	296.27	310.93	326.56	343.14
Hazmat Tech hourly (4%)	1.1128	1.2997	1.3674	1.4350	1.5071	1.5837
<i>Monthly</i>	192.89	225.29	237.02	248.75	261.24	274.52
FTO hourly (3%)	0.8346	0.9748	1.0255	1.0763	1.1303	1.1878
<i>Monthly</i>	144.66	168.97	177.76	186.56	195.93	205.89
Internship FTO hourly (1%)	0.2782	0.3249	0.3418	0.3588	0.3768	0.3959
<i>Monthly</i>	48.22	56.32	59.25	62.19	65.31	68.63

40 HR Bargaining Unit Employees' Wage Schedules (July 1, 2020 – June 30, 2021)

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	27.3693	28.8098	30.3261	31.9222	33.6023	35.3709
<i>Monthly</i>	4,744.20	4,993.88	5,256.72	5,533.39	5,824.62	6,131.18
<i>Monthly PM Premium</i>	474.42	499.39	525.67	553.34	582.46	613.12
<i>Total Monthly</i>	5,218.61	5,493.27	5,782.40	6,086.73	6,407.08	6,744.30

Premiums based on Paramedic position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% premium	2.7369	2.8810	3.0326	3.1922	3.3602	3.5371
<i>Monthly</i>	474.42	499.39	525.67	553.34	582.46	613.12

Basic Life Support Position

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	<i>Basic Life Support position has 3 steps*</i>	22.9426	25.0283	27.1140
<i>Monthly</i>		3,976.88	4,338.41	4,699.95

* 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	29.3100	34.2341	36.0159	37.7980	39.6974	41.7139
<i>Monthly</i>	5,080.59	5,934.13	6,243.00	6,551.91	6,881.15	7,230.69
Engineer hourly	31.3029	36.5086	38.4077	40.4008	42.4409	44.5042
<i>Monthly</i>	5,426.05	6,328.40	6,657.59	7,003.07	7,356.70	7,714.37
Lieutenant hourly	33.7416	39.4160	41.5499	43.5194	45.8174	48.0685
<i>Monthly</i>	5,848.77	6,832.38	7,202.25	7,543.65	7,941.99	8,332.19
Captain hourly	37.1884	43.4021	45.7001	47.9745	50.4833	52.8986
<i>Monthly</i>	6,446.24	7,523.33	7,921.65	8,315.90	8,750.77	9,169.45
Fire Inspector	<i>Entry level Fire Inspector starts at 4 Year Pay Step</i>				42.4409	44.5042
<i>Monthly</i>					7,356.70	7,714.37
Deputy Fire Marshal 1	33.7416	39.4160	41.5499	43.5194	45.8174	48.0685
<i>Monthly</i>	5,848.77	6,832.38	7,202.25	7,543.65	7,941.99	8,332.19
Deputy Fire Marshal 2	37.1884	43.4021	45.7001	47.9745	50.4833	52.8986
<i>Monthly</i>	6,446.24	7,523.33	7,921.65	8,315.90	8,750.77	9,169.45
Training Officer / MSO	37.1884	43.4021	45.7001	47.9745	50.4833	52.8986
<i>Monthly</i>	6,446.24	7,523.33	7,921.65	8,315.90	8,750.77	9,169.45
Battalion Chief	<i>Entry level Battalion Chief starts at 4 Year Pay Step</i>				64.4664	67.8549
<i>Monthly</i>					11,174.61	11,761.97

Salary Administration, continued

40 HR Bargaining Unit Employees' Wage Schedules (July 1, 2020 – June 30, 2021), 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%)	2.9310	3.4234	3.6016	3.7798	3.9697	4.1714
<i>Monthly</i>	508.06	593.41	624.30	655.19	688.12	723.07
EMT Intermediate hourly (7.5%)	2.1982	2.5676	2.7012	2.8349	2.9773	3.1285
<i>Monthly</i>	381.04	445.06	468.23	491.39	516.09	542.30
Hazmat Spec (6%), Tech Resc (6%), Water Resc (6%), or Mobile Int Hlth PM hourly (6%)	1.7586	2.0540	2.1610	2.2679	2.3818	2.5028
<i>Monthly</i>	304.84	356.05	374.58	393.11	412.87	433.84
EMT Advanced hourly (5.0%)	1.4655	1.7117	1.8008	1.8899	1.9849	2.0857
<i>Monthly</i>	254.03	296.71	312.15	327.60	344.06	361.53
Hazmat Tech hourly (4%)	1.1724	1.3694	1.4406	1.5119	1.5879	1.6686
<i>Monthly</i>	203.22	237.37	249.72	262.08	275.25	289.23
FTO hourly (3%)	0.8793	1.0270	1.0805	1.1339	1.1909	1.2514
<i>Monthly</i>	152.42	178.02	187.29	196.56	206.43	216.92
Internship FTO hourly (1%)	0.2931	0.3423	0.3602	0.3780	0.3970	0.4171
<i>Monthly</i>	50.81	59.34	62.43	65.52	68.81	72.31
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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 94,897,568	\$ 102,893,045	\$ 114,024,773	\$ 126,974,805
Materials and Services	12,018,774	11,880,689	14,788,575	14,843,276
Operating Transfers Out	7,419,790	5,051,756	6,109,816	4,796,515
Operating Contingency			4,003,975	5,142,000
Ending Fund Balance	45,926,064	51,631,890	35,462,587	31,003,370
Total Expenditures	\$ 160,262,196	\$171,457,380	\$174,389,726	\$ 182,759,966

2020-21 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 began operations in the new Fire Station 39, in January 2020, 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. A new station 54 with a staffed medic will begin operations in the fall of 2020.

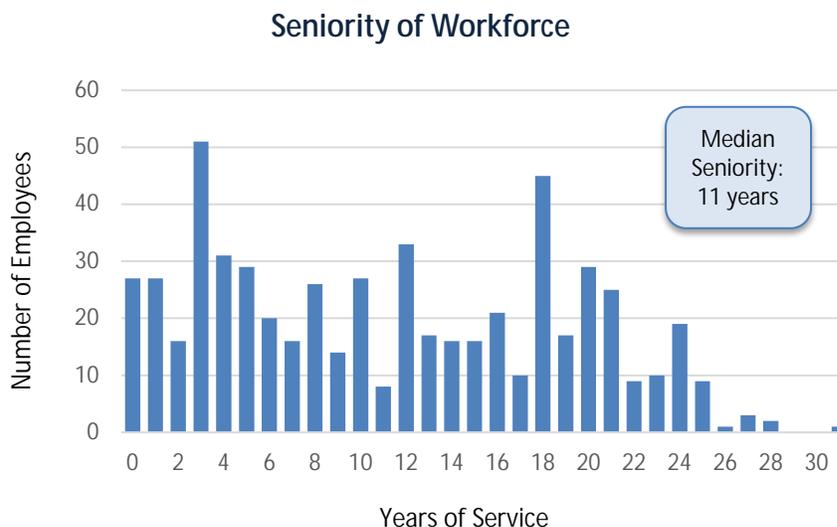
The General Fund personnel strength for the 2020-21 fiscal year is budgeted at 593.92 full-time equivalent (FTE) positions, the same as the prior year. The General Fund’s personnel services increased \$12,950,032 or 11.4% over the prior year. \$4,000,000 of this increase is due to a payment from the general fund to PERS to fund an employer side account and take advantage of the Employer Incentive Fund (EIF). This expenditure is funded by money that was in the districts PERS stability fund. Without that onetime expenditure, personnel expenses would have increased 8,950,032 or 7.9%. This increase was in part due to, the addition of a Kelly day in January of 2020, the movement of six firefighters from the relief pool to stations, an increase in health care costs and the second year of the biennial PERS increase.

Wages were budgeted to increase 3.1%, 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.

2020-21 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 2019-20 has not yet been adjusted for the overtime and PERS costs associated with this past wildfire season. The 2020-21 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 29.26% for line firefighters and paramedics. The biennium July 1, 2019, to 2021, continues the pattern of expected significant PERS rate increases charged to employers. The July 1, 2020, 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 is using the majority its PERS rate reserve to fund an employer side account that will help reduce the Unfunded Actuarial Liability over the next 20 years. Due to significant unfunded actuarial liabilities, PERS's actuaries project continued rate increases over several biennium. The District intends to utilize its remaining rate reserve funds to step into the next 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 7% as allowed in the labor contract for firefighters and 8% for non-union.

Materials and Services expenditures increased \$54,701 or 0.38% over the prior year's budget, reflecting increases in 2020-21 nonrecurring expenses such as Elections Expense account 5574, which cover the District's share of county election costs for the May 2021, election, ongoing increase in software costs, and bi-annual Paramedic recertification costs.

2020-21 Significant Changes, continued

EMS Supplies, account 5320, reflects supplies used for emergency medical response as well as cadaver labs for recruit training and includes \$52,000 for replacement cardiac monitor batteries. Firefighting Supplies, account 5321, includes \$50,000 for our exposure reduction project and \$56,000 for particulate hoods.

Protective clothing, account 5325, includes helmets, SCBA masks, turnout coats, harness and pants, turnout boots, and wildland firefighter uniforms as needed. The account 5330 includes \$11,000 Haz Mat suit communications 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. In addition to ongoing facility maintenance, the account includes, 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. This account is down from prior years, because we have transferred custodial and security costs that were formerly in this account, to accounts 5416 and 5414.

Vehicle Maintenance was increased for the District's in-house fleet maintenance program to a total of \$1,084,145, or an increase of \$69,905, 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. 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 \$37,500 for laptop replacements, \$40,000 for switches supporting the District's network operations, and \$21,000 for additional iPads for the Fire and Life Safety department. Phone switching hardware, regular hard drives, and other maintenance items supporting District operations are included in this account.

The budget for the District's property and liability coverage is paid from account 5400 and this includes an increase of \$34,850 reflecting the projected increase in 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. Elections expense account 5574 reduction reflects the election in 2020-21 that will be charged to the District.

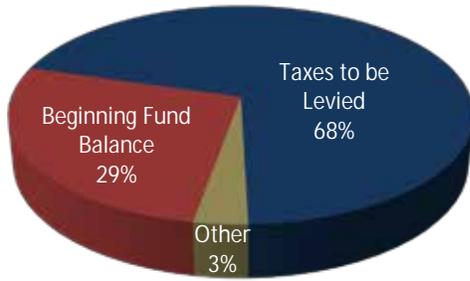
Account 5414 includes physician services for all current employees' physicals and for new hire exams totaling \$218,400 with associated laboratory services at approximately \$59,650. It also includes fees for investment advisory services of \$33,000 and consulting fees to help maximize efficiencies at the logistics service center for \$60,000. 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, station security costs, and among numerous other items comprising the budget for account 5414, Other Professional Services for \$1,090,457.

2020-21 Significant Changes, continued

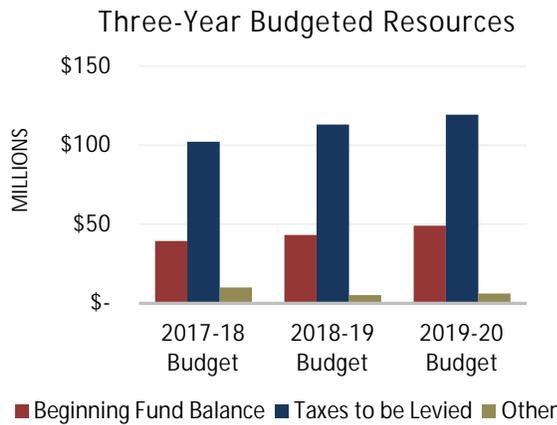
Dispatch fees reflect charges anticipated from Washington County Consolidated Communications Agency (WCCCA) and C800. Utility accounts reflect anticipated stations and energy utilization based on staffing by station. The District continues to plan for external training and education through accounts 5461 and 5462. Account 5575 reflects firefighter turnout cleanings performed and associated repairs.



General Fund 2020-21 Resources by Budget Category



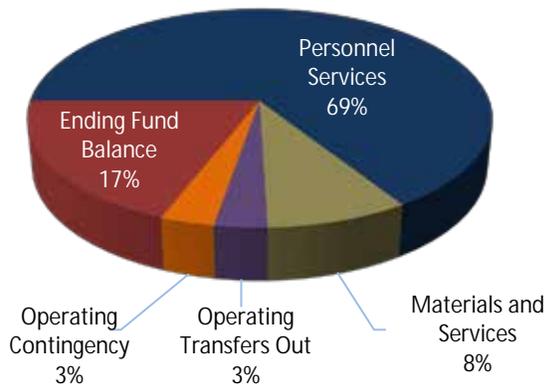
Resources	2020-21 Budget	Percent of Budget
Beginning Fund Balance	\$ 52,456,165	28.72%
Taxes to be Levied	124,331,613	68.08%
Previously Levied Taxes	961,095	0.53%
Taxes in Lieu of Property Taxes	15,833	0.01%
Forest Revenue	25,500	0.01%
Interest on Investments	625,000	0.34%
Interest on Property Tax	59,743	0.03%
Program Revenue	3,603,467	1.90%
Regional Hazmat Responses	15,000	0.01%
Special Service Charges	3,417	0.00%
Training Classes	41,000	0.02%
Rental Income	57,663	0.03%
Insurance Refunds	260,000	0.14%
Donations and Grants	33,970	0.01%
Surplus Property	25,000	0.01%
Miscellaneous Revenue	245,500	0.13%
Total Resources	\$ 182,759,966	100.00%



General Fund 2020-21 Requirements by Budget Category

Requirements	2020-21 Budget	Percent of Budget
Personnel Services	\$126,974,805	69.48%
Materials and Services	14,843,276	8.12%
Operating Transfers Out	4,796,515	2.62%
Operating Contingency	5,142,000	2.82%
Ending Fund Balance	31,003,370	16.96%
Total Requirements	\$182,759,966	100.00%

Three-Year Budgeted Requirements



General Fund, continued

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

Requirements	Personnel Costs	Materials & Services	Other	2020-21 Budget
Command Directorate				
Board of Directors	\$ 500	\$ 193,650		\$ 194,150
Civil Service Commission	139,978	47,119		187,097
Fire Chief's Office	3,001,502	1,111,147		4,112,649
Total Command Directorate	3,141,980	1,351,916		4,493,896
Business Directorate				
Business Strategy	913,230	79,595		992,825
Human Resources	1,679,348	208,892		1,888,240
Behavioral Health	327,408	10,458		337,866
Occupational Health/Wellness	897,891	504,566		1,402,457
Logistics	451,721	211,150		662,871
Fleet Maintenance	2,029,954	1,215,419		3,245,373
Facility Maintenance	1,346,578	589,988		1,936,566
Supply	850,623	260,420		1,111,043
Total Business Directorate	8,496,753	3,080,488		11,577,241
Finance Directorate				
Finance	2,003,716	767,568		2,771,284
Information Technology	1,641,940	1,798,940		3,440,880
Communications	607,819	2,909,791		3,517,610
Total Finance Directorate	4,253,475	5,476,299		9,729,774
Operations Directorate				
Operations Admin	4,332,750	303,470		4,636,220
Relief Pool Personnel	13,683,000	32,403		13,715,403
Specialty Teams	152,891	70,389		223,280
Stations	80,849,201	2,686,268		83,535,469
EMS	1,786,998	487,196		2,274,194
Training	2,339,555	513,165		2,852,720
Recruits	1,344,104	187,160		1,531,264
Total Operations Directorate	104,488,499	4,280,051		108,768,550
Support Directorate				
Emergency Management	205,425	24,841		230,266
Volunteers/Chaplains	67,850	190,065		257,915
Total Support Directorate	273,275	214,906		488,181
Community Services Directorate				
Fire & Life Safety	4,795,597	178,800		4,974,397
Government Affairs	1,088,718	220,796		1,309,514
Media Services	360,637	34,980		395,617
Incident Management Team	75,871	5,040		80,911
Total Community Services Directorate	6,320,823	439,616		6,760,439
Non-Organizational				
Operating Transfers Out			\$ 4,796,515	4,796,515
Operating Contingency			5,142,000	5,142,000
Ending Fund Balance			31,003,370	31,003,370
Total Requirements	\$126,974,805	\$ 14,843,276	\$40,941,885	\$182,759,966

General Fund Personnel Summary

Program	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	19.00	18.00	10.00	10.00	0.00
Total Command Directorate	19.00	18.00	10.00	10.00	0.00
Business Directorate					
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	8.00		(8.00)
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	9.00	9.00	9.00	9.00	
Supply	7.00	7.00	7.00	7.00	
Media Services	2.00	2.00	-	-	
Emergency Management	1.00	1.00	-	-	
Total Business Directorate	59.00	59.00	64.00	52.00	(12.00)
Finance Directorate					
Finance	12.00	12.00	12.00	12.00	
Information Technology				8.00	8.00
Communications				4.00	4.00
Total Finance Directorate	12.00	12.00	12.00	24.00	12.00
Operations Directorate					
Operations Admin	5.00	5.00	16.25	16.25	
Relief Pool Personnel	62.00	62.00	68.00	62.00	(6.00)
Station 17 (North Plains)	9.00	12.00	12.00	12.00	
Station 19 (Midway)	9.00	12.00	12.00	12.00	
Station 20 (Springbrook)	15.00	18.00	18.00	24.00	6.00
Station 21 (Downtown Newberg)	15.00	18.00	18.00	18.00	
Station 33 (Sherwood)	14.00	14.00	14.00	12.00	(2.00)
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 (Rivergrove)			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	12.00	12.00	
Station 53 (Progress)	14.00	14.00	14.00	16.00	2.00
Station 54 (Charbonneau)				6.00	6.00
Station 55 (Stafford)	12.00	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	12.00	(6.00)
Station 60 (Cornell Road)	12.00	12.00	12.00	12.00	
Station 61 (Butner Road)	13.00	13.00	13.00	14.00	1.00
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	12.00	(1.00)
Station 66 (Brockman Road)	13.00	13.00	13.00	12.00	(1.00)
Station 67 (Farmington Road)	26.00	26.00	26.00	25.00	(1.00)
Station 68 (Oak Hills)	12.00	12.00	12.00	12.00	
Station 69 (Cooper Mountain)	12.00	12.00	12.00	12.00	
Station 70 (Raleigh Hills)	2.00	2.00	2.00	4.00	2.00
EMS			7.00	7.00	
Training			9.00	9.00	
Recruits			6.67	6.67	
North Division Command	18.00	20.00			
South Division Command	19.00	18.00			
Total Operations Directorate	462.00	475.00	476.92	476.92	0.00

General Fund, continued

General Fund Personnel Summary, continued

Program	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	Increase (Decrease)
EMS/Training/Volunteers Directorate					
EMS	6.00	6.00			
Training	11.00	9.00			
Recruits	10.50	5.00			
Total EMS/Training/Volunteers Directorate	27.50	20.00			
Support Directorate					
Emergency Management			1.00	1.00	
Total Support Directorate			1.00	1.00	0.00
Community Services Directorate					
Fire & Life Safety			23.00	23.00	
Government Affairs			5.00	5.00	
Media Services			2.00	2.00	
Total Community Services Directorate			30.00	30.00	0.00
Total Full-Time Equivalents (FTE)	579.50	584.00	593.92	593.92	0.00



General Fund Personnel Summary of Changes by Source

Program	2019-20 Budget	Additional Staffing	Transferred/ Reduced Staffing	2020-21 Budget	Comments
Command Directorate					
Fire Chief's Office	10.00			10.00	
Total Command Directorate	10.00			10.00	
Business Directorate					
Business Strategy	6.00			6.00	
Human Resources	8.00			8.00	
Behavioral Health	1.00			1.00	
Occupational Health/Wellness	6.00			6.00	
Information Technology	8.00		(8.00)		Transferred to the Finance Directorate
Communications	4.00		(4.00)		Transferred to the Finance Directorate
Logistics	2.00			2.00	
Fleet Maintenance	13.00			13.00	
Facility Maintenance	9.00			9.00	
Supply	7.00			7.00	
Total Business Directorate	64.00		(12.00)	52.00	
Finance Directorate					
Finance	12.00			12.00	
Information Technology			8.00	8.00	
Communications			4.00	4.00	
Total Finance Directorate	12.00		12.00	24.00	
Operations Directorate					
Operations Admin	16.25			16.25	
Relief Pool Personnel	68.00		(6.00)	62.00	January 1, 2020 redeployment
Station 17 (North Plains)	12.00			12.00	
Station 19 (Midway)	12.00			12.00	
Station 20 (Springbrook)	18.00		6.00	24.00	January 1, 2020 redeployment
Station 21 (Downtown Newberg)	18.00			18.00	
Station 33 (Sherwood)	14.00		(2.00)	12.00	January 1, 2020 redeployment
Station 34 (Tualatin)	13.00			13.00	
Station 35 (King City)	18.00			18.00	
Station 39 (Rivergrove)	6.00			6.00	
Station 50 (Walnut)	12.00			12.00	
Station 51 (Tigard)	25.00			25.00	
Station 52 (Wilsonville)	12.00			12.00	
Station 53 (Progress)	14.00		2.00	16.00	January 1, 2020 redeployment
Station 54 (Charbonneau)			6.00	6.00	January 1, 2020 redeployment
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		(6.00)	12.00	January 1, 2020 redeployment
Station 60 (Cornell Road)	12.00			12.00	
Station 61 (Butner Road)	13.00		1.00	14.00	January 1, 2020 redeployment
Station 62 (Aloha)	14.00			14.00	
Station 64 (Somerset)	13.00			13.00	
Station 65 (West Slope)	13.00		(1.00)	12.00	January 1, 2020 redeployment
Station 66 (Brockman Road)	13.00		(1.00)	12.00	January 1, 2020 redeployment
Station 67 (Farmington Road)	26.00		(1.00)	25.00	January 1, 2020 redeployment
Station 68 (Oak Hills)	12.00			12.00	
Station 69 (Cooper Mountain)	12.00			12.00	
Station 70 (Raleigh Hills)	2.00		2.00	4.00	January 1, 2020 redeployment
EMS	7.00			7.00	
Training	9.00			9.00	
Recruits	6.67			6.67	
Total Operations Directorate	476.92		-	476.92	

General Fund, continued

General Fund Personnel Summary of Changes by Source, continued

Program	2019-20 Budget	Additional Staffing	Transferred/ Reduced Staffing	2020-21 Budget	Comments
Support Directorate					
Emergency Management	1.00			1.00	
Total Support Directorate	1.00			1.00	
Community Services Directorate					
Fire & Life Safety	23.00			23.00	
Government Affairs	5.00			5.00	
Media Services	2.00			2.00	
Total Community Services Dir	30.00			30.00	
Total Full-Time Equivalents (FTE)	593.92			593.92	

Non-Organizational

Operating Transfers

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

Fund	2020-21 Budget
Apparatus Fund	\$ 1,000,000
Capital Improvements Fund	1,172,807
Property and Building Fund	2,500,000
Pension Trust Fund	123,708
Total Transfers	\$ 4,796,515

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 2020-21, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2021-22.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$31,003,370. 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 2021-22 fiscal year.

General Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year 2020-21</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 42,821,942	\$ 45,926,064	\$ 48,997,104	Beginning Fund Balance	\$ 52,456,165	\$ 52,456,165	\$ 52,456,165
905,661	3,298,838	942,250	Prior Years Prop Tax	961,095	961,095	961,095
14,920	17,996	15,523	Taxes In Lieu of Prop Tax	15,833	15,833	15,833
192,445	437,039	25,000	Forest revenues	25,500	25,500	25,500
339,707	627,875	615,701	Interest Income	625,000	625,000	625,000
14,845	87,853	14,919	Interest on Taxes	14,956	14,956	14,956
44,452	47,469	44,675	Unsegregated Tax Interest	44,787	44,787	44,787
10,176,293	5,161,178	3,754,829	Program Revenue	3,603,467	3,603,467	3,603,467
19,077	38,662	15,000	Haz Mat Response Revenues	15,000	15,000	15,000
184	90	350	Accounting Service Revenue	357	357	357
4,557	4,881	3,000	Fire Reports/Permits	3,060	3,060	3,060
39,000	48,000	40,500	Training Classes	41,000	41,000	41,000
91,264	66,253	56,532	Rental Revenue	57,663	57,663	57,663
207,041	124,377	23,500	Donations & Grants	33,970	33,970	33,970
497,665	502,168	350,000	Insurance Refunds WC	260,000	260,000	260,000
36,199	49,847	25,000	Surplus Property	25,000	25,000	25,000
251,882	89,027	245,000	Miscellaneous	245,000	245,000	245,000
569	423	500	Discounts Earned	500	500	500
55,657,705	56,528,040	55,169,383	Total Resources, Except Taxes to be Levied	58,418,353	58,418,353	58,418,353
		119,220,343	Taxes Necessary to Balance	124,331,613	124,331,613	124,331,613
104,604,489	114,929,341		Taxes Collected in Year Levied			
\$160,262,194	\$171,457,381	\$174,389,726	Total Resources	\$182,759,966	\$182,759,966	\$182,759,966

<i>Historical Data</i>			<i>Budget for Next Year 2020-21</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 94,897,566	\$102,893,046	\$114,024,773	Personnel Services	\$ 126,974,805	\$ 126,974,805	\$ 126,974,805
12,018,774	11,880,689	14,788,575	Materials and Services	14,750,276	14,750,276	14,843,276
7,419,790	5,051,756	6,109,816	Operating Transfers Out	4,796,515	4,796,515	4,796,515
		4,003,975	Operating Contingency	5,235,000	5,235,000	5,142,000
45,926,064	51,631,890	35,462,587	Ending Fund Balance	31,003,370	31,003,370	31,003,370
\$160,262,194	\$171,457,381	\$174,389,726	Total Requirements	\$ 182,759,966	\$ 182,759,966	\$ 182,759,966

General Fund, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
General Fund						
5001 Salaries & Wages Union	\$ 32,641,325	\$ 35,763,316	\$ 39,765,220	\$ 42,081,962	\$ 42,081,962	\$ 42,081,962
5002 Salaries & Wages Nonunion	8,923,862	9,067,902	9,532,795	10,083,003	10,083,003	10,083,003
5003 Vacation Taken Union	4,859,916	5,129,287	5,638,264	5,976,507	5,976,507	5,976,507
5004 Vacation Taken Nonunion	747,635	828,851	767,491	841,703	841,703	841,703
5005 Sick Leave Taken Union	901,728	981,650	994,439	1,080,327	1,080,327	1,080,327
5006 Sick Taken Nonunion	194,137	196,550	221,697	228,320	228,320	228,320
5007 Personal Leave Taken Union	459,713	440,651	562,888	569,899	569,899	569,899
5008 Personal Leave Taken Nonunion	88,661	72,600	89,736	89,249	89,249	89,249
5009 Comp Taken Union	19,674					
5010 Comp Taken Nonunion	56,140	45,346				
5015 Vacation Sold	223,700	174,371	363,292	293,089	293,089	293,089
5016 Vacation Sold at Retirement	128,771	111,932	270,576	202,328	202,328	202,328
5017 PEHP Vac Sold at Retirement	273,384	610,246	1,064,585	507,440	507,440	507,440
5018 Comp Time Sold Union	20,322	8,171				
5019 Comp Time Sold Nonunion	5,918	5,956				
5020 Deferred Comp Match Union	1,788,526	1,909,834	2,197,187	2,283,471	2,283,471	2,283,471
5021 Deferred Comp Match Nonunion	639,654	588,869	699,056	728,738	728,738	728,738
5090 Temporary Services-Backfill	13,071	5,921				
5101 Vacation Relief	5,030,161	5,271,472	5,502,745	5,669,632	5,669,632	5,669,632
5105 Sick Relief	847,517	995,005	896,533	952,381	952,381	952,381
5106 On the Job Injury Relief	354,752	261,669	279,531	268,892	268,892	268,892
5107 Short Term Disability Relief	35,540	195,457	42,717	91,725	91,725	91,725
5110 Personal Leave Relief	598,268	560,563	651,486	642,098	642,098	642,098
5115 Vacant Slot Relief	662,454	1,021,348				
5117 Regular Day Off Relief	1,245,747	1,444,050	1,460,601	1,202,737	1,202,737	1,202,737
5118 Standby Overtime	40,776	45,488	62,201	47,352	47,352	47,352
5120 Overtime Union	2,284,223	1,718,935	1,887,566	3,573,242	3,573,242	3,573,242
5121 Overtime Nonunion	169,922	115,000	41,372	36,900	36,900	36,900
5123 Comp Time Sold Nonunion	20					
5150 Pension Benefit	25,830	19,330	30,000	30,000	30,000	30,000
5201 PERS Taxes	13,723,544	15,568,877	19,104,365	26,097,671	26,097,671	26,097,671
5203 FICA/MEDI	4,357,264	4,641,965	5,540,148	5,931,897	5,931,897	5,931,897
5206 Worker's Comp	1,030,821	1,944,025	1,470,696	1,576,888	1,576,888	1,576,888
5207 TriMet/Wilsonville Tax	393,758	428,854	503,955	541,760	541,760	541,760
5208 OR Worker's Benefit Fund Tax	21,286	17,639	18,163	17,834	17,834	17,834
5210 Medical Ins Union	9,451,047	10,106,759	11,422,764	12,260,338	12,260,338	12,260,338
5211 Medical Ins Nonunion	1,721,934	1,686,123	1,849,750	1,659,420	1,659,420	1,659,420
5212 Medical Ins Nonu VEBA				263,531	263,531	263,531
5220 Post Retire Ins Union	269,690	270,953	292,420	293,980	293,980	293,980
5221 Post Retire Ins Nonunion	97,332	92,332	94,500	89,100	89,100	89,100
5230 Dental Ins Nonunion	159,730	158,925	172,731	169,596	169,596	169,596

General Fund, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5240 Life/Disability Insurance	101,443	97,666	106,617	110,882	110,882	110,882
5250 Unemployment Insurance	2,780		18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	14,837	15,643	14,898	14,898	14,898	14,898
5270 Uniform Allowance	143,784	150,048	224,893	277,870	277,870	277,870
5290 Employee Tuition Reimburse	48,199	47,806	90,655	79,785	79,785	79,785
5295 Vehicle/Cell Allowance	78,770	75,660	78,240	90,360	90,360	90,360
Personnel Services	94,897,568	102,893,045	114,024,773	126,974,805	126,974,805	126,974,805
5300 Office Supplies	27,698	27,785	42,250	43,305	43,305	43,305
5301 Special Department Supplies	224,097	215,806	272,525	276,771	276,771	276,771
5302 Training Supplies	75,146	66,342	109,735	118,435	118,435	118,435
5303 Physical Fitness	33,288	21,982	23,660	20,891	20,891	20,891
5304 Hydrant Maintenance			5,500	4,000	4,000	4,000
5305 Fire Extinguisher	6,469	10,290	18,671	16,725	16,725	16,725
5306 Photography Supplies & Process		68	140	140	140	140
5307 Smoke Detector Program	5,390	6,233	11,900	10,300	10,300	10,300
5311 Haz Mat Response Materials	1,161	1,138	3,000	3,000	3,000	3,000
5320 EMS Supplies	532,699	529,215	971,608	631,109	631,109	631,109
5321 Fire Fighting Supplies	222,609	204,911	266,785	364,526	364,526	364,526
5325 Protective Clothing	313,144	408,364	405,495	394,075	394,075	394,075
5330 Noncapital Furniture & Equip	120,770	102,588	205,500	130,888	130,888	130,888
5340 Software Licenses/Upgrade/Host	797,257	901,860	1,165,252	1,385,819	1,385,819	1,385,819
5350 Apparatus Fuel/Lubricants	427,732	441,849	467,621	501,240	501,240	501,240
5361 M&R Bldg/Bldg Equip & Improv	1,055,380	809,710	1,493,340	358,700	358,700	358,700
5363 Vehicle Maintenance	996,693	990,379	1,014,240	1,084,145	1,084,145	1,084,145
5364 M&R Fire Comm Equip	20,552	11,104	29,785	29,785	29,785	29,785
5365 M&R Firefight Equip	59,302	57,495	153,152	145,845	145,845	145,845
5366 M&R EMS Equip	55,475	42,930	44,005	56,301	56,301	56,301
5367 M&R Office Equip	92,217	85,674	134,868	133,800	133,800	133,800
5368 M&R Computer & Network Hdwe	104,372	135,743	234,450	187,056	187,056	187,056
5400 Insurance Premium	425,939	428,120	450,110	484,960	484,960	484,960
5410 General Legal	707,870	385,127	522,500	527,500	527,500	527,500
5411 Collective Bargaining	13,685	2,111	15,000	28,000	28,000	28,000
5412 Audit & Related Filing Fees	25,005	61,905	43,450	44,560	44,560	44,560
5413 Consultant Fees	133,418	158,351	309,800	218,000	218,000	218,000
5414 Other Professional Services	771,540	711,954	797,095	1,090,457	1,090,457	1,090,457
5415 Printing	29,310	36,287	38,435	35,385	35,385	35,385
5416 Building Services	182,489	191,612	221,984	766,537	766,537	766,537
5417 Temporary Services	62,169	65,391	85,060	81,280	81,280	81,280
5418 Trustee/Administrative Fees	47,775	31,302	112,550	114,675	114,675	114,675
5420 Dispatch	2,193,003	2,245,128	2,430,498	2,410,498	2,410,498	2,410,498
5421 BOD Allowance	8,950	10,550	9,000	9,000	9,000	9,000
5430 Telephone	317,048	314,710	333,524	378,128	378,128	378,128

General Fund, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	141,169	127,265	143,216	170,107	170,107	170,107
5433 Electricity	475,256	490,537	506,848	513,620	513,620	513,620
5434 Water/Sewer	233,934	266,767	259,877	282,472	282,472	282,472
5436 Garbage	67,164	67,321	79,634	84,073	84,073	84,073
5437 Cable Access	153,910	188,218	184,118	181,918	181,918	181,918
5445 Rent/Lease of Building	12,184	110,852	114,504	117,888	117,888	117,888
5450 Rental of Equip	11,224	8,797	15,010	15,010	15,010	15,010
5461 External Training	78,252	76,353	163,425	181,557	181,557	181,557
5462 Travel and Per Diem	148,230	179,235	237,647	244,412	244,412	244,412
5471 Citizen Awards	2,232	1,532	3,000	3,000	3,000	3,000
5472 Employee Recog & Awards	12,148	28,449	34,909	30,505	30,505	30,505
5473 Employ Safety Pro & Incent	6,200	12,260	13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	8,463	8,708	9,500	9,500	9,500	9,500
5480 Community/Open House	21,849	21,580	46,215	47,615	47,615	47,615
5481 Community Education Materials	21,828	19,924	27,996	30,710	30,710	30,710
5484 Postage UPS & Shipping	43,497	48,927	64,860	75,439	75,439	75,439
5500 Dues & Subscriptions	62,204	62,121	79,844	77,335	77,335	77,335
5501 Volunteer Assn Dues	12,000	16,000	16,000	16,000	16,000	16,000
5502 Certifications & Licensing	10,731	60,536	11,341	94,528	94,528	94,528
5570 Misc Business Exp	49,391	57,125	93,974	98,527	98,527	98,527
5571 Planning Retreat Expense	5,027	5,536	10,600	11,950	11,950	11,950
5572 Advertis/Public Notice	54,773	72,441	73,450	67,040	67,040	67,040
5573 Inventory Over/Short/Obsolete	(55,416)	(6,232)	5,500	5,500	5,500	5,500
5574 Elections Expense	250,366	152,857		165,000	165,000	165,000
5575 Laundry/Repair Expense	102,507	89,566	151,619	127,734	127,734	127,734
Materials and Services	12,018,774	11,880,689	14,788,575	14,750,276	14,750,276	14,750,276
5800 Transfers Out	7,419,790	5,051,756	6,109,816	4,796,515	4,796,515	4,796,515
Transfers Out	7,419,790	5,051,756	6,109,816	4,796,515	4,796,515	4,796,515
5900 Contingency			4,003,975	5,235,000	5,235,000	5,235,000
Contingency			4,003,975	5,235,000	5,235,000	5,235,000
5999 Budgeted Ending Fund Balance	45,926,064	51,631,890	35,462,587	31,003,370	31,003,370	31,003,370
Ending Fund Balance			35,462,587	31,003,370	31,003,370	31,003,370
Total General Fund	\$160,262,196	\$171,457,380	\$174,389,726	\$182,759,966	\$182,759,966	\$182,759,966



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.

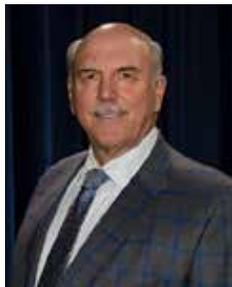
Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 105	\$	\$ 500	\$ 500
Materials and Services	273,225	176,900	28,650	193,650
Total Expenditures	\$ 273,330	\$ 176,900	\$ 29,150	\$ 194,150

2020-21 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 2020-21 election expenses of \$165,000 for three Board member elections costs assessed by our four counties.

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 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.
Status: **√ Complete**
Status Report: The Board provided policy direction via actions taken at monthly Board meetings and in the annual budget approval process as members of the annual budget committee. For example, during fiscal year 2020, they authorized intergovernmental grant project agreements, a memorandum of understanding on post-retirement contracting, and purchase of video conferencing hardware. They approved Board Policy updates specific to training programs, executive functions, operations, prevention programs, budget and finance, personnel and purchasing. The Board adopted ordinances specific to the civil service system, fire code, and master fee schedule. Examples of resolutions passed include budget authorization and subsequent amendments, and contracts for building design/construction and professional services.

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

Goal/Strategy: Goal 2; Goal 3
Timeframe: 24 months.
Partner(s): Fire Chief's Office
Budget Impact: None
Measured By: Participation in local, regional, and state forums that allows for the direct interaction and subsequent policy position statement on economic, taxation, and land-use processes.
Status: **√ Complete**
Status Report: In the 2020 fiscal year, Board member activity included participation on the WCCCA Board of Commissioners, Metro Policy Advisory Committee, Special Districts Association of Oregon Board, and the Westside Economic Alliance. During this reporting period they engaged on the Newberg Vertical Housing Development Zone and the Beaverton Affordable Housing Tax Exemption Program. The Board also approved the intergovernmental agreement for TVF&R's role in the federal grant project funding the regional SCBA equipment replacement for Washington County departments.

Additional Accomplishments

- Board members had a role in and attended the retirement functions for Chief Duyck and the TVF&R Transfer of Command Ceremony for Chief Weiss' swearing in.
- Board members attended the TV&R Meritorious Awards Ceremony, TVF&R Volunteers Banquet and holiday event, fire station open houses, and a variety of personnel retirement functions.

2020-21 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: All
 - Timeframe: 12 months
 - Partner(s): Fire Chief's Office
 - Budget Impact: None
 - Measured By: Participation in local, regional, and state forums that allows for the direct interaction and subsequent policy position statement on economic, taxation, and land-use processes.

Board of Directors, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10120 Board of Directors						
5270 Uniform Allowance	\$ 105		\$ 500	\$ 500	\$ 500	\$ 500
Personnel Services	105		500	500	500	500
5300 Office Supplies			150	150	150	150
5301 Special Department Supplies			300	300	300	300
5410 General Legal	4,000	\$ 3,202	6,000	6,000	6,000	6,000
5421 BOD Allowance	8,950	10,550	9,000	9,000	9,000	9,000
5461 External Training	1,418	835	1,750	1,750	1,750	1,750
5462 Travel and Per Diem	3,923	3,865	4,750	4,750	4,750	4,750
5570 Misc Business Exp	1,161	1,940	2,500	2,500	2,500	2,500
5572 Advertis/Public Notice	3,408	3,650	4,200	4,200	4,200	4,200
5574 Elections Expense	250,366	152,857		165,000	165,000	165,000
Materials and Services	273,225	176,900	28,650	193,650	193,650	193,650
Total Board of Directors	\$273,330	\$176,900	\$ 29,150	\$194,150	\$194,150	\$194,150

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 61,633	\$ 88,902	\$ 213,054	\$ 139,978
Materials and Services	31,865	35,091	46,229	47,119
Total Expenditures	\$ 93,498	\$ 123,993	\$ 259,283	\$ 187,097

2020-21 Significant Changes

The 2020-21 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.

The budget decrease from last year is due to cyclical variances for the completion of Civil Service entrance and promotional examinations, with the most significant change affecting this budget being no Firefighter entrance examination expenses due to the move from open and continuous, to the establishment of an entrance list which is active for up to 24 months.

Materials and Services includes funding of \$40,102 in Other Professional Services, account 5414, for the contract with the chief examiner of \$9,684 and \$3,500 to administer the open and continuous testing process, and \$10,800 for background investigations of new hires based on DPSST requirements and \$7,200 for psychological examinations. Miscellaneous Expenses, account 5570, in the amount of \$3,467, 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



To be appointed
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 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.

Status: → Ongoing

Status Report: In collaboration with Operations, the current tools for the selection process for entry firefighter were evaluated and the following updates were approved by District leadership and implemented: Changed to an established eligible list from an open and continuous recruitment; updated NTN test cutoff scores; and added a video tape interview tool for screening candidates. These and additional tools and updates will be reviewed and implemented during the upcoming fiscal year.

- 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.

Status: → Ongoing

Status Report: Human Resources continued to recruit and coach members who participated on the Outreach and Mentor teams. Curriculum for training opportunities specific for each team is in development to ensure the members have the skills and tools necessary for effective participation.

Additional Accomplishments

- Completed the first year of a 3-year cycle of updates to the Civil Service Rules, focusing on Rules 7,8,9, and 12.
- Completed a successful recruitment of a new Chief Examiner, as the only Chief Examiner TVF&R has had retired after serving more than 40 years.

Activities Summary

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	10	7	13	10	12
Number of Civil Service examinations (to develop eligible lists)	3	3	9	6	6
Number of Civil Service Commission meetings	5	5	6	6	6
Number of appeals heard before Commission	0	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)	143	80	90	90	90
Days to fill vacancies – entry level firefighter (from pulling list)	164	162	129	182	182
Days to fill vacancies – all other Civil Service classifications (from department request)	39	35	42	42	42
Number of classification specifications revised and approved by Commission	2	5	0	7	5
Percentage of employees hired into Civil Service classifications who completed trial service during period	86% 24 of 28	98% 42 of 43	87% 20 of 23	82% 14 of 17	94% 16 of 17
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% 32 of 32	100% 28 of 28	100% 26 of 26	100% 38 of 38	100% 29 of 29
Number of applications processed	286	272	279	500	350

2020-21 Tactics

- Continued evaluation of 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.

- Continued development of 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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10110 Civil Service						
5120 Overtime Union	\$ 47,324	\$ 64,719	\$ 155,635	\$ 100,132	\$ 100,132	\$ 100,132
5201 PERS Taxes	10,962	16,557	40,885	29,198	29,198	29,198
5203 FICA/MEDI	2,555	3,760	11,906	7,660	7,660	7,660
5206 Worker's Comp	430	3,396	3,424	2,203	2,203	2,203
5207 TriMet/Wilsonville Tax	330	447	1,204	785	785	785
5208 OR Worker's Benefit Fund Tax	18	22				
5210 Medical Ins Union	14					
Personnel Services	61,633	88,902	213,054	139,978	139,978	139,978
5410 General Legal			1,500	1,500	1,500	1,500
5414 Other Professional Services	26,611	29,350	37,899	40,102	40,102	40,102
5415 Printing	442					
5471 Citizen Awards	125					
5484 Postage UPS & Shipping	46		50	50	50	50
5570 Misc Business Exp	2,464	2,126	5,080	3,467	3,467	3,467
5572 Advertis/Public Notice	2,178	3,615	1,700	2,000	2,000	2,000
Materials and Services	31,865	35,091	46,229	47,119	47,119	47,119
Total Civil Service	\$ 93,498	\$ 123,993	\$ 259,283	\$ 187,097	\$ 187,097	\$ 187,097

Fund or Program Description

This budget category includes the traditional operations of the Fire Chief's Office, including District command personnel. The Fire Chief's Office provides direction, supervision, coordination, and general support to the District's operations.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 3,614,260	\$ 3,733,844	\$ 2,807,882	\$ 3,001,502
Materials and Services	1,660,246	1,055,183	1,139,177	1,111,147
Total Expenditures	\$ 5,274,506	\$ 4,789,027	\$ 3,947,059	\$ 4,112,649

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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	4.00	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	1.00	1.00		
Public Affairs Chief	1.00	1.00		
Public Affairs Coordinator	1.00	1.00		
Behavioral Health Specialist	1.00	1.00		
Records Manager	1.00	1.00		
Records Analyst	1.00	1.00		
Operations Analyst	2.00	2.00		
GIS Program Coordinator	1.00	1.00		
Administrative Assistant	1.00			
Total Full-Time Equivalent (FTE)	19.00	18.00	10.00	10.00

2020-21 Significant Changes

The change in Personnel Services reflects expected salaries and wages of all employees. 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. Account 5121 is budgeted at normal levels. The increase in account 5290, Employee Tuition Reimbursement, is due to the transfer of approved Education Development Plans to the Fire Chief's Office from Operations Administration.

Materials and Services are in line with 2019-20 budgets. Facility costs for the Command and Business Operations (CBOC) facility that also house Operating Division personnel in addition to Business, Fire & Life Safety, Finance, 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. Business Services in account 5416 includes all custodial and security for CBOC. Building Maintenance, account 5361 has been transferred to the facilities department to help centralize those functions. External training and per diem support 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. Finally, account 5570, Miscellaneous Business Expense, has increased to account for expenditures from donations to the Community Assistance Fund program.



Status of 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.

Status: → Ongoing

Status Report: Examples of interactions during this reporting period include District Day with day staff, Fire Chief shadowing/ride-alongs with staff (e.g., fleet, facilities, supply and fire and life safety), and station visits by the Fire Chief and other members of the executive leadership team to discuss the updated Chief's Bull's Eye and deliver related materials.

- 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.

Status: → Ongoing

Status Report: Executive leadership reviewed elements specific to needed cultural change, policy review, and physical improvements. Related policies were reviewed and require no substantial changes. A prioritized list of potential projects/improvements was outlined for phased implementation as budget resources allow. Where applicable, direction on specific projects was imparted to work groups to inform work plans and related budget requests. Examples of projects completed included a perimeter fence at Station 66, and new electronic facility access control equipment at all fire stations and community rooms. The procedures for the electronic facility access control at the training center and south operating center were revised. A HIPAA site assessment was conducted. Efforts to educate personnel on changes in practice that will improve workplace security will continue in the next fiscal year.

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Assistant Chief Havener provided executive oversight on construction of Station 39, including energy efficient mechanical, electronic and plumbing elements and the District's first fire station solar power array. Reductions in utility costs and carbon production are anticipated.

- 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.

Status: → Ongoing

Status Report: The Fire Chief and executive leadership team supported and participated in multiple, targeted inclusion, diversity and unconscious bias trainings, including those for leadership/managers, station crews, and day staff. The Fire Chief's Bull's Eye graphic and value statement were expanded to emphasize inclusion and treating others with dignity and respect as a core tenet of the District's culture. The Fire Chief and others conveyed this change and related expectations during station visits, in various meetings, through the daily briefings, and on the Chief's Corner broadcast. Updated materials depicting the updated Chief's Bull's Eye were distributed to work sites.

Status of 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.

Status: → Ongoing

Status Report: Fire Chief Weiss served on the WCCCA Executive Board, OFCA Board of Directors, and newly formed Washington County Center for Addictions Triage and Treatment (CATT Board). He also served on the newly formed Washington County EMS Alliance Governing Board and led the associated Centralized Dispatch Work Group; Assistant Chief Hitt participated on the associated Centralized Data Work Group. Other examples of engagement by the Fire Chief's Office staff included participation in the: Washington County Managers forum, Washington County Special Districts Initiatives group, Westside Economics Alliance, countywide Fire Defense Boards, State Fire Marshal's Office incident management teams, State Interoperability Executive Council/Broadband Committee, Metro Fire Camp, Sherwood Police Community Academy, PERS Unfunded Actuarial Liability Work Group, TVF&R Community Academy, OFSOA conference, OFCA Legislative Committee, SDAO Fire Caucus and Legislative Committee, State of the District presentations to partner cities' and counties' elected officials, and the continued initiative to build out the OHA GEMT supplemental Medicaid payment program.

Additional Accomplishments

- Coordinated and produced the Transfer of Command Ceremony for Chief Weiss' swearing in.
- Implemented Districtwide reorganization in July 2019.
- Coordinated and hosted the Oregon Fire Service Office Administrator's (OFSOA) Conference.

Activities Summary

Service Measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Estimated
Strategic Plan Update	ü	ü	ü	ü	ü
Long-Range Financial Forecast Update	ü	ü	ü	ü	ü

2020-21 Tactics

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

Goal/Strategy: Goal 1 – Strategy 1.2
Timeframe: 12 months
Partner(s): All managers/supervisors.
Budget Impact: None
Measured By: Engagements that occurred in person or via e-tools/applications.

- Convey leadership-level direction and expectations toward a positive, safe, and inclusive culture, work environment, and in-service delivery.

Goal/Strategy: Goal 2 – Strategy 2.6
Timeframe: 12 months
Partner(s): Organizational Health/Human Resources. All managers/supervisors.
Budget Impact: None
Measured By: Priorities and related direction identified and imparted to the appropriate responsible parties. Communications to the workforce by the leadership team.

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

Goal/Strategy: Goal 3 – Strategy 3.1, 3.2
Timeframe: 12 months
Partner(s): Local, state and regional public safety, public health, social services, and community support agencies/organizations.
Budget Impact: None
Measured By: Involvement in meetings/forums/activities of initiatives targeting improved patient care standards and EMS system integration. Other applicable program/initiative engagement.

- Convey leadership-level direction for improved workplace security.

Goal/Strategy: Goal 1 – Strategy 1.2
Timeframe: 12 months
Partner(s): Local, state, regional and federal fire service and emergency planning agencies/organizations and professional associations.
Budget Impact: None
Measured By: Direction toward initiatives/activities that educate/raise personnel awareness on actions they can take toward improved security and related expectations. Physical projects prioritized and related direction communicated to the appropriate personnel.

- Support local, statewide and regional wildland/urban interface planning initiatives.

Goal/Strategy: Goal 3 – Strategy 3.1, 3.2
Timeframe: 12 months
Partner(s): Local, state, regional and federal fire service and emergency planning agencies/organizations and professional associations.
Budget Impact: None
Measured By: Attendance at and contributions to planning meetings/forums.

2020-21 Tactics, continued

- Convey leadership-level direction on succession planning for key positions and/or leadership roles.

Goal/Strategy: Goal 1; Goal 2 – Strategy 2.4

Timeframe: 12 months

Partner(s): Business Strategy/Organizational Health

Budget Impact: None

Measured By: Planning meetings and other forms of engagement whereby review of/input into priorities, workforce plans, and growth opportunities occurred.



Fire Chief's Office, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10150 Fire Chief's Office						
5002 Salaries & Wages Nonunion	\$1,969,580	\$2,124,603	\$1,437,589	\$1,454,560	\$1,454,560	\$1,454,560
5004 Vacation Taken Nonunion	111,957	141,183	115,793	122,056	122,056	122,056
5006 Sick Taken Nonunion	26,214	25,664	33,448	32,400	32,400	32,400
5008 Personal Leave Taken Nonunion	24,375	16,821	13,538	12,916	12,916	12,916
5010 Comp Taken Nonunion	3,132	5,563				
5015 Vacation Sold	88,193	40,506	113,568	112,605	112,605	112,605
5016 Vacation Sold at Retirement		32,656				
5017 PEHP Vac Sold at Retirement	61,733	165,320				
5019 Comp Time Sold Nonunion	292					
5021 Deferred Comp Match Nonunion	172,862	127,964	130,783	132,158	132,158	132,158
5121 Overtime Nonunion	78,295	34,509	1,500	1,500	1,500	1,500
5201 PERS Taxes	550,752	472,378	527,551	627,251	627,251	627,251
5203 FICA/MEDI	142,312	147,137	142,980	144,707	144,707	144,707
5206 Worker's Comp	23,828	44,276	23,830	24,118	24,118	24,118
5207 TriMet/Wilsonville Tax	17,164	18,297	14,461	14,824	14,824	14,824
5208 OR Worker's Benefit Fund Tax	531	410	399	466	466	466
5211 Medical Ins Nonunion	244,363	240,514	186,638	161,172	161,172	161,172
5212 Medical Ins Nonu VEBA				26,577	26,577	26,577
5221 Post Retire Ins Nonunion	15,825	14,325	9,000	9,000	9,000	9,000
5230 Dental Ins Nonunion	22,072	22,678	17,106	15,852	15,852	15,852
5240 Life/Disability Insurance	16,475	14,446	13,898	14,155	14,155	14,155
5270 Uniform Allowance	2,118	1,694	3,000	3,000	3,000	3,000
5290 Employee Tuition Reimburse	6,667	7,040		68,785	68,785	68,785
5295 Vehicle/Cell Allowance	35,520	35,860	22,800	23,400	23,400	23,400
Personnel Services	3,614,260	3,733,844	2,807,882	3,001,502	3,001,502	3,001,502
5300 Office Supplies	6,316	8,031	6,500	6,500	6,500	6,500
5301 Special Department Supplies	7,142	8,669	8,750	11,000	11,000	11,000
5302 Training Supplies		600	500	500	500	500
5306 Photography Supplies & Process		49				
5320 EMS Supplies	128	1,005	250	250	250	250
5321 Fire Fighting Supplies		16	250	250	250	250
5325 Protective Clothing	437	510	500	500	500	500
5330 Noncapital Furniture & Equip	1,031	4,819	3,000	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	6,717	6,116	6,000	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	83,799	63,196	123,320			
5367 M&R Office Equip	36,215	28,852	42,000	42,000	42,000	42,000
5400 Insurance Premium	2,878	2,165	6,500	6,500	6,500	6,500
5410 General Legal	695,383	355,375	500,000	500,000	500,000	500,000
5413 Consultant Fees	24,500	27,000	30,000	30,000	30,000	30,000
5414 Other Professional Services	389,186	100,429	105,100	105,100	105,100	105,100
5415 Printing	24,309	30,619	1,300			

Fire Chief's Office, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416 Building Services	60,560	64,451	69,367	154,127	154,127	154,127
5417 Temporary Services	21,031	19,446				
5432 Natural Gas	489	480	700	700	700	700
5433 Electricity	89,785	87,629	93,000	93,000	93,000	93,000
5434 Water/Sewer	20,126	20,728	25,000	25,000	25,000	25,000
5436 Garbage	3,362	3,884	3,780	3,780	3,780	3,780
5445 Rent/Lease of Building	2,370					
5461 External Training	13,389	14,531	22,825	23,225	23,225	23,225
5462 Travel and Per Diem	46,425	58,575	42,660	40,700	40,700	40,700
5471 Citizen Awards	1,843	1,167	2,000	2,000	2,000	2,000
5472 Employee Recog & Awards	65	3,049	1,000	1,000	1,000	1,000
5480 Community/Open House	5,905	5,035				
5484 Postage UPS & Shipping	41,042	44,763	8,400	8,200	8,200	8,200
5500 Dues & Subscriptions	25,309	25,593	29,050	28,350	28,350	28,350
5502 Certifications & Licensing		295	250	290	290	290
5570 Misc Business Exp	4,314	4,997	3,425	15,425	15,425	15,425
5571 Planning Retreat Expense	3,367	4,386	3,750	3,750	3,750	3,750
5572 Advertis/Public Notice	42,822	58,726				
Materials and Services	1,660,246	1,055,183	1,139,177	1,111,147	1,111,147	1,111,147
Total Fire Chief's Office	\$5,274,506	\$4,789,027	\$3,947,059	\$4,112,649	\$4,112,649	\$4,112,649



Program Description

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

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services			\$ 794,891	\$ 913,230
Materials and Services			87,520	79,595
Total Expenditures			\$ 882,411	\$ 992,825

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Records Manager			1.00	1.00
Records Analyst			1.00	1.00
Deployment & Staffing Coordinator			1.00	1.00
Operations Analyst			2.00	2.00
GIS Program Coordinator			1.00	1.00
Total Full-Time Equivalents (FTE)			6.00	6.00

2020-21 Significant Changes

The new Business Strategy department was created as part of the July 1, 2019 reorganization. Within Personnel Services, wages and benefits are budgeted as projected for each employee, including PERS costs.

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. 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.

Status of 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.
 - Status: → Ongoing
 - Status Report: Workload and reprioritization of other components of the platform (e.g., REGIS, EMS Analytics, reformatting TVF&R data to the platform's updated schema) pushed this project out. An initial kick-off and discovery meeting with Fire & Life Safety will be held in the current performance period, and this tactic will move forward into next performance period.

- 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.
 - Status: ✓ Complete
 - Status Report: Staff worked with Operations and the Incident Intelligence System (2iS) developers on the discovery, design, and development of Fire Tactical Board integration. Using the overall framework of the 2iS application, this addition will allow Incident Commanders (e.g., battalion chiefs and company officers) to manage firefighting resources and capture real-time data for important fireground benchmarks. This implementation will move forward into the next performance period. Continued refinement of the application has become a regular workflow. Staff also transitioned the overall management of the application to the Records Manager with the retirement of the Director of Strategic Initiatives.

Status of 2019-20 Tactics, continued

- 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.

Status: **✓ Complete**

Status Report: The upstairs space at the South Shop was identified as a near term storage solution (two to five years). Heavy duty and light weight shelving will be purchased to reduce the weight burden of storing the records in that space. In quarters three and four of 2019, 30 hours of staff time weekly was dedicated to consolidating, packing, and reviewing records stored in the District's warehouse, NOC, and Stations 19, 20, and 21. 100 cubic feet of records was identified for purge and Records staff established an updated system for approval and documentation of records destruction. An additional 2,800 cubic feet of records remains in storage. The remaining records were packed into moveable boxes and given a broad organizational structure. These are targeted for move to the South Shop before the end of the fiscal year. The next phase of this project is to organize boxes and files per the retention schedule so records that have met retention can be easily identified and purged in the future.

- 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 2A, 2C, 2D, 2E; 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).

Status: → Ongoing

Status Report: Staff turnover at both the District and WCCCA, as well as the redeployment of District response resources on January 1, 2020 slowed these efforts. However, momentum was regained in the winter with identified responsible parties and workflows at both agencies. Specific areas of focus have been identified and will continue into the next performance period (e.g., alarm assignment review, automatic aid responses, creating response plans for targeted areas/facilities).

Additional Accomplishments

- All fire departments in Clackamas, Washington, and Columbia counties have been on-boarded to the REGIS platform. A Steering Committee, appointed by each fire defense board (FDB) and comprised of two chief officers from each has been formed. This committee vets any new additions and brings them to each FDB for approval. An IGA will be finalized by the end of the fiscal year.
- A new EGIS module for EMS Analytics has been designed and is currently being tested. It will be deployed to the line by the end of the fiscal year. The module is a dashboard of several key performance indicators (e.g., stroke, STEMI, IV skills, intubation skills). The dashboard gives an EMS provider the ability to see his/her success rate and other details. It also shows a management view without provider information but allows managers to see how the District is performing.
- Onboarding and training of a new Records Manager and Operations Analyst (GIS).
- Integral partners and coordinators involved with Operations in the January 1, 2020 redeployment of response resources.
- Identified a new staffing application (CrewSense) and developed a workplan for the implementation in summer 2020.
- Restructured the current staffing application (TeleStaff) for the implementation of the new regular day off (RDO) schedule per the Labor Contract.
- GovQA implemented on www.tvfr.com in November 2019. GovQA is an online tool to manage incoming public records requests. It contains a public interface where citizens, attorneys, insurance agencies, and others can input requests. It also provides an administrative platform where requests can be managed. It offers TVF&R better visibility on requests and released records, better tracking mechanisms to meet public records laws, audit logs on all request handling, and it centralizes our communications with requesters.



2020-21 Tactics

- Expand the EGIS platform to include occupancy and inspections and explore fleet and facilities opportunities.

Goal/Strategy: Goal 2

Timeframe: 24 months

Partner(s): Fire & Life Safety, Operations, Fleet, Facilities

Budget Impact: Increase required

Measured By: New EGIS module for Fire & Life Safety in place specific to occupancy and inspections to provide efficiencies in process and real-time information. Discovery sessions conducted with fleet, operations, and facilities staff to understand opportunities that may be available based on collected data (e.g., management of reserve apparatus; visualization of apparatus make, model, year, maintenance schedules; visualization of station facility information).

- Deploy the Incident Intelligence System (2iS) Fire Tactical Board.

Goal/Strategy: Goal 2 - Strategy 2.1, 2.2

Timeframe: 18 months

Partner(s): Operations, Training, and IT

Budget Impact: Increase required

Measured By: The 2iS Fire Tactical Board is actively in use throughout the District as the fire scene management and reporting tool. Initial bugs and system issues have been addressed. Battalion chiefs and crews are fully trained on its use and written training materials are available. Data gathering opportunities are maximized and the data can be retrieved for evaluation of fire scene performance.

- Organize and index all hard copy records in the Storage Center.

Goal/Strategy: Goal 1 - Strategy 1.1

Timeframe: 24 months.

Partner(s): Fire Chief's Office, Finance, Fire & Life Safety, Human Resources, Occupational Health and Wellness

Budget Impact: Increase required

Measured By: The Storage Center contents have been reviewed and sorted. Files that have met retention have been purged. Files with historical value have been packaged for long-term archiving. Files are organized in boxes per record series, with a defined retention period. Files and boxes are indexed for tracking of retention.

2020-21 Tactics, continued

- Review computer aided dispatch (CAD) system implementation and programming to ensure the system is dispatching units in an effective way that is in line with the response plans and expectations of Operations and EMS.

Goal/Strategy: Goal 2 - Strategy 2.1, 2.2
Timeframe: 12 months
Partner(s): Operations, EMS, IT, Communications, neighboring fire jurisdictions, regional dispatch agencies
Budget Impact: None
Measured By: CAD programming fully reviewed and dispatching matches updated alarm assignments. Communication with line personnel to identify issues and make adjustments and changes as needed. Adjustments and information provided to WCCCA; related programming changes complete and training updated. Auto-aid agencies response within the TVF&R district boundary reviewed and adjusted.

- Support the Washington County Emergency Management/GIS Infrastructure Group (GIG) with the WebEOC/GIS initiative to provide common information sharing during major emergencies and events.

Goal/Strategy: Goal 1 - Strategy 1.1; Goal 2 - Strategy 2.2; Goal 3 – Strategy 3.1
Timeframe: 24 Months
Partner(s): IT, Operations, GIG
Budget Impact: None
Measured By: GIG emergency management project complete. IT/data sharing protocols and procedures for before, during, and after emergency events refined.

- Monitor implementation of CrewSense and adjust workflows if necessary. Identify Phase II items and work with CrewSense to establish a reasonable timeline within which to build and configure those items for deployment.

Goal/Strategy: Goal 2 - Strategy 2.1
Timeframe: 12 months
Partner(s): Operations, Finance (Payroll), Human Resources (Munis), other CrewSense agencies
Budget Impact: Increase required
Measured By: Ability to meet Labor Agreement and policy staffing requirements, successful deployment and management of wildland conflagration apparatus and staffing, efficient and accurate payroll reporting, and the discovery and implementation of new features (e.g., addition of non-line staff, replacement of other notification software, automated payroll processing, ad-hoc analysis reporting).

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10500 Business Strategy						
5002	Salaries & Wages Nonunion		\$ 432,724	\$ 490,171	\$ 490,171	\$ 490,171
5004	Vacation Taken Nonunion		35,040	41,363	41,363	41,363
5006	Sick Taken Nonunion		10,122	11,216	11,216	11,216
5008	Personal Leave Taken Nonunion		4,097	4,377	4,377	4,377
5015	Vacation Sold		4,634	3,507	3,507	3,507
5021	Deferred Comp Match Nonunion		24,099	27,356	27,356	27,356
5121	Overtime Nonunion		1,000			
5201	PERS Taxes		105,845	148,378	148,378	148,378
5203	FICA/MEDI		39,192	44,262	44,262	44,262
5206	Worker's Comp		6,532	7,377	7,377	7,377
5207	TriMet/Wilsonville Tax		3,964	4,534	4,534	4,534
5208	OR Worker's Benefit Fund Tax		150	175	175	175
5211	Medical Ins Nonunion		107,715	93,420	93,420	93,420
5212	Medical Ins Nonu VEBA			16,329	16,329	16,329
5221	Post Retire Ins Nonunion		5,400	5,400	5,400	5,400
5230	Dental Ins Nonunion		9,724	10,164	10,164	10,164
5240	Life/Disability Insurance		4,053	4,601	4,601	4,601
5295	Vehicle/Cell Allowance		600	600	600	600
	Personnel Services		794,891	913,230	913,230	913,230
5300	Office Supplies		1,300	1,800	1,800	1,800
5301	Special Department Supplies		1,500	1,500	1,500	1,500
5414	Other Professional Services		40,000	30,000	30,000	30,000
5415	Printing		1,000	500	500	500
5417	Temporary Services		33,280	33,280	33,280	33,280
5436	Garbage			1,200	1,200	1,200
5461	External Training		3,170	3,165	3,165	3,165
5462	Travel and Per Diem		6,200	7,640	7,640	7,640
5500	Dues & Subscriptions		1,070	510	510	510
	Materials and Services		87,520	79,595	79,595	79,595
	Total Business Strategy		\$ 882,411	\$ 992,825	\$ 992,825	\$ 992,825



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,235,908	\$ 1,325,793	\$ 1,488,321	\$ 1,679,348
Materials and Services	99,885	159,929	287,199	208,892
Total Expenditures	\$ 1,335,793	\$ 1,485,721	\$ 1,775,520	\$ 1,888,240

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	2.00	2.00	2.00	2.00
Senior Benefits Administrator	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	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Administrative Assistant		1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00

2020-21 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, Participation in the Portland Fire Camp for Girls at \$20,880, and other events.

Within Materials and Services, account 5410, General Legal, for \$20,000; and account 5411, Collective Bargaining, \$28,000 are budgeted for ongoing labor and employment issues. Other profession services in 5414, reflects \$10,000 for equity and inclusion training, \$22,000 for consulting services for a variety of assistance on issues such as online training development, investigations and other areas.

Account 5472, Employee Recognition and Awards for \$25,462, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event. Miscellaneous Business Expenses, account 5570, for \$16,496 reflects Diversity program sponsorship and outreach program fees, job fair fees, and event support costs.

Status of 2019-20 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 (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.
Status: ≠ No Longer Relevant
Status Report: While significant headway has been made toward this goal, continued work has been suspended in light of other work priorities.

- 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 21
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.
Status: ✓ Complete
Status Report: Successfully delivered 36 sessions of 4-hour training in January, March and April. The experiential training helped to build awareness, skills and motivation for employees to work inclusively and integrate differences to create more inclusive and mindful teams. Participants identified natural biases, ways we behave based on the biases and the unintended consequences of the biases.

- 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.
Status: ✓ Complete
Status Report: Analyses completed, pay adjustments identified and implemented, and all communication with workforce has been completed. Most business processes and policies have been updated. District is well positioned to defend a pay equity claim should one arise.

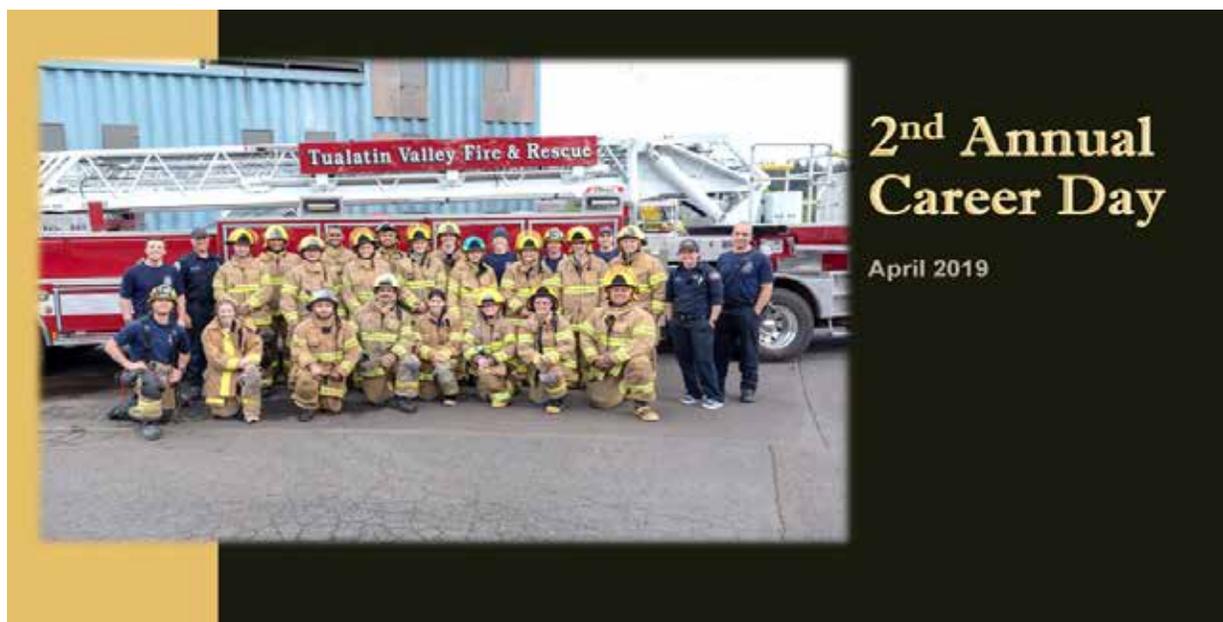
Additional Accomplishments

- Conducted and completed SB 1049 discussions with Local 1660 to establish parameters for retiree workbacks.
- Organized and conducted union and non-union meetings with TVF&R women and the Fire Chief to improve employee relations.
- Delivered “Identifying Barriers to Inclusion & Building Inclusive Workplace Culture” training to Leadership and Managers in December 2019.
- Developed and delivered successful District Day on October 30, 2019. In addition to the benefits fair, the day included presentations on the “State of the District”, teamwork, wellness, and a training session on “Difficult Conversations.”
- Created a Leave Resource Kit, accompanying video, and updated supporting DistrictNet SharePoint pages.
- Developed and delivered Family Medical Leave Training for managers and a video for employees.
- Supported development of an alternate work schedule for line personnel.
- Created a Retirement Planning Resource Kit and updated supporting DistrictNet SharePoint pages.
- Created and conducted a non-union benefits survey for use in reviewing current and future benefit offerings.



Activities Summary

Service Measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
HR FTE	8	8	8	8	8
Total number of employees	555	571	573	584	594
Union	444	459	465	481	490
Non-Union	111	112	108	103	104
Total number of volunteers	105	79	73	77	78
Number of employees hired	89	30	25	31	26
Volunteers on-boarded	79	9	13	16	16
Number of employee separations	13	8	12	11	10
Number of volunteer separations	19	35	19	12	15
Number of employee retirements	17	6	11	9	6
Number of Workers' Compensation Claims processed	63	87	57	65	60
Number of Family Medical Leave Requests Processed		39	81	90	100
Number of selection processes completed (Total)	22	26	30	20	22
Civil Service	10	11	13	10	12
Non-Civil Service	12	15	17	10	10
Number of recognition events (Promotional ceremonies and Meritorious Awards)	3	3	2	4	4
Number of employees recognized (Meritorious Awards, Years of Service Pins, Promotions, Retirement Parties, Employee of the Quarter Awardees)	183	109	179	150	150
Number of Employee of the Quarter nominations	7	6	15	10	10
Personnel Actions Processed	2,015	1,843	2,485	3,000	3,000
Turnover rate (<i>not including retirements</i>)	2.5%	1.4%	2.1%	1.9%	2.0%
Turnover rate (<i>including retirements</i>)	5.7%	2.8%	4.0%	3.5%	3.0%
Number of non- Civil Service applications processed	412	585	646	600	600



2020-21 Tactics

- Develop an overarching framework for strategic workforce planning and development. This framework will include a long-term change management plan as well as a rigorous and disciplined process that enables the District to consistently realize value from investments in training and development.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 - Strategy 2.4

Timeframe: 12 months

Partner(s): Executive staff, Training Division

Budget Impact: None

Measured By: Framework in place that instills confidence in subsequent action planning and investments in talent development.

- Develop and implement plans to improve the employee onboarding, orientation, and offboarding experience.

Goal/Strategy: Goal 1; Goal 2

Timeframe: 18 months

Partner(s): All Departments

Budget Impact: Increase required

Measured By: The success of new employees. Departments onboarding personnel receive the information they need for success at the right time and in the right format. Improved communication on onboarding, offboarding, promoting and transferring employees and the tasks completed by support departments. Academy Cadre have more time to focus on curriculum and DPSST standards. Increased efficiency and accuracy of data within MUNIS and the interface with NeoGov specific to onboarding, offboarding, promoting, and transferring employees. Accurate information within current systems such as Talent Space and Target Solutions.

- Negotiate the successor Local 1660 Fleet Collective Bargaining Contract.

Goal/Strategy: Goal 1; Goal 2

Timeframe: 12 months

Partner(s): Executive Team, Fleet Maintenance Department management and Local 1660

Budget Impact: None

Measured By: New, fiscally sustainable collective bargaining agreement in place for Fleet Maintenance personnel.

- Identify opportunities for and deliver ongoing diversity, equity and inclusion training to the workforce.

Goal/Strategy: Goal – Strategy 2.6

Timeframe: 24 months

Partner(s): Executive Team, Leadership Team, Training Department

Budget Impact: Increase required

Measured By: Training session(s) 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, equity and inclusion are important to TVF&R as well as how unconscious bias and culture affect decision-making and how to mitigate bias.

Human Resources, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10304 Human Resources						
5002 Salaries & Wages Nonunion	\$ 657,148	\$ 670,064	\$ 700,695	\$ 755,170	\$ 755,170	\$ 755,170
5004 Vacation Taken Nonunion	29,704	40,278	56,739	63,725	63,725	63,725
5006 Sick Taken Nonunion	5,497	6,695	16,390	17,280	17,280	17,280
5008 Personal Leave Taken Nonunion	3,504	2,605	6,634	6,743	6,743	6,743
5010 Comp Taken Nonunion	1,723	1,561				
5015 Vacation Sold	5,235	23,031	19,413	17,050	17,050	17,050
5016 Vacation Sold at Retirement	7,679					
5017 PEHP Vac Sold at Retirement	29,151					
5021 Deferred Comp Match Nonunion	37,657	41,313	46,946	50,300	50,300	50,300
5120 Overtime Union	29,008	77,014	73,985	108,247	108,247	108,247
5121 Overtime Nonunion		140	750	750	750	750
5201 PERS Taxes	151,531	161,507	219,016	297,374	297,374	297,374
5203 FICA/MEDI	52,298	57,403	71,077	78,552	78,552	78,552
5206 Worker's Comp	8,216	14,840	11,846	13,092	13,092	13,092
5207 TriMet/Wilsonville Tax	5,356	5,974	7,189	8,047	8,047	8,047
5208 OR Worker's Benefit Fund Tax	234	214	225	262	262	262
5210 Medical Ins Union		1,360				
5211 Medical Ins Nonunion	158,893	167,107	182,116	164,808	164,808	164,808
5212 Medical Ins Nonu VEBA				26,938	26,938	26,938
5221 Post Retire Ins Nonunion	6,600	8,175	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	13,638	14,940	16,326	16,152	16,152	16,152
5240 Life/Disability Insurance	6,281	6,513	6,676	7,200	7,200	7,200
5250 Unemployment Insurance	2,780		18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	14,837	15,643	14,898	14,898	14,898	14,898
5290 Employee Tuition Reimburse	1,376	1,856	4,640			
5295 Vehicle/Cell Allowance	7,560	7,560	7,560	7,560	7,560	7,560
Personnel Services	1,235,908	1,325,793	1,488,321	1,679,348	1,679,348	1,679,348
5300 Office Supplies	433	495	500	500	500	500
5301 Special Department Supplies	272	773	500	500	500	500
5302 Training Supplies	364	335	425	425	425	425
5330 Noncapital Furniture & Equip	1,003					
5400 Insurance Premium	323	339	350	200	200	200
5410 General Legal	8,488	26,550	15,000	20,000	20,000	20,000
5411 Collective Bargaining	13,685	2,111	15,000	28,000	28,000	28,000
5413 Consultant Fees	12,990	35,770	107,800	20,000	20,000	20,000
5414 Other Professional Services	17,958	36,439	58,724	63,201	63,201	63,201
5415 Printing	271	19	500	500	500	500
5417 Temporary Services	9,043	8,636	3,780			
5461 External Training	6,531	2,674	10,105	11,160	11,160	11,160
5462 Travel and Per Diem	2,062	2,482	7,000	10,410	10,410	10,410
5472 Employee Recog & Awards	10,352	20,931	30,010	25,462	25,462	25,462

Human Resources, continued

		2017-18	2018-19	2019-20	2020-21	2020-21	2020-21
		Actual	Actual	Budget	Proposed Budget	Approved Budget	Adopted Budget
5484	Postage UPS & Shipping	37	85	100	100	100	100
5500	Dues & Subscriptions	6,335	5,806	9,126	7,288	7,288	7,288
5570	Misc Business Exp	8,055	13,232	23,629	16,496	16,496	16,496
5571	Planning Retreat Expense		10	400	400	400	400
5572	Advertis/Public Notice	1,682	3,241	4,250	4,250	4,250	4,250
Materials and Services		99,885	159,929	287,199	208,892	208,892	208,892
Total Human Resources		\$1,335,793	\$1,485,721	\$1,775,520	\$1,888,240	\$1,888,240	\$1,888,240



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services			\$ 309,607	\$ 327,408
Materials and Services			10,721	10,458
Total Expenditures			\$ 320,328	\$ 337,866

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Behavioral Health Specialist			1.00	1.00
Total Full-Time Equivalent (FTE)			1.00	1.00

2020-21 Significant Changes

Within Personnel Services, union overtime has been planned to support line firefighter training and education for an increased Peer Support Team of 20 employees.



Status of 2019-20 Tactics

- 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.
Status: → Ongoing
Status Report: Behavioral Health was part of the Fire Chief's reorganization for fiscal year 2020. The revised reporting relationships and a major revision to the Peer Support Team policy delayed next steps for several months. In addition, the Behavioral Health Specialist announced his retirement and Organizational Health initiated a larger program evaluation to determine employee and organizational needs, and program structure. An action plan will be developed next fiscal year. The Peer Support Coordinator and Behavioral Health Specialist conducted a team meeting and provided training to the Peer Support team members in February 2020.

Additional Accomplishments

- Ongoing complex case management and coordination with OHW.

2020-21 Tactics

- Evaluate the Behavioral Health program and services to determine scope, delivery and sustainability of the program.

Goal/Strategy: Goal 1 – Strategy 1.3
Timeframe: 24 months
Partner(s): Fire Chief's Office, Local 1660, Occupational Health and Wellness, Human Resources, internal wellness committees
Budget Impact: None
Measured By: Determine the Behavioral Health program structure. Identify the services provided and metrics to evaluate the restructured program. Develop an action plan to implement the program and initiate the first steps of the plan.

- Identify mental health risks to develop targeted education and campaigns on specific topics to raise awareness.

Goal/Strategy: Goal 1 – Strategy 1.3
Timeframe: 24 months
Partner(s): Fire Chief's Office, Public Affairs, Employee Assistance Program, Local 1660, Occupational Health and Wellness, Human Resources, internal wellness committees
Budget Impact: None
Measured By: This tactic will be measured by the identification of relevant topics, quality of the education campaign, avenues of communication, an increase in employee awareness and employee willingness to engage in proactive steps for their own wellbeing.

Behavioral Health, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10310 Behavioral Health						
5002 Salaries & Wages Nonunion			\$ 137,805	\$ 141,776	\$ 141,776	\$ 141,776
5004 Vacation Taken Nonunion			11,159	11,964	11,964	11,964
5006 Sick Taken Nonunion			3,223	3,244	3,244	3,244
5008 Personal Leave Taken Nonunion			1,305	1,266	1,266	1,266
5015 Vacation Sold			4,428	3,043	3,043	3,043
5021 Deferred Comp Match Nonunion			7,675	7,913	7,913	7,913
5120 Overtime Union			54,264	46,400	46,400	46,400
5201 PERS Taxes			50,074	60,455	60,455	60,455
5203 FICA/MEDI			17,306	16,980	16,980	16,980
5206 Worker's Comp			2,884	2,830	2,830	2,830
5207 TriMet/Wilsonville Tax			1,750	1,740	1,740	1,740
5208 OR Worker's Benefit Fund Tax			25	29	29	29
5211 Medical Ins Nonunion			8,328	16,740	16,740	16,740
5212 Medical Ins Nonu VEBA				2,720	2,720	2,720
5221 Post Retire Ins Nonunion			900	900	900	900
5230 Dental Ins Nonunion			781	1,668	1,668	1,668
5240 Life/Disability Insurance			1,340	1,380	1,380	1,380
5295 Vehicle/Cell Allowance			6,360	6,360	6,360	6,360
Personnel Services			309,607	327,408	327,408	327,408
5300 Office Supplies			200	200	200	200
5302 Training Supplies			1,200	1,000	1,000	1,000
5400 Insurance Premium			60	60	60	60
5414 Other Professional Services			6,600	6,000	6,000	6,000
5461 External Training			500	500	500	500
5462 Travel and Per Diem			1,200	1,340	1,340	1,340
5500 Dues & Subscriptions			98	95	95	95
5502 Certifications & Licensing			63	63	63	63
5570 Misc Business Exp			800	1,200	1,200	1,200
Materials and Services			10,721	10,458	10,458	10,458
Total Behavioral Health			\$ 320,328	\$ 337,866	\$ 337,866	\$ 337,866



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 582,234	\$ 593,161	\$ 718,939	\$ 897,891
Materials and Services	291,224	499,225	540,021	504,566
Total Expenditures	\$ 873,459	\$ 1,092,385	\$ 1,258,960	\$ 1,402,457

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00



2020-21 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. Transition to off shift with OT service model for the completion of annual fitness for duty physicals and other required medical surveillance will result in an increase to union personnel overtime. Efficiency in management the utilization for onsite District Physician time will result in a reduction for external contracted services

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 \$117,888. Materials and Services expenses include Physical Fitness supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$20,891. EMS Supplies account 5320 provides for the vaccines and immunizations provided by OHS personnel. Account 5414 includes \$218,400 for physician services for employee physicals, return to work services and occupational health services, \$59,650 for estimated lab services, \$9,348 for return to work fit for duty examinations, and \$3,000 for OSHA Respiratory Protection Radiology requirements.

Status of 2019-20 Tactics

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

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.

Status: Complete

Status Report:

- Collaborative injury report analysis has provided identification of high-risk activities and facilitated responsive action through implementation of strategic interventions, proactive education and awareness, resulting in a reduction in the occurrence of training-related injuries.
- Education and awareness for personal accountability in the documentation of occupational injury, illness and/or exposures, has resulted in an increase of reporting for non-medically treated events. This informed identification of negative trending and the mitigation of preventable occupational safety or health risks.
- A comparison of 2017 to 2020 worker compensation claims data demonstrates the following improvements: a decrease of 36% in total time loss days, 31% reduction in the paid loss on claims and a 33% decrease in the number of worker compensation claims filed per employee over the past three years.
- Identification and analysis of trending for noise induced hearing loss informed a District-wide adoption of policy update and best practices for the hearing protection and conservation of all personnel.
- Resolution in place for identified gaps between current and best practice for work-related immunization compliance; realignment occurred through systematic records consolidation and advancements made in advocating for personal responsibility of non-work immunization status and/or medical follow up.

Status of 2019-20 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:

- 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.

Status: Complete

Status Report:

- Safety and performance of personnel reinforced through development of Aggregate Station Health Reports; promoted the engagement of line personnel in their personal commitment toward maintaining good health and provided awareness of high-risk trending in which to motivate personal choices in adopting healthy behaviors.
- Safety Grant Award supported the addition of a Bio-electrical Impedance Analysis (BIA) system in all District worksites, providing personnel a low-cost alternative for early detection, assessment and interventions for chronic conditions.
- Programs tailored to meet the specific need of a diverse workforce were accomplished through surveys and enlisting personnel in coming up with solutions. Personnel from various work groups are actively engaged to identify relevant health issues as well as contribute to program design and implementation.

- 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.

Status: Complete

Status of 2019-20 Tactics, continued

- Status Report:
- Updated to OHW related medical screening, surveillance and examination program elements to better align with compliance requirements and the occupational needs of covered employees.
 - Executed in depth internal audit of hearing conservation program effectiveness to identify trends, magnify problem areas and drive improvement in protecting personnel from on the job hazardous noise.
 - In partnership with Safety Committee and the District's worker compensation vendor, completed workplace noise investigation for the purpose of identifying sources of hazardous noise, documenting hazardous noise levels, identify the need for periodic monitoring and evaluate current efforts to protect hearing of personnel.
- 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.

Status: → Ongoing

- Status Report:
- Successful fifth year of the annual employee health challenge brought forward the expressed desire of non-line personnel to have more opportunities to engage in health promotion activities throughout the year.
 - Responsiveness to the identified need that one size does not fit all led to the development of Workplace Wellness Committee sponsored diverse monthly mini challenges with an engagement of 265 personnel in the first year.
 - Integration of collaborative aggregate reporting for the historical cancer occurrences of bargaining personnel to inform cancer risk reduction focus, efforts and proactive intervention.

Additional Accomplishments

- In partnership with Training and Operations divisions, deployed lifting ergonomics/safe patient handling and Doty Belt training for operational personnel.
- In partnership with Training and Operations executed deployment of particulate blocking hoods to provide best defense in reducing line personnel exposure to fireground carcinogens and other contaminants.
- Collaborative project with OHW and Respiratory Protection Program Coordinator achieved advancements in the protection of personnel from exposure to airborne biological particles through deployment of OSHA compliant quantitative mask fit testing for new N95 Particulate Respirator Mask; meeting NIOSH and CDC best practice guidelines for exposure control.

Activities Summary

Occupational Health & Wellness Program Status	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, blood borne pathogen standards, and applicable portions of the Respiratory Protection Standard.	100%	99.99%	99.99%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	100%	99.99%	99.99%	100%	100%



2020-21 Tactics

- Maximize the efficient use of existing resources to assure safe and healthful working conditions for all personnel.

Goal/Strategy: Goal 1

Timeframe: 24 months

Partner(s): All personnel, Executive and leadership teams, Local 1660, Human Resources, Training Division, Workplace Wellness Committee, TVFR/Local 1660 Wellness Advisory Committee, Behavioral Health, Peer Fitness Trainers, Peer Support Program, Oregon Occupational Medicine, community providers.

Budget Impact: None

- Measured By:
- 100% compliance with federal and state OSHA requirements, NIOSH, CDC and NFPA best practice standards for medical surveillance screening of applicable personnel.
 - Data collected and analyzed data (i.e. surveys, screenings, aggregate reporting, claims data) to create a risk map of health behaviors and conditions with most prevalence to inform where resources should be invested.
 - Engagement with partners with overlapping or complementary responsibilities in the planning and development of OHW programs, services and actions in order to integrate efforts in a systematic way that prioritizes sustainability across the organization.
 - Standardized approach in place to better understand the efficacy and efficiency of intervention strategies, as well as point to opportunities for continual improvement.

- Integrate a multidisciplinary approach for identification of interventions that address both work and non-work related health, safety and personal well-being in a coordinated way.

Goal/Strategy: Goal 1

Timeframe: 24 months

Partner(s): All personnel, Executive and leadership teams, Local 1660, NW Firefighter's Relief Foundation, Providence Health Plans, Reliant Behavioral Health, Human Resources, Training, Workplace Wellness Committee, TVFR/Local 1660 Wellness Advisory Committee, Behavioral Health, Peer Fitness Trainers, Peer Support Program, Oregon Occupational Medicine, Safety Committee, community providers.

Budget Impact: None

- Measured By:
- Fostered relationships amongst partners in order to synchronize risk mitigation strategies for interrelated safety, health, and personal well-being risk factors.
 - Objective measures of success developed to direct personal and work-related health risk interventions, guide priority setting, decision making, and continuous improvements.
 - Identified and acted upon opportunities to integrate data reporting from various sources to inform collective strategies, programs and services, enabling the tracking of outcomes for continual improvement.
 - Through these partnerships and collaborations, a collective perspective put forth on how health protection from on the job injury and illness directly intersect with off the job personal health promotion (e.g., physical, mental, emotional, social and economic health status).

Occupational Health/Wellness, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10470 Occupational Health/Wellness						
5002 Salaries & Wages Nonunion	\$ 330,192	\$ 326,711	\$ 397,682	\$ 441,825	\$ 441,825	\$ 441,825
5004 Vacation Taken Nonunion	23,914	27,798	31,477	36,471	36,471	36,471
5006 Sick Taken Nonunion	14,201	10,074	9,092	9,890	9,890	9,890
5008 Personal Leave Taken Nonunion	3,216	3,402	3,680	3,859	3,859	3,859
5010 Comp Taken Nonunion	21,179	12,383				
5015 Vacation Sold			4,163	1,546	1,546	1,546
5021 Deferred Comp Match Nonunion	19,061	17,877	21,649	24,121	24,121	24,121
5090 Temporary Services-Backfill		5,921				
5120 Overtime Union	6,100	16,857	27,232	87,058	87,058	87,058
5121 Overtime Nonunion	2,269	4,950	3,272	2,500	2,500	2,500
5201 PERS Taxes	66,480	67,383	105,048	161,757	161,757	161,757
5203 FICA/MEDI	30,144	30,173	38,162	46,502	46,502	46,502
5206 Worker's Comp	4,093	7,985	6,360	7,750	7,750	7,750
5207 TriMet/Wilsonville Tax	2,951	2,989	3,860	4,764	4,764	4,764
5208 OR Worker's Benefit Fund Tax	173	129	150	175	175	175
5210 Medical Ins Union	8	47				
5211 Medical Ins Nonunion	39,578	41,009	49,176	43,812	43,812	43,812
5212 Medical Ins Nonu VEBA				7,873	7,873	7,873
5221 Post Retire Ins Nonunion	5,400	4,575	5,400	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,349	7,919	7,445	7,344	7,344	7,344
5240 Life/Disability Insurance	3,673	3,693	3,713	4,134	4,134	4,134
5270 Uniform Allowance	653	635	778	510	510	510
5295 Vehicle/Cell Allowance	600	650	600	600	600	600
Personnel Services	582,234	593,161	718,939	897,891	897,891	897,891
5300 Office Supplies	1,485	977	1,245	860	860	860
5301 Special Department Supplies	5,872	4,810	8,195	5,700	5,700	5,700
5302 Training Supplies	545	33	200	200	200	200
5303 Physical Fitness	33,288	21,911	23,660	20,891	20,891	20,891
5320 EMS Supplies	10,308	10,839	16,834	12,738	12,738	12,738
5330 Noncapital Furniture & Equip	14,513	14,334	2,145			
5350 Apparatus Fuel/Lubricants	1,520	1,517	1,916	1,600	1,600	1,600
5361 M&R Bldg/Bldg Equip & Improv	5,396	4,932	3,120			
5366 M&R EMS Equip	350	847	1,039	960	960	960
5367 M&R Office Equip		4,489	1,416	1,548	1,548	1,548
5413 Consultant Fees	3,997	3,996	4,000			
5414 Other Professional Services	192,821	285,371	316,626	290,398	290,398	290,398
5415 Printing	66	14	300			
5416 Building Services		19,290	22,760	27,272	27,272	27,272
5432 Natural Gas		16	684	684	684	684
5433 Electricity		3,746	4,008	4,080	4,080	4,080
5436 Garbage		1,423	1,716	2,004	2,004	2,004

Occupational Health/Wellness, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5445 Rent/Lease of Building	7,924	110,852	114,504	117,888	117,888	117,888
5461 External Training	180	1,726	1,500	3,497	3,497	3,497
5462 Travel and Per Diem	6,203	2,346	5,401	6,690	6,690	6,690
5472 Employee Recog & Awards	761	722	999	1,143	1,143	1,143
5484 Postage UPS & Shipping		116	115	94	94	94
5500 Dues & Subscriptions	618	800	960	800	800	800
5502 Certifications & Licensing	1,652	2,217	2,578	2,365	2,365	2,365
5570 Misc Business Exp	1,437	3,369	3,600	2,654	2,654	2,654
5571 Planning Retreat Expense			400	400	400	400
5573 Inventory Over/Short/Obsolete	2,291	(1,467)				
5575 Laundry/Repair Expense			100	100	100	100
Materials and Services	291,224	499,225	540,021	504,566	504,566	504,566
Total Occupational Health/Wellness	\$ 873,459	\$1,092,385	\$1,258,960	\$1,402,457	\$1,402,457	\$1,402,457

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 390,140	\$ 388,067	\$ 446,106	\$ 451,721
Materials and Services	61,252	17,545	97,940	211,150
Total Expenditures	\$ 451,391	\$ 405,612	\$ 544,046	\$ 662,871

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Logistics Division Chief	1.00	1.00	1.00	1.00
Logistics Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2020-21 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. Other Professional Services reflects professional service fees for review of current process to find efficiencies when moving to the new facility (\$60,000) appraisals, architectural and engineering services, and land use consultants for scoping for future fire stations. Increases in building services (account 5416) utility costs in accounts (5432, 5433, 5434 and 5436) are the result of transferring all utility costs from Supply, Facilities and Fleet to one centralized budget.



*Architectural rendering of finished Logistics Service Center

Status of 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.

Status: → Ongoing

Status Report: Building improvement construction in progress. Projected move in Q2 of fiscal year 2020-21. Site move preparations in progress using 5s process for Logistics Departments organization and disposition of non-standard or unusable equipment.

- 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.

Status: → Ongoing

Status Report: Worked with OMEP to continue refining processes measuring performance and evaluating areas of improvement.

- 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

Status: → Ongoing

Status Report: Station 39 opened in January 2020. Expect completion of Logistics Service Center in Q2 of fiscal year 2020-21.

Additional Accomplishments

- Coordinated design and construction with the Capital Projects team, OMEP, architects and contractor for new Logistics Service Center.
- Reviewed workflow processes with Finance to reduce delays in requisition and purchase order processing.
- Coordinated January 1, 2020 Apparatus and Personnel Redeployment with Operations.

2020-21 Tactics

- Support construction of Logistics Service Center with contractor's capital projects, architect.

Goal/Strategy: Goal 3 - Strategy 3.4
 Timeframe: 12 months
 Partner(s): Capital Projects Specialist
 Budget Impact: None
 Measured By: Successful completion and move of Logistics Departments.
- Relocation of all Logistics Departments and Communications, Decommission the Aloha Administrative Building, Noble Warrant, Fleet/Facilities Shops, and Supply Warehouse in preparation for relocation to the new Logistics site.

Goal/Strategy: Goal 2 - Strategy 2.1; Goal 3 - Strategy 3.4
 Timeframe: 12 months
 Partner(s): Capital Projects Specialist, Fleet, Facilities, Supply, Information Technology, Communications
 Budget Impact: Increase required
 Measured By: Successful completion and move of Logistics Departments. Decommission and transfer of Aloha buildings completed.
- Support regional SCBA replacement grant, related purchasing and deployment.

Goal/Strategy: Goal 3 - Strategy 3.3
 Timeframe: 12 months
 Partner(s): Fleet Operations, Supply, Training, Finance
 Budget Impact: Increase required
 Measured By: Support given to Forest Grove Fire & Rescue toward successful completion of grant funded purchase and related reporting. Additional purchase of related, non-grant funded equipment completed. Equipment received, training delivered and in use by firefighters. Full equipment tracking in place.
- 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 2.1
 Timeframe: 24 months
 Partner(s): Fleet, Facilities, Supply, other divisions, executive management team
 Budget Impact: None
 Measured By: Development and reporting of key performance indicators for each department.

Logistics Administration, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10170 Logistics Administration						
5002 Salaries & Wages Nonunion	\$ 198,873	\$ 217,676	\$ 220,173	\$ 229,725	\$ 229,725	\$ 229,725
5004 Vacation Taken Nonunion	23,715	14,470	17,829	19,137	19,137	19,137
5006 Sick Taken Nonunion	2,276	3,545	5,150	5,189	5,189	5,189
5008 Personal Leave Taken Nonunion	4,990	2,014	2,085	1,903	1,903	1,903
5010 Comp Taken Nonunion	119					
5015 Vacation Sold	13,569		18,239			
5021 Deferred Comp Match Nonunion	18,962	19,602	20,185	20,811	20,811	20,811
5121 Overtime Nonunion	464		1,500	1,500	1,500	1,500
5201 PERS Taxes	61,606	61,299	81,610	92,586	92,586	92,586
5203 FICA/MEDI	14,947	15,107	21,861	21,333	21,333	21,333
5206 Worker's Comp	2,077	4,706	3,643	3,556	3,556	3,556
5207 TriMet/Wilsonville Tax	1,777	1,757	2,211	2,185	2,185	2,185
5208 OR Worker's Benefit Fund Tax	56	45	75	87	87	87
5211 Medical Ins Nonunion	38,957	39,878	42,676	38,628	38,628	38,628
5212 Medical Ins Nonu VEBA				6,303	6,303	6,303
5221 Post Retire Ins Nonunion	1,813	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,389	3,574	3,840	3,804	3,804	3,804
5240 Life/Disability Insurance	1,821	1,837	2,179	2,124	2,124	2,124
5270 Uniform Allowance	130	156	450	450	450	450
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
Personnel Services	390,140	388,067	446,106	451,721	451,721	451,721
5300 Office Supplies	179	45	325	325	325	325
5301 Special Department Supplies	209	32	400	2,200	2,200	2,200
5320 EMS Supplies		316	100	100	100	100
5321 Fire Fighting Supplies		20	100	100	100	100
5330 Noncapital Furniture & Equip		633				
5350 Apparatus Fuel/Lubricants	3,473	920	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv			63,400	7,500	7,500	7,500
5367 M&R Office Equip				10,800	10,800	10,800
5400 Insurance Premium	315	350	500	500	500	500
5414 Other Professional Services	53,756	1,850	20,000	80,000	80,000	80,000
5415 Printing			500	500	500	500
5416 Building Services				30,450	30,450	30,450
5432 Natural Gas		4,154		29,450	29,450	29,450
5433 Electricity		3,716		22,500	22,500	22,500
5434 Water/Sewer		1,574		12,175	12,175	12,175
5436 Garbage				3,500	3,500	3,500
5461 External Training	880	1,738	4,520	4,550	4,550	4,550
5462 Travel and Per Diem	1,178	1,202	1,705	250	250	250
5500 Dues & Subscriptions	968	618	390	250	250	250
5570 Misc Business Exp	294	331	600	600	600	600
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice		46				
Materials and Services	61,252	17,545	97,940	211,150	211,150	211,150
Total Logistics Administration	\$ 451,391	\$ 405,612	\$ 544,046	\$ 662,871	\$ 662,871	\$ 662,871

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,491,411	\$ 1,445,680	\$ 1,770,385	\$ 2,029,954
Materials and Services	1,126,216	1,152,568	1,228,725	1,215,419
Total Expenditures	\$ 2,617,626	\$ 2,598,248	\$ 2,999,110	\$ 3,245,373

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Fleet Maint & Comms 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
Total Full-Time Equivalentents (FTE)	13.00	13.00	13.00	13.00

2020-21 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. Materials and Services relates primarily to the expected vehicle maintenance and repair expenses.

Status of 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: Increase required
 Measured By: Internal metrics measured by existing processes and systems.
 Status: → Ongoing
 Status Report: Benchmarks:

- Pumpers \$3.45/hour
- Aerial Pumpers \$5.25/hour
- Trucks \$6.50/hour *
- Medics \$1.00/hour
- Code 3 Staff \$0.35/hour
- Staff \$0.30/hour

- Status or Outcome:
- Pumpers \$3.32/hour
 - Aerial Pumpers \$5.37/hour
 - Trucks \$7.12/hour
 - Medics \$1.12/hour
 - Code 3 Staff \$0.38/hour
 - Staff \$0.31/hour

* Benchmark increase of \$1.75/hour

- 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.
 Status: → Ongoing
 Status Report: 26% at 0-30 days - completed at benchmark
 30% at 31-60 days over benchmark
 24% at 61-90 days over benchmark
 18% over 91 days over benchmark

Status of 2019-20 Tactics, continued

- Develop workflow 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.
 Status: → Ongoing
 Status Report: Minimal work on KPIs have been done. Primary focus for this year was on warehousing and parts procurement. The Fleet Manager and Fleet Technician Supervisor have had two meetings with OMEP staff on defining Fleet Management roles and responsibilities. More work to develop these KPIs is tentatively scheduled for Summer 2020.

- 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.
 Status: → Ongoing
 Status Report: With the planning stages completed and the build-out underway, engagement with CFD#1 related to the new building and move processes have decreased. Communication will resume later this year specific to the final stages of the build and move in.

- 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.
 Status: → Ongoing
 Status Report: Surplus and disposal of non-District standard equipment and vehicle parts continue in preparation for the move. Plans for work areas are complete and construction is underway. Development of fleet inventory and parts procurement work efficiencies continued with OMEP. Tentative plans to develop work area efficiencies are set for Summer 2020.

Status of 2019-20 Tactics, continued

- 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: 89% of resource hours recorded as chargeable time to Fleet functions; 11% of resource hours recorded as non-chargeable overhead.

Additional Accomplishments

- Acquired and put into service two pumpers, five Fire Prevention pickups, and four staff vehicles.
- Completed specification process for one new Medic; delivery anticipated in April 2020 and deployment in early summer.



Activities Summary

Service Measures	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
TVF&R Fleet					
Response Vehicles Maintained	149	172 ¹	154	156	160
Non-Response Vehicles Maintained	51	61	89	82	87
Total Vehicles Maintained	200	233	243	238	247
Maintenance Costs	\$1,903,144	\$2,276,375 ³	\$2,184,232 ³	\$2,181,490 ³	\$2,200,000
Outside Agency Fleets					
Response Vehicles Maintained	81 ²	0	0	0	\$0
Maintenance Costs	\$644,233 ²	\$0	\$0	\$0	\$0

¹Reflects annexation of Washington County District 2 Fire and Newberg Fire.

² Reflects completion of Lake Oswego Fire and Hillsboro Fire Fleet Services.

³ Reflects fully burdened labor rate of \$150/hour and GL 5363 costs.

2020-21 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 2.1

Timeframe: 12 months

Partner(s): None

Budget Impact: Increase required

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

Benchmarks:

- Pumpers \$3.45/hour
- Aerial Pumpers \$5.25/hour
- Trucks \$6.50/hour
- Medics \$1.00/hour
- Code 3 Staff \$0.35/hour
- Staff \$0.30/hour

- Complete apparatus preventative maintenance services within the scheduled service period. Benchmark – 90%.

Goal/Strategy: Goal 2 – Strategy 2.1

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.

2020-21 Tactics, continued

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

Goal/Strategy: Goal 2 – Strategy 2.1; Goal 3 – Strategy 3.1

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 3.1

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.

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

Goal/Strategy: Goal 3 – Strategy 3.1

Timeframe: 12 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 2.1

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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10571 Fleet Maintenance						
5001 Salaries & Wages Union		\$ 159,080	\$ 600,501	\$ 704,378	\$ 704,378	\$ 704,378
5002 Salaries & Wages Nonunion	\$ 785,856	603,012	257,676	265,109	265,109	265,109
5003 Vacation Taken Union		7,666	85,259	100,400	100,400	100,400
5004 Vacation Taken Nonunion	61,608	61,392	20,866	22,371	22,371	22,371
5005 Sick Leave Taken Union		4,640	15,037	18,149	18,149	18,149
5006 Sick Taken Nonunion	31,010	26,378	6,027	6,066	6,066	6,066
5007 Personal Leave Taken Union		1,949	8,512	9,574	9,574	9,574
5008 Personal Leave Taken Nonunion	9,596	6,372	2,440	2,367	2,367	2,367
5010 Comp Taken Nonunion	11,784	7,888				
5015 Vacation Sold	8,760	9,483	11,063	12,475	12,475	12,475
5016 Vacation Sold at Retirement	17,589	950				
5019 Comp Time Sold Nonunion	1,558	2,779				
5020 Deferred Comp Match Union		5,896	35,465	41,625	41,625	41,625
5021 Deferred Comp Match Nonunion	37,215	26,826	14,350	14,796	14,796	14,796
5120 Overtime Union		3,686	25,000	25,000	25,000	25,000
5121 Overtime Nonunion	7,248	6,780				
5201 PERS Taxes	162,278	159,747	250,295	345,326	345,326	345,326
5203 FICA/MEDI	69,079	67,279	82,834	93,553	93,553	93,553
5206 Worker's Comp	10,092	17,978	20,695	23,678	23,678	23,678
5207 TriMet/Wilsonville Tax	6,763	6,677	8,378	9,584	9,584	9,584
5208 OR Worker's Benefit Fund Tax	348	261	387	451	451	451
5210 Medical Ins Union		72,812	235,440	241,320	241,320	241,320
5211 Medical Ins Nonunion	226,546	152,329	66,867	60,516	60,516	60,516
5212 Medical Ins Nonu VEBA				9,886	9,886	9,886
5220 Post Retire Ins Union		2,800	6,000	6,000	6,000	6,000
5221 Post Retire Ins Nonunion	11,850	6,450	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	19,729	13,501	6,001	5,940	5,940	5,940
5240 Life/Disability Insurance	8,499	5,730	2,492	2,590	2,590	2,590
5270 Uniform Allowance	3,402	4,642	5,500	5,500	5,500	5,500
5295 Vehicle/Cell Allowance	600	700	600	600	600	600
Personnel Services	1,491,411	1,445,680	1,770,385	2,029,954	2,029,954	2,029,954
5300 Office Supplies	1,924	1,580	2,035	2,035	2,035	2,035
5301 Special Department Supplies	23,899	28,483	31,000	33,000	33,000	33,000
5302 Training Supplies	22	56	500	500	500	500
5320 EMS Supplies	313	9	170	170	170	170
5321 Fire Fighting Supplies	810	2,350	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	4,060	1,795				
5350 Apparatus Fuel/Lubricants	15,628	15,241	21,000	25,000	25,000	25,000
5361 M&R Bldg/Bldg Equip & Improv	5,572	9,658	11,904			
5363 Vehicle Maintenance	987,480	982,517	1,006,240	1,076,145	1,076,145	1,076,145
5365 M&R Firefight Equip	35,296	47,924	82,602	46,925	46,925	46,925

Fleet Maintenance, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5367 M&R Office Equip	2,307	2,002	4,500			
5414 Other Professional Services	261	172				
5415 Printing	19	19	100	100	100	100
5416 Building Services	7,743	8,138	9,440	4,735	4,735	4,735
5432 Natural Gas	8,059	9,276	9,450			
5433 Electricity	15,813	15,773	16,500			
5434 Water/Sewer	3,933	4,382	4,300			
5436 Garbage	2,573	1,809	3,500			
5461 External Training	4,740	1,941	7,935	8,135	8,135	8,135
5462 Travel and Per Diem	2,621	1,729	3,739	4,014	4,014	4,014
5484 Postage UPS & Shipping	191	588	250	250	250	250
5500 Dues & Subscriptions	420	450	510	510	510	510
5502 Certifications & Licensing	510	345	700	700	700	700
5570 Misc Business Exp	77	182	300			
5571 Planning Retreat Expense				1,000	1,000	1,000
5572 Advertis/Public Notice		41	200	200	200	200
5573 Inventory Over/Short/Obsolete	(4,907)	8,335	2,500	2,500	2,500	2,500
5575 Laundry/Repair Expense	6,851	7,774	7,350	7,500	7,500	7,500
Materials and Services	1,126,216	1,152,568	1,228,725	1,215,419	1,215,419	1,215,419
Total Fleet Maintenance	\$2,617,626	\$2,598,248	\$2,999,110	\$3,245,373	\$3,245,373	\$3,245,373

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,060,663	\$ 1,131,736	\$ 1,269,349	\$ 1,346,578
Materials and Services	162,707	98,395	171,400	589,988
Total Expenditures	\$ 1,223,370	\$ 1,230,131	\$ 1,440,749	\$ 1,936,566

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Facilities Maintenance Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Tech. LME	4.00	4.00	3.00	3.00
Facilities Maintenance Technician	2.00	2.00	3.00	3.00
Facilities Utility Worker	1.00	1.00	1.00	1.00
Facilities Maintenance Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	9.00

2020-21 Significant Changes

Personnel Services in 2020-21 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. The large increase is due to consolidating the amounts that were budgeted in each department to the facilities department. Account 5414 increased by \$100,000 to account for the costs required to move to the new Logistics Service Center.

Status of 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.

Status: → Ongoing
 Status Report: Metrics awareness campaign to be developed in fiscal year 2020-21.

- 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.

Status: → Ongoing
 Status Report: Projected in Q2 fiscal year 2020-21.

- 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.

Status: ✓ Complete
 Status Report: Station 39 opened and tapout project completed.

- Develop workflow 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: Increase required
 Measured By: KPI for work processes developed, measured, and acted on for continuous improvement.

Status: → Ongoing
 Status Report: Worked with OMEP to continue refining processes measuring performance and evaluating areas of improvement.

Additional Accomplishments

- Records relocated from Noble Warrant and CBOC to South Shop.
- Electronic access added to all stations for law enforcement partners.
- Hired Facilities Technician focused on HVAC.
- Developed 5s processes for Facilities work sites.
- Replaced Station 60's generators.
- Installed Chief's Bullseye signs at all work sites.
- Centralized Facilities Maintenance budgets for fiscal year 2020-21.
- Completed assigned work related to the January 1, 2020 Apparatus and Personnel Redeployment.
- Furniture, fixtures and equipment (FFE) for new Station 39.
- Completed first two phases of new station tap out installations with communications.

Activities Summary

Service Measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Square footage maintained for facilities	408,486 ¹	418,700 ²	389,150 ³	400,072 ⁴	422,832 ⁵
District costs per square foot	\$5.41	\$5.12	\$6.55	\$5.49	\$5.77
Efficiency rating on completed work orders	83%	85%	86%	86%	86%
Average days to start corrective maintenance	5	5	6	6	5
Average days to complete corrective maintenance	4	6	6	6	5
Average percentage of labor charged to administrative functions	14%	14%	14%	14%	12%
Average travel hours per month by Technicians	32	34	40	40	33
Percentage of total available resource hours required to support capital bond projects	6%	6%	6%	6%	5%

¹ Includes the addition of Station 70 and removal of old Station 68.

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

³ Includes the addition of Station 55 (10,214 sqft).

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

⁵ Includes the addition of Station 39 (10,922 Sqft).

2020-21 Tactics

- Move Facilities Maintenance personnel and operations to the new Logistics Service Center (LSC) location and decommission NOC sites.

Goal/Strategy: Goal 3 - Strategy 3.1
 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. Transferring NOC Complex responsibility to Washington County.

2020-21 Tactics, continued

- Evaluate installations and enhance Fire Station Alerting Systems to further reduce emergency response times.

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Operations, Communications, IT

Budget Impact: Increase required

Measured By: Completion of site evaluations and installation of alerting enhancements; with operations; a decrease in emergency response times.

- Reduce energy cost and consumption for District facilities.

Goal/Strategy: Goal 3 - Strategy 3.1

Timeframe: 24 months

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

Budget Impact: None

Measured By: Updated energy consumption information by site. Awareness campaign developed to promote energy reduction by worksite. Performance indicators to measure energy cost and consumption in place and being tracked.

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

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

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

Budget Impact: Increase required

Measured By: Redefined service levels, workflow and performance metrics. KPI for work processes developed, measured, and acted on for continuous improvement.

- Develop new capital planning tool for District Facilities.

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Finance

Budget Impact: None

Measured By: Functional capital planning tool in place that follows International Facilities Management Association (IFMA) and TVFR Finance guidelines.

- Continue to enhance District facility security.

Goal/Strategy: Goal 1 - Strategy 1.2

Timeframe: 12 months

Partner(s): All District Personnel

Budget Impact: Increase required

Measured By: Installation of approved security measures based on evaluation of IKR report. Measured by education and adoption of electronic access. Regain key control by re-keying District facilities.

Facilities Maintenance, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10582 Facilities Maintenance						
5002 Salaries & Wages Nonunion	\$ 540,143	\$ 548,448	\$ 643,229	\$ 662,185	\$ 662,185	\$ 662,185
5004 Vacation Taken Nonunion	55,526	62,012	52,086	55,878	55,878	55,878
5006 Sick Taken Nonunion	25,511	27,560	15,045	15,152	15,152	15,152
5008 Personal Leave Taken Nonunion	5,422	7,725	6,090	5,913	5,913	5,913
5010 Comp Taken Nonunion	5,766	4,063				
5015 Vacation Sold	2,907	1,500	16,379	5,212	5,212	5,212
5017 PEHP Vac Sold at Retirement		27,036				
5019 Comp Time Sold Nonunion	2,386	1,661				
5021 Deferred Comp Match Nonunion	28,348	30,832	35,826	36,956	36,956	36,956
5121 Overtime Nonunion	11,368	9,867	10,000	10,000	10,000	10,000
5201 PERS Taxes	120,025	130,757	181,326	227,141	227,141	227,141
5203 FICA/MEDI	47,749	48,771	59,659	60,672	60,672	60,672
5206 Worker's Comp	6,778	14,881	9,943	10,112	10,112	10,112
5207 TriMet/Wilsonville Tax	4,676	4,838	6,034	6,215	6,215	6,215
5208 OR Worker's Benefit Fund Tax	236	194	225	262	262	262
5211 Medical Ins Nonunion	172,240	177,722	197,244	183,096	183,096	183,096
5212 Medical Ins Nonu VEBA				30,521	30,521	30,521
5220 Post Retire Ins Union	650					
5221 Post Retire Ins Nonunion	7,575	8,400	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	14,907	15,838	17,659	17,940	17,940	17,940
5240 Life/Disability Insurance	6,132	6,049	6,104	6,223	6,223	6,223
5270 Uniform Allowance	1,718	2,733	3,200	3,200	3,200	3,200
5295 Vehicle/Cell Allowance	600	850	1,200	1,800	1,800	1,800
Personnel Services	1,060,663	1,131,736	1,269,349	1,346,578	1,346,578	1,346,578
5300 Office Supplies	945	1,403	1,500	1,500	1,500	1,500
5301 Special Department Supplies	12,935	15,980	21,500	19,500	19,500	19,500
5305 Fire Extinguisher	4,767	7,545	10,000	10,000	10,000	10,000
5320 EMS Supplies	14	139	250	250	250	250
5321 Fire Fighting Supplies	83		250	250	250	250
5330 Noncapital Furniture & Equip	2,012			5,800	5,800	5,800
5350 Apparatus Fuel/Lubricants	20,645	23,736	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	88,461	23,041	58,002	351,200	351,200	351,200
5367 M&R Office Equip	2,289	1,855	6,500			
5414 Other Professional Services		11	5,000	105,000	105,000	105,000
5415 Printing	19	951	2,000	2,000	2,000	2,000
5416 Building Services		84	8,400	35,931	35,931	35,931
5432 Natural Gas	5,575	4,535	6,000	6,000	6,000	6,000
5433 Electricity	5,630	5,070	5,400	5,400	5,400	5,400
5434 Water/Sewer	4,346	4,931	6,300	5,700	5,700	5,700
5436 Garbage	891	1,418	1,500	1,500	1,500	1,500
5450 Rental of Equip	4,265	2,790	5,000	5,000	5,000	5,000

Facilities Maintenance, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5461 External Training	4,995	1,560	3,010	3,235	3,235	3,235
5462 Travel and Per Diem	3,632	1,942	8,098	8,132	8,132	8,132
5480 Community/Open House				1,000	1,000	1,000
5484 Postage UPS & Shipping			100	100	100	100
5500 Dues & Subscriptions	754	591	1,240	1,240	1,240	1,240
5502 Certifications & Licensing	100	195	500	400	400	400
5570 Misc Business Exp	349	489	600	600	600	600
5571 Planning Retreat Expense		131	250	250	250	250
Materials and Services	162,707	98,395	171,400	589,988	589,988	589,988
Total Facilities Maintenance	\$1,223,370	\$1,230,131	\$1,440,749	\$1,936,566	\$1,936,566	\$1,936,566



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 661,211	\$ 718,989	\$ 852,430	\$ 850,623
Materials and Services	107,730	149,966	248,152	260,420
Total Expenditures	\$ 768,941	\$ 868,954	\$ 1,100,582	\$ 1,111,043

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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
Total Full-Time Equivalent (FTE)	7.00	7.00	7.00	7.00

2020-21 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 the increase is due to the two new pumpers (\$32,000). Maintenance and Repair, Fire Fighting Equipment, account 5365, reflects Hose and ladder testing requirements (\$68,000). Account 5575, for \$99,250, 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 2019-20 Tactics

- Develop workflow 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.

Status: → Ongoing

Status Report: Work with OMEP and Logistics partners to evaluate purchasing processes and additions to inventory continued. Stock levels and placement of stock were updated to improve the flow of goods moving in and out of the warehouse. Processes were tested to support the addition of Fleet and Facilities inventory despite current limitations on warehouse space. Additions to Supply inventory were estimated at 800 new items. Receiving processes and measurements are being evaluated in preparation of managing this workload.

- 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.

Status: → Ongoing

Status Report: Staff continued to prepare for the October 2020 move. Efforts included a simple and methodical team-based approach to organizing workspace known as 5s. Work is also being done on a detailed move plan.

Status of 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.

Status: → Ongoing

Status Report: Routine review of performance measures included purchasing, receiving, backorders, cycle counts, distribution and equipment repair. Reorder levels and purchase unit of measure were evaluated in conjunction with purchasing processes to limit stock outs and associated rework. Open purchase orders have been reviewed regularly as vendor reliability decreased requiring routine follow up on open purchase orders. Challenges remain with the ERP inventory module requiring a significant amount of staff time to address. As a result, implementation of the Purchasing Plus module was put on hold. IT continued to create and maintain numerous reports to assist with daily processes. To streamline processes and increase visibility of non-stock standard purchases, items typically ordered as a direct expense were added to inventory. As a result, inventory purchases increased 50%. With the addition of Fleet items inventory, purchases are estimated to increase an additional 22%.

- 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.

Status: → Ongoing

Status Report: Preventive maintenance for IV pumps, stair chairs, stretchers and power loads was assumed by the Medical Equipment Technician. Staff partnered with Fleet and Facilities to align work order service codes and labor tracking. Staff also partnered with Operations and vendors to ensure proper inspection, appropriate repairs and timely replacement of PPE.

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Regional Logistics Group participation continued to provide value in networking. Regular participants included individuals in a variety of roles from agencies such as Portland, Clackamas, Gresham, Alfalfa Fire Department in rural Oregon, Puget Sound Fire Authority in Washington and the newest member: Mid-Columbia Fire & Rescue in The Dalles. The District was able to benefit from another agency's evaluation of the particulate blocking hood and their cooperative contract price savings.

Additional Accomplishments

- Provided PPE and uniform items for 20-01 and 20-02 career and the volunteer recruit academies.
- Supported set up of new Station 39.
- Supported AMP projects and special purchases (e.g. winter caps, smokey packs, doty lifting belts, particulate blocking hoods, multiple new EMS supplies and medications).
- Coordinated large PPE purchases and deliveries during COVID-19 emergency



2020-21 Tactics

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

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.1
 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
 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.
- Review and analyze key inventory transaction performance indicators and electronic tracking system options to improve efficiency.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 - Strategy 2.1
 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; 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.

Supply, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10220 Supply						
5002 Salaries & Wages Nonunion	\$ 345,153	\$ 379,327	\$ 413,363	\$ 440,060	\$ 440,060	\$ 440,060
5004 Vacation Taken Nonunion	32,250	28,647	33,164	37,134	37,134	37,134
5006 Sick Taken Nonunion	2,845	5,970	9,580	10,069	10,069	10,069
5008 Personal Leave Taken Nonunion	2,093	1,529	3,878	3,930	3,930	3,930
5010 Comp Taken Nonunion	8,805	9,865				
5015 Vacation Sold	10,488		13,159	1,192	1,192	1,192
5016 Vacation Sold at Retirement		26,548	26,186			
5017 PEHP Vac Sold at Retirement		1,743	18,203			
5019 Comp Time Sold Nonunion	1,534	1,306				
5021 Deferred Comp Match Nonunion	18,253	18,773	22,809	24,560	24,560	24,560
5090 Temporary Services-Backfill	4,950					
5121 Overtime Nonunion	11,762	1,719	4,800	4,800	4,800	4,800
5201 PERS Taxes	92,771	99,683	142,486	145,688	145,688	145,688
5203 FICA/MEDI	30,853	33,905	41,703	39,913	39,913	39,913
5206 Worker's Comp	4,276	7,815	6,951	6,652	6,652	6,652
5207 TriMet/Wilsonville Tax	3,022	3,365	4,218	4,089	4,089	4,089
5208 OR Worker's Benefit Fund Tax	190	163	175	204	204	204
5211 Medical Ins Nonunion	74,806	79,840	91,852	99,180	99,180	99,180
5212 Medical Ins Nonu VEBA				12,746	12,746	12,746
5221 Post Retire Ins Nonunion	5,400	6,375	6,300	4,500	4,500	4,500
5230 Dental Ins Nonunion	7,416	8,156	9,241	11,280	11,280	11,280
5240 Life/Disability Insurance	3,725	3,845	3,862	4,126	4,126	4,126
5270 Uniform Allowance	620	413	500	500	500	500
Personnel Services	661,211	718,989	852,430	850,623	850,623	850,623
5300 Office Supplies	829	342	800	800	800	800
5301 Special Department Supplies	3,635	2,165	4,980	3,080	3,080	3,080
5305 Fire Extinguisher			100			
5320 EMS Supplies	324	257	150	150	150	150
5321 Fire Fighting Supplies	24,247	32,780	10,500	42,500	42,500	42,500
5325 Protective Clothing	351		70	70	70	70
5330 Noncapital Furniture & Equip			300			
5350 Apparatus Fuel/Lubricants	5,570	6,381	6,300	6,300	6,300	6,300
5361 M&R Bldg/Bldg Equip & Improv	5,494	6,172	10,189			
5365 M&R Firefight Equip		216	41,000	69,700	69,700	69,700
5366 M&R EMS Equip	20	94	150	9,550	9,550	9,550
5367 M&R Office Equip	2,407	1,789	2,650			
5414 Other Professional Services		5,627				
5415 Printing	19		60	60	60	60
5416 Building Services	6,201	6,573	7,813	4,455	4,455	4,455
5432 Natural Gas	4,039	4,527	4,200			
5433 Electricity	5,733	5,736	6,000			

Supply, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5434 Water/Sewer	7,091	7,641	7,875			
5436 Garbage	4,271	3,433	3,300	3,300	3,300	3,300
5450 Rental of Equip			2,600	2,600	2,600	2,600
5461 External Training	925	1,900	2,575	2,575	2,575	2,575
5462 Travel and Per Diem	2,231	2,724	4,220	4,220	4,220	4,220
5484 Postage UPS & Shipping	1,752	2,815	2,320	8,120	8,120	8,120
5500 Dues & Subscriptions	548	299	390	390	390	390
5570 Misc Business Exp	143	272	300	300	300	300
5573 Inventory Over/Short/Obsolete	(52,799)	(13,101)	3,000	3,000	3,000	3,000
5575 Laundry/Repair Expense	84,700	71,326	126,310	99,250	99,250	99,250
Materials and Services	107,730	149,966	248,152	260,420	260,420	260,420
Total Supply	\$ 768,941	\$ 868,954	\$1,100,582	\$1,111,043	\$1,111,043	\$1,111,043



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,409,937	\$ 1,557,864	\$ 1,817,891	\$ 2,003,716
Materials and Services	535,206	576,608	718,020	767,568
Total Expenditures	\$ 1,945,143	\$ 2,134,472	\$ 2,535,911	\$ 2,771,284

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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	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	1.00	1.00
Accounting Specialist	2.00	1.00	1.00	1.00
Medical Billing Supervisor	1.00	1.00	1.00	1.00
Medical Billing Specialist	2.00	2.00	2.00	2.00
AA/Accounting Clerk	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	12.00

2020-21 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, Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage is increased by \$35,000 due to increases in premium costs. 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 is increased due to investment advisor contract (\$33,000) and increased merchant services fee (\$10,000). 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 this increased due to the matching costs for the GEMT program (\$62,000).

Status of 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

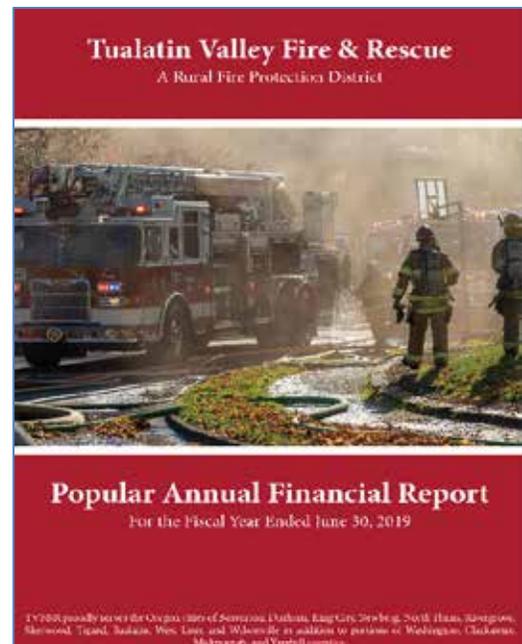
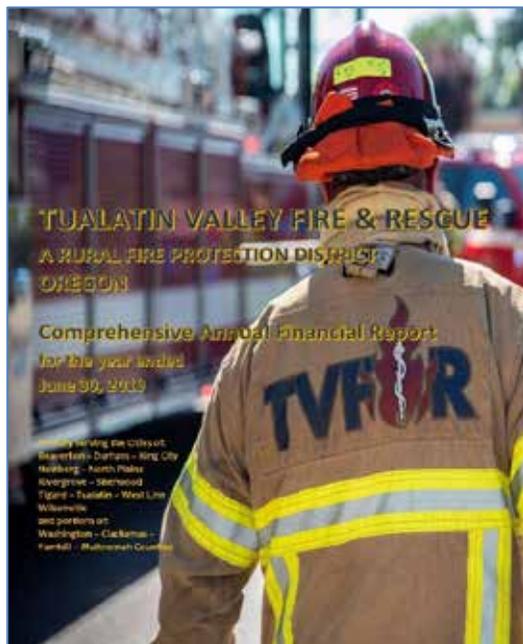
Partner(s): All departments

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.

Status: → Ongoing

Status Report: All documents were produced according to best practices of the GFOA and current governmental accounting standards, and all have received the most current award available.



Status of 2019-20 Tactics, continued

- 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.

Status: **✓ Complete**

Status Report: GEMT State Fiscal Year (SFY) Cost Report and Provider Participation Report for 2018 and 2019 were submitted and accepted by the OHA. Settlement payment for the SFY2018 cost reimbursement was received in December 2019 and the SFY2019 settlement payment is anticipated to be received before the end of the budget year.

- 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.

Status: **≠ No Longer Relevant**

Status Report: The District was not selected in the "Year 1" sample of ground ambulance providers and suppliers required to collect and report cost, revenue, utilization, and other information through the Ground Ambulance Data Collection System. CMS is required to identify a representative sample of ground ambulance organizations each year from 2020 to 2024 and the District will comply with the data collection requirements if selected in subsequent years.

- 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

Status of 2019-20 Tactics, continued

Goal/Strategy: Goal 2; Chief's Bullseye (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.

Status: → Ongoing
 Status Report: A review of established District policies related to the seven compliance program components has been completed and efforts are now focused on implementing new policy to address those topics not currently covered by standard operating guidelines or similar directives.

Additional Accomplishments

- Conducted 14 personal preparedness information sessions to promote the ability for Finance personnel to be resilient during disasters or uncommon occurrences and advance (applicable to Goal 1: Health).
- Completed the advance refunding of most of the outstanding 2011 general obligation bonds to save District taxpayers approximately \$1.3 million or 8.7% of remaining costs.
- Implemented the annual reporting requirements to comply with generally accepted accounting principles under Governmental Accounting Standards Board Statement No. 84, which seeks to enhance the value of the information provided for assessing the District's accountability and stewardship as it relates to fiduciary activities.

Activities Summary

	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Accounts receivable invoices	460	181	145	345	375
Accounts payable checks	2,826	2,908	2,815	2,750	2,775
Accounts payable Electronic Funds (EFT) processed	2,466	2,412	2,320	2,400	2,500
Accounts payable transactions	16,388	16,454	16,511	16,750	16,850
Approvals through workflow	7,173	7,202	7,181	7,250	7,400
Cash receipts processed	1,610	1,123	1,152	1,250	1,250
Payroll pays issued	13,471	13,513	13,421	13,750	14,250
P-Card requisitions processed	3,631	3,739	4,144	4,375	4,575
Purchase orders processed	8,077	8,140	8,244	8,340	8,450
Requisitions processed	11,301	12,059	12,550	12,850	13,000
Ambulance transport trips	4,577	4,731	4,396	4,108	4,275
Ambulance transport invoices/claims	8,161	10,645	9,891	9,250	9,625
Certificate of Achievement for Excellence in Financial Reporting	ü	ü	ü	ü	ü
Popular Annual Financial Reporting Award	ü	ü	ü	ü	ü
Distinguished Budget Presentation Award	ü	ü	ü	ü	ü

2020-21 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: Production of all documents and relevant 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.

- 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 Bullseye (Professionalism - *accountability to the public*)

Timeframe: 12 months

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

Budget Impact: None

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

- Develop a Capital Plan to address the capital infrastructure of the District while ensuring the ability to meet the ongoing operational and financial needs of the District.

Goal/Strategy: Goal 1, Strategy 1.5 and Goal 2, Strategy 2.3

Timeframe: 12 months

Partner(s): All departments

Budget Impact: None (in planning year)

Measured By: A framework that will be used in planning for the next series of bonds taking into consideration prioritization of projects based on need, allocation of resources, financing strategies, and replacement schedules.

Finance, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10210 Finance						
5002 Salaries & Wages Nonunion	\$ 833,292	\$ 906,383	\$ 989,499	\$1,061,538	\$1,061,538	\$1,061,538
5004 Vacation Taken Nonunion	44,759	61,728	79,044	88,372	88,372	88,372
5006 Sick Taken Nonunion	14,067	14,385	22,833	23,963	23,963	23,963
5008 Personal Leave Taken Nonunion	6,484	8,492	9,242	9,352	9,352	9,352
5010 Comp Taken Nonunion	2,206	1,430				
5015 Vacation Sold	21,479	23,407	28,198	27,499	27,499	27,499
5019 Comp Time Sold Nonunion	148					
5021 Deferred Comp Match Nonunion	50,121	52,844	62,286	66,602	66,602	66,602
5090 Temporary Services-Backfill	1,337					
5121 Overtime Nonunion	232		1,000			
5123 Comp Time Sold Nonunion	20					
5201 PERS Taxes	195,217	215,020	296,203	379,088	379,088	379,088
5203 FICA/MEDI	66,297	72,641	91,682	98,202	98,202	98,202
5206 Worker's Comp	10,177	19,058	15,280	16,367	16,367	16,367
5207 TriMet/Wilsonville Tax	6,790	7,570	9,273	10,060	10,060	10,060
5208 OR Worker's Benefit Fund Tax	303	249	324	379	379	379
5211 Medical Ins Nonunion	116,522	134,712	168,875	152,388	152,388	152,388
5212 Medical Ins Nonu VEBA				25,352	25,352	25,352
5220 Post Retire Ins Union	2,230	720	720	480	480	480
5221 Post Retire Ins Nonunion	10,200	9,007	10,800	10,800	10,800	10,800
5230 Dental Ins Nonunion	13,593	14,801	16,921	16,752	16,752	16,752
5240 Life/Disability Insurance	8,102	9,058	9,351	10,162	10,162	10,162
5295 Vehicle/Cell Allowance	6,360	6,360	6,360	6,360	6,360	6,360
Personnel Services	1,409,937	1,557,864	1,817,891	2,003,716	2,003,716	2,003,716
5300 Office Supplies	2,806	2,443	3,800	4,000	4,000	4,000
5301 Special Department Supplies	145	346	750	750	750	750
5330 Noncapital Furniture & Equip		1,040	750			
5400 Insurance Premium	420,898	423,781	440,350	475,350	475,350	475,350
5412 Audit & Related Filing Fees	25,005	61,905	43,450	44,560	44,560	44,560
5414 Other Professional Services	7,553	22,752	66,400	79,400	79,400	79,400
5415 Printing	1,646	1,424	2,450	2,450	2,450	2,450
5418 Trustee/Administrative Fees	46,231	31,302	112,550	114,675	114,675	114,675
5461 External Training	8,474	8,599	16,955	14,130	14,130	14,130
5462 Travel and Per Diem	11,330	11,453	17,605	20,138	20,138	20,138
5484 Postage UPS & Shipping	1					
5500 Dues & Subscriptions	2,891	3,524	3,610	3,610	3,610	3,610
5502 Certifications & Licensing	125		150	150	150	150
5570 Misc Business Exp	3,416	4,917	5,600	4,755	4,755	4,755
5571 Planning Retreat Expense			500	500	500	500
5572 Advertis/Public Notice	4,684	3,122	3,100	3,100	3,100	3,100
Materials and Services	535,206	576,608	718,020	767,568	767,568	767,568
Total Finance	\$1,945,143	\$2,134,472	\$2,535,911	\$2,771,284	\$2,771,284	\$2,771,284

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 984,932	\$ 1,051,351	\$ 1,597,399	\$ 1,641,940
Materials and Services	1,073,424	1,312,139	1,649,970	1,798,940
Total Expenditures	\$ 2,058,356	\$ 2,363,490	\$ 3,247,369	\$ 3,440,880

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Director of Technology Services			1.00	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
Total Full-Time Equivalents (FTE)	7.00	7.00	8.00	8.00

2020-21 Significant Changes

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

Materials and Services increased \$148,970. Account 5340 was increased to \$1,385,819 and includes \$80,291 for Talent Space 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 (\$67,752) plus the addition of another module for the Fire and Life Safety group (97,875), Target Solutions training and learning management (\$52,712), Office 365 annual subscription (\$150,000), financial systems (\$161,202), and \$107,000 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 54 infrastructure, among other items.

Status of 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.

Status: → Ongoing

Status Report: Due to staffing limitations and changes in department leadership and priorities, work toward this was limited and will pick up again in the new fiscal year.

- 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.

Status: → Ongoing

Status Report: Both budget and staffing constraints have slowed efforts to implement SSO/MFA.

- 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.

Status: ✓ Complete

Status Report: While met and marked as complete, this is an ongoing effort that we continually strive to improve upon the stated measurement.

Status 2019-20 Tactics, continued

- 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.

Status: **√ Complete**

Status Report: New modules implemented this year include Inventory, Contract Management and Device Maintenance. User satisfaction surveys were also implemented.

- 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.

Status: → Ongoing

Status Report: Both budget and staffing constraints have slowed efforts to implement.

- 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.

Status: **√ Complete**

Status Report: Provided support to FCO where needed. Application scheduled to go live before the end of the fiscal year.

Additional Accomplishments

- Replacement of Operating center core switches.
- Replacement/upgrade of high availability pair firewall.
- Optimization review of F5/BIG IP application accelerator.
- Laptop replacement – replaced 22 staff laptops.
- iPad deployment – deployed apparatus iPads and refurbished existing iPad which were then redeployed to the stations.
- Assisted with Station 39 construction
- Purchased, configured and deployed 8 desktops with monitors for Fire & Life Safety staff
- Upgraded and redesigned all conference and training room PCs.

2020-21 Tactics

- Configure and implement refined IT service, staffing, and systems models with focus on secure and stable core business functionality and user experience.

Goal/Strategy: Goal 1 – Strategy 1.1., 1.2, 1.5
Timeframe: 24 Months
Partner(s): FCO, Business Strategy, HR, all division/department managers, contracting consultants
Budget Impact: Increase required
Measured By: Specific to fiscal year 2020-21, completion of the following initiatives:
 - Hire director and currently open positions
 - Implement an Information Technology Governance Structure
 - Prioritize recognized system updates and requirements for implementation

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

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2
Timeframe: 12 Months
Partner(s): District-wide
Budget Impact: None
Measured By: Engagement with users through user surveys to 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 1.1, 1.2
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/procedures updated consistent with the final HIPAA assessment report recommendations. SSO and MFA solutions in place.

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

Goal/Strategy: Goal 1; Goal 2
Timeframe: 12 months
Partner(s): None
Budget Impact: None
Measured By: Internal metrics measured by existing processes and systems.

2020-21 Tactics, continued

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

Goal/Strategy: Goal 1 – Strategy 1.2

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.

- Implement new organizational model for IT and Communications

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5; Goal 2

Timeframe: 12 months

Partner(s): HR

Budget Impact: Increase required

Measured By: Implementation of organizational model with focus on business alignment.

- Upgrade existing wireless infrastructure

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2

Timeframe: 12 months

Partner(s): Facilities, Operations

Budget Impact: None

Measured By: Successful installation of new wireless access points at all District facilities.



Activities Summary

Service Measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Service Desk work orders	425	326	1627	1246	1423
Business hours	375	266	1309	1011	1201
Non-business hours	50	60	318	235	222
After-hours emergency alerts	95	100	60	55	57
Systems uptime target ¹	99.98%	99.98%	99.98%	99.98%	99.98%
Network services	100%	100%	100%	100%	100%
File and desktop services	99.95%	99.98%	99.99%	99.99%	99.99%
Critical applications ²	99.93%	99.85%	99.99%	99.99%	99.99%
Technology Inventory (total)	947	830	863	871	898
Desktops in service ³	278	158	164	178	184
Virtual desktops in service	230	223	200	210	210
Laptops in service	85	107	107	120	125
Tablets in service	18	21	23	23	23
iPads in service	120	119	162	135	145
Servers in production	73	75	80	78	78
Network switches	83	81	81	81	83
Printers in service	60	46	46	46	50
Total shared data size (TB)	46.0	47.0	33.0	40.0	40.0
Offsite data protection (TB)	30.0	28.0	33.5	35.0	35.0
Total database size (TB)	1.9	1.9	2.7	2.7	2.3

¹ Uptime target measures only unplanned outages for services.

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

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

Information Technology, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10215 Information Technology						
5002 Salaries & Wages Nonunion	\$ 558,267	\$ 597,212	\$ 810,024	\$ 859,354	\$ 859,354	\$ 859,354
5004 Vacation Taken Nonunion	53,603	51,883	65,191	71,976	71,976	71,976
5006 Sick Taken Nonunion	25,498	19,926	18,831	19,543	19,543	19,543
5008 Personal Leave Taken Nonunion	5,544	6,013	7,622	7,626	7,626	7,626
5015 Vacation Sold	6,442	11,094	31,386	29,538	29,538	29,538
5017 PEHP Vac Sold at Retirement			100,000			
5019 Comp Time Sold Nonunion		210				
5021 Deferred Comp Match Nonunion	31,644	33,331	52,758	55,819	55,819	55,819
5121 Overtime Nonunion		95				
5201 PERS Taxes	117,069	125,795	240,316	307,252	307,252	307,252
5203 FICA/MEDI	48,231	51,218	75,782	80,663	80,663	80,663
5206 Worker's Comp	6,413	12,644	12,630	13,444	13,444	13,444
5207 TriMet/Wilsonville Tax	4,723	5,083	7,664	8,263	8,263	8,263
5208 OR Worker's Benefit Fund Tax	191	158	225	262	262	262
5211 Medical Ins Nonunion	103,084	110,103	142,062	128,340	128,340	128,340
5212 Medical Ins Nonu VEBA				21,202	21,202	21,202
5221 Post Retire Ins Nonunion	6,300	6,300	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	8,835	9,687	12,783	12,648	12,648	12,648
5240 Life/Disability Insurance	6,088	6,398	7,725	8,250	8,250	8,250
5270 Uniform Allowance			400			
5295 Vehicle/Cell Allowance	3,000	4,200	4,800	10,560	10,560	10,560
Personnel Services	984,932	1,051,351	1,597,399	1,641,940	1,641,940	1,641,940
5300 Office Supplies	91	2	100	100	100	100
5301 Special Department Supplies	3,918	4,450	3,500	4,376	4,376	4,376
5302 Training Supplies	48	9	1,500	1,500	1,500	1,500
5320 EMS Supplies	10					
5325 Protective Clothing			350			
5330 Noncapital Furniture & Equip	7,014	6,788	56,000	13,596	13,596	13,596
5340 Software Licenses/Upgrade/Host	797,257	901,860	1,165,252	1,385,819	1,385,819	1,385,819
5361 M&R Bldg/Bldg Equip & Improv		112				
5368 M&R Computer & Network Hdwe	104,372	135,743	234,450	187,056	187,056	187,056
5414 Other Professional Services	1,363	72,635				
5437 Cable Access	153,910	188,218	184,118	181,918	181,918	181,918
5461 External Training	2,670	1,799	2,500	21,050	21,050	21,050
5462 Travel and Per Diem	2,742		1,300	2,525	2,525	2,525
5500 Dues & Subscriptions			100	200	200	200
5570 Misc Business Exp	16		200	200	200	200
5571 Planning Retreat Expense	13	523	600	600	600	600
Materials and Services	1,073,424	1,312,139	1,649,970	1,798,940	1,798,940	1,798,940
Total Information Technology	\$2,058,356	\$2,363,490	\$3,247,369	\$3,440,880	\$3,440,880	\$3,440,880



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 473,831	\$ 522,435	\$ 574,007	\$ 607,819
Materials and Services	2,584,815	2,606,505	2,877,687	2,909,791
Total Expenditures	\$ 3,058,646	\$ 3,128,940	\$ 3,451,694	\$ 3,517,610

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	4.00	4.00	4.00	4.00

2020-21 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 there is an increase in the current year for the addition of communications equipment for the Haz Mat group (\$18,000). Dispatch fees reflect the charges from WCCCA (\$2,379,498 for the District) and Clackamas C800 dispatch and service fees (\$31,000). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Status of 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.
Status: → Ongoing
Status Report: Portable radio deployment to frontline crews complete, all other portable radios 95% replaced. 40% of frontline mobile radios replaced. 30% of Base Station radios systems replaced. Station alerting upgrades approximately 30% completed, scheduled completion by the end of the fiscal year.

- 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 Chief's 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.
Status: → Ongoing
Status Report: Crew iPhones switched over to FirstNet. Continuing to test on other devices. Onboard Mobile Gateways (OMGs) had connectivity issues early on; are proceeding with caution on upgrades. New apparatus with newer versions of OMG will get FirstNet sims.

- 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.
Status: → Ongoing
Status Report: During this reporting period, updated the Fire Rescue protocols for the new radio template. Installing new base station radios.

Status of 2019-20 Tactics, continued

- Maintain consistent uptime of mobile data computers (MDCs). Ensure critical response aids resources are updated and function as expected.

Goal/Strategy: Goal 2 – Strategy 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 OMG reports showing 99% on-air time.

- 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: Participating in the DVRS taskforce. Waiting on WCCCA to complete the radio upgrade (anticipated for Summer 2020).

- 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.

Status: → Ongoing

Status Report: Worked with Training to develop new radio videos and training materials. Using Staff briefing tool in Target Solutions to provide updates to radio deployment.

Communications, continued

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: Planning for move has been completed; move to be completed Q2 of fiscal year 2020-21.

Additional Accomplishments

- Deployed all frontline portable radios in two and a half days.
- First US Digital Station Alerting system went live at Station 64 in January.
- Deploying new base station radios to all stations in conjunction with Station Alerting installations. Continuing to install mobile radios in over 200 vehicles.

Activities Summary

Technical Services Provided	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Mobile, portable, base station, patch kits	838	785	725*	740	740
Mobile data computers, OMGs, and cellular connectivity devices	160	176	184	188	250
Cell phones	12	12	12	8	8
Smartphones	127 ² /35 ¹	130 ² /35 ¹	130/40 ¹	130/40 ¹	130/40
Pagers	110 ²	100	100	100	100
Satellite phones	10	10	10	10	10
Work orders completed	376	188	250	200	225
Preventative maintenance inspections	100	90	100 ⁴	100	80
Standalone GPS units	32	32	32	33	35
Installations – apparatus and vehicles	16	9	9	4	10

¹ Represents stipend phones connected

² Represents addition of NFD and D2

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

⁴ 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.

2020-21 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 Station Alerting 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 3 – Strategy 3.1

Timeframe: 12 months

Partner(s): Integrated Operations, Information Technology, Training, WCCCA

Budget Impact: Increase required

Measured By: Implementation of new station alerting interface that is included in the new CAD system. New radio equipment for District; procured and installed/deployed in conjunction with the radio system replacement. Work with IT staff regarding software updates affecting MDC systems e.g. migration to Windows 10

- Continued implementation of network changes to take advantage of the emerging FirstNet national public safety wireless broadband network initiative.

Goal/Strategy: Goal 3 – Strategy 3.1

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.

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

Goal/Strategy: Goal 3

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.

- Maintain consistent uptime of mobile data computers (MDCs). Ensure critical response aids resources are updated and function as expected.

Goal/Strategy: Goal 2 – Strategy 2.1, 2.2

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.

2020-21 Tactics, continued

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

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.1

Timeframe: 12 months

Partner(s): Integrated Operations, Information Technology, Regional Emergency Service Agencies (FD/LE), WCCCA, Fire Marshal.

Budget Impact: None

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 1.4

Timeframe: 12 months

Partner(s): Occupational Health and Wellness, Training

Budget Impact: None

Measured By: Participation in District provided programs that support personal wellness and safety of staff, such as District Safety Week. Utilization of Target Solutions to track completion and success of key safety training and IT department specific competencies. Adaptation of communications and radio training for the Target Solutions program.



Communications, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10175 Communications						
5002 Salaries & Wages Nonunion	\$ 255,775	\$ 270,649	\$ 305,537	\$ 314,355	\$ 314,355	\$ 314,355
5004 Vacation Taken Nonunion	31,369	36,462	24,741	26,527	26,527	26,527
5006 Sick Taken Nonunion	8,633	15,065	7,147	7,193	7,193	7,193
5008 Personal Leave Taken Nonunion	2,974	4,452	2,893	2,807	2,807	2,807
5010 Comp Taken Nonunion	169					
5015 Vacation Sold	2,114	5,424	6,545	3,374	3,374	3,374
5021 Deferred Comp Match Nonunion	10,351	11,756	17,016	17,544	17,544	17,544
5121 Overtime Nonunion	1,817		2,000	2,000	2,000	2,000
5201 PERS Taxes	49,561	55,244	75,893	96,711	96,711	96,711
5203 FICA/MEDI	22,378	24,610	28,081	28,688	28,688	28,688
5206 Worker's Comp	3,257	6,030	4,680	4,781	4,781	4,781
5207 TriMet/Wilsonville Tax	2,192	2,442	2,840	2,939	2,939	2,939
5208 OR Worker's Benefit Fund Tax	104	85	100	116	116	116
5211 Medical Ins Nonunion	68,815	75,539	80,901	72,972	72,972	72,972
5212 Medical Ins Nonu VEBA				12,179	12,179	12,179
5221 Post Retire Ins Nonunion	3,494	3,600	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	5,994	6,763	7,265	7,176	7,176	7,176
5240 Life/Disability Insurance	2,867	3,115	2,868	2,957	2,957	2,957
5270 Uniform Allowance	718		700	700	700	700
5295 Vehicle/Cell Allowance	1,250	1,200	1,200	1,200	1,200	1,200
Personnel Services	473,831	522,435	574,007	607,819	607,819	607,819
5300 Office Supplies		272	300	300	300	300
5301 Special Department Supplies	13,466	12,494	34,950	34,950	34,950	34,950
5321 Fire Fighting Supplies	150					
5330 Noncapital Furniture & Equip	36,883	16,376	37,500	45,000	45,000	45,000
5350 Apparatus Fuel/Lubricants	1,083	1,029	1,500	1,500	1,500	1,500
5364 M&R Fire Comm Equip	20,552	11,104	29,785	29,785	29,785	29,785
5415 Printing		456	800	800	800	800
5420 Dispatch	2,193,003	2,245,128	2,430,498	2,410,498	2,410,498	2,410,498
5430 Telephone	317,048	314,710	333,524	378,128	378,128	378,128
5450 Rental of Equip	2,042	1,917	2,160	2,160	2,160	2,160
5461 External Training	15	1,598	3,000	3,000	3,000	3,000
5462 Travel and Per Diem	574	1,422	3,040	3,040	3,040	3,040
5500 Dues & Subscriptions			480	480	480	480
5570 Misc Business Exp			150	150	150	150
Materials and Services	2,584,815	2,606,505	2,877,687	2,909,791	2,909,791	2,909,791
Total Communications	\$3,058,646	\$3,128,940	\$3,451,694	\$3,517,610	\$3,517,610	\$3,517,610



Program Description

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

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,815,734	\$ 1,771,649	\$ 4,489,530	\$ 4,332,750
Materials and Services	206,254	235,203	753,169	303,470
Total Expenditures	\$ 3,021,988	\$ 2,006,852	\$ 5,242,699	\$ 4,636,220

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chiefs			9.00	9.00
Fire Marshal	1.00	1.00		
Deployment & Staffing Coordinator		1.00		
Administrative Assistant	1.00		3.00	3.00
Light Duty Positions	2.00	2.00	2.50	2.50
Additional FTE costs			0.75	0.75
Total Full-Time Equivalentents (FTE)	5.00	5.00	16.25	16.25

2020-21 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. This also reflects additional overtime for increased support for the TNT program.

In Materials and service, 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. Firefighting Supplies, account 5321, includes two large new items: \$50,000 for items related to the Exposure reduction project and \$56,160 for particulate blocking hoods.

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 2020-21

Station	FTE	Unit(s)	Unit Type
Station 17 (North Plains)	12.00		Engine
Station 19 (Midway)	12.00		Engine
Station 20 (Downtown Newberg)	24.00		Engine, Rescue, Medic
Station 21 (Springbrook)	18.00		Truck, Medic
Station 33 (Sherwood)	12.00		Engine
Station 34 (Tualatin)	13.00		Engine, Car
Station 35 (King City)	18.00		Engine, Medic
Station 39 (McEwan Road)	6.00		Squad
Station 50 (Walnut)	12.00		Engine
Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car
Station 52 (Wilsonville)	12.00		Engine
Station 53 (Progress)	16.00		Engine, Rescue
Station 54 (Charbonneau)	6.00		Rescue
Station 55 (Rosemont)	12.00		Truck
Station 56 (Elligsen Road)	12.00		Truck
Station 57 (Mountain Road)	12.00		Engine
Station 58 (Bolton)	12.00		Engine
Station 59 (Willamette)	12.00		Engine
Station 60 (Cornell Road)	12.00		Engine
Station 61 (Butner Road)	14.00		Engine, Medic
Station 62 (Aloha)	14.00		Engine, Car
Station 64 (Somerset)	13.00		Engine, Car
Station 65 (West Slope)	12.00		Engine
Station 66 (Brockman Road)	12.00		Engine
Station 67 (Farmington Road)	25.00		Truck, Engine, Car
Station 68 (Bethany)	12.00		Truck
Station 69 (Cooper Mountain)	12.00		Engine
Station 70 (Raleigh Hills)	4.00		Squad

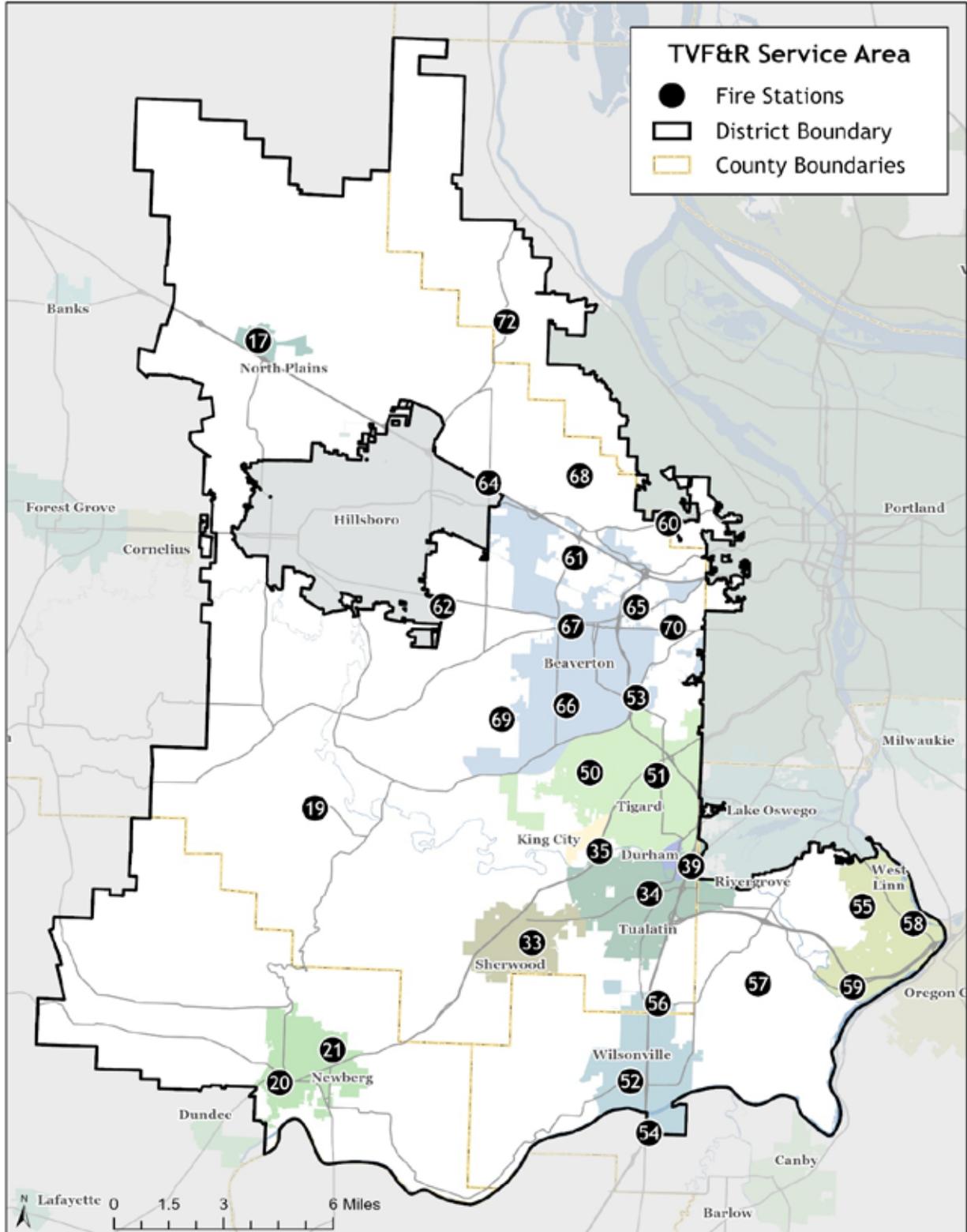
○ FTE per Unit

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

42-Hour Unit: FTE per Unit x 2 = Total FTE

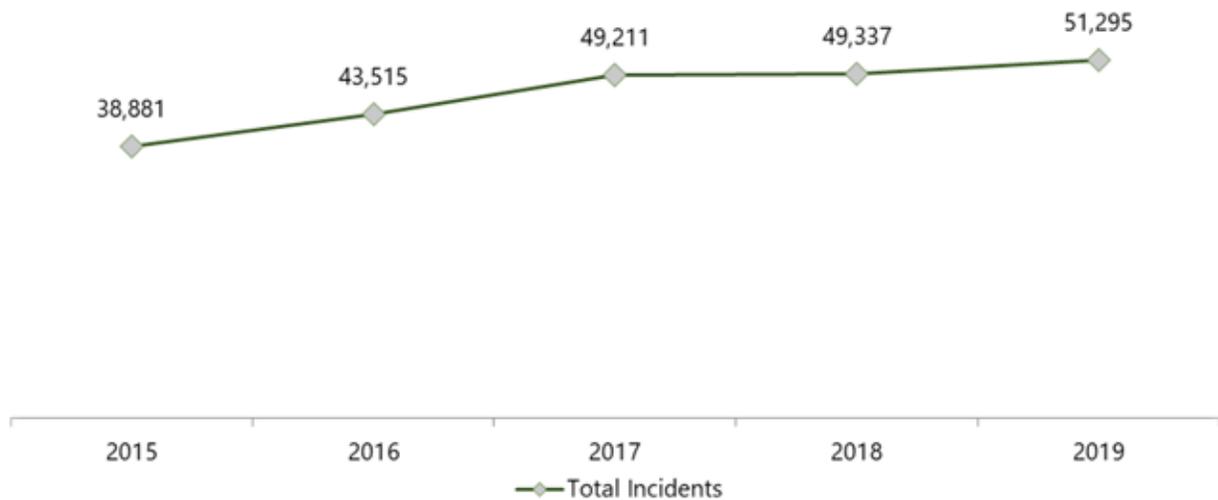
40-Hour Unit: FTE per Unit x 1 = Total FTE

District Service Area



Operations Administration, continued

District Incident Count (Calendar Year)¹

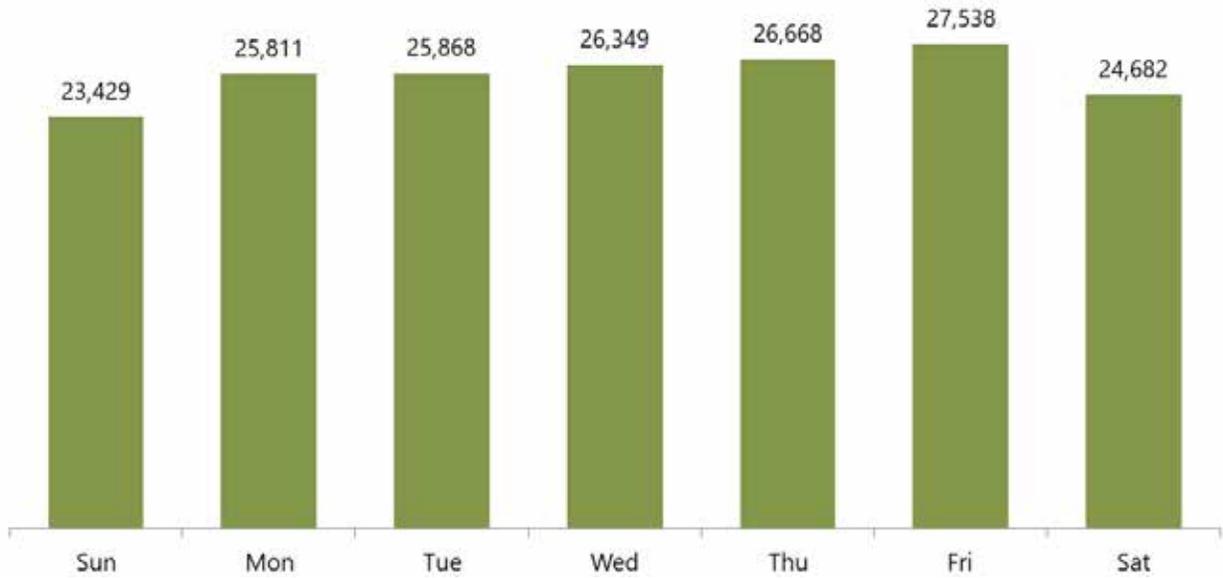


District Incident Summary (Calendar Year)¹

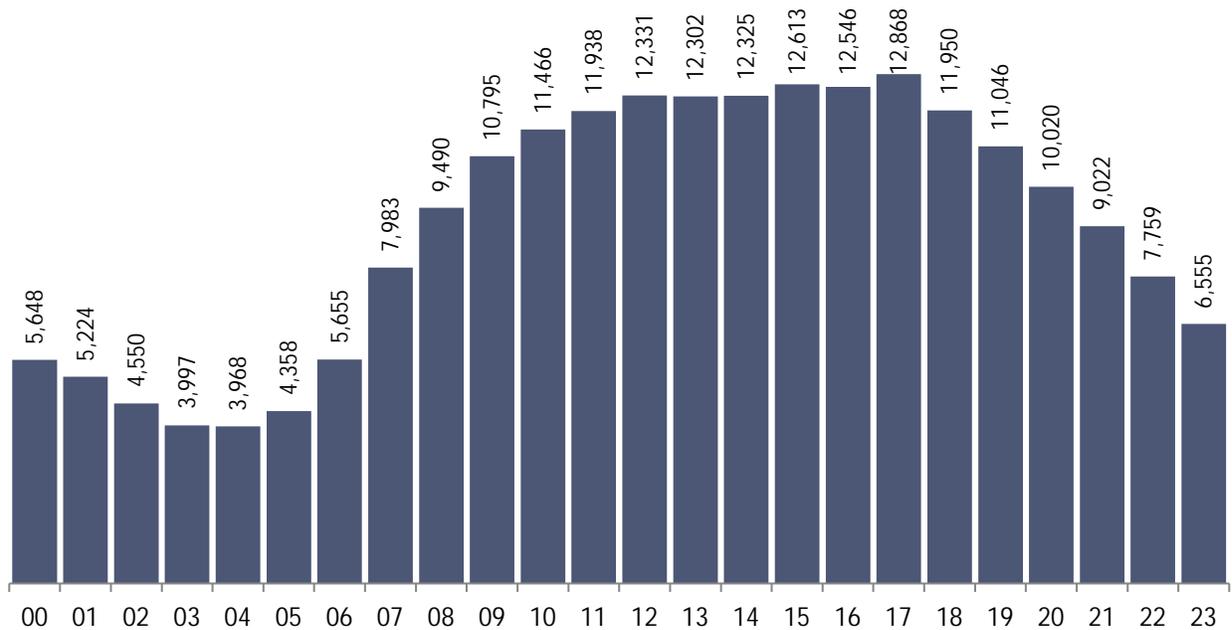
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	3,776	1,294	3,977	1,199	4,423	1,362	4,688	1,359	4,630	1,301
Overpressure	0	28	0	40	0	21	0	40	0	30
EMS/Rescue Call	32,067	26,236	36,036	29,693	40,688	33,390	39,542	33,663	41,025	34,556
Hazardous Condition	767	1,065	933	1,274	1,227	1,500	343	1,267	278	1,482
Service Call	1,334	2,502	1,547	3,054	2,048	3,625	4,721	3,447	5,327	3,644
Good Intent Call	386	5,681	418	5,866	272	6,676	0	6,897	0	7,438
False Call	0	2,058	0	2,366	0	2,611	0	2,654	0	2,840
Natural Condition	0	10	0	7	0	21	0	1	0	3
Other Situation	551	7	597	9	553	5	43	9	35	1
Total	38,881		43,515		49,211		49,337		51,295	

¹ District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). 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, 2015-2019¹

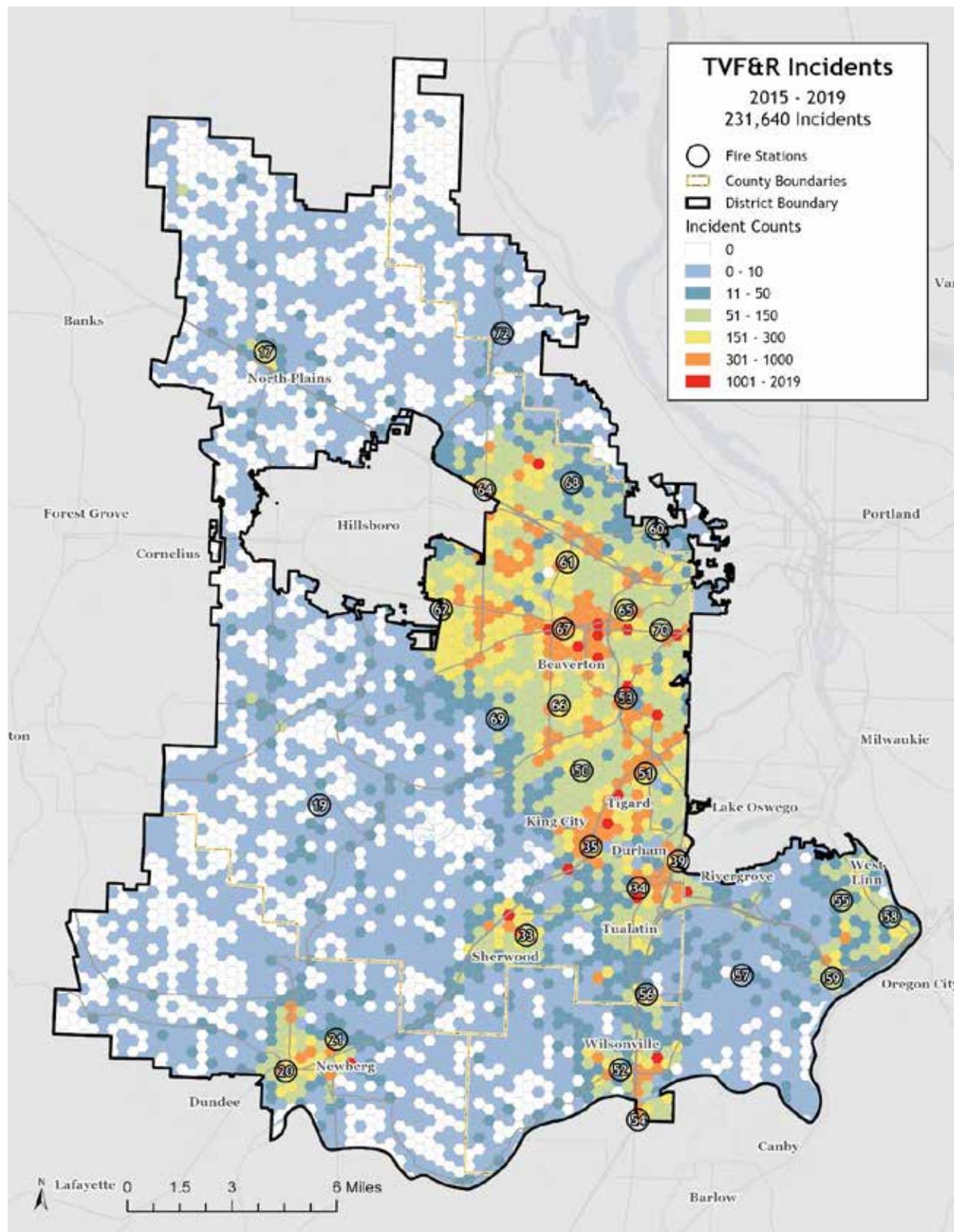


District Incident Count by Hour of Day, 2015-2019¹



¹ District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews). 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 2015-2019



Status of 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 1.1
 Timeframe: 12 months
 Partner(s): District-wide
 Budget Impact: Increase required
 Measured By: TV/monitor interfaces installed in stations. Briefings conducted. Employee feedback.
 Status: → Ongoing
 Status Report: Shift briefing implemented in July 2019. Procedures established and daily in-station briefings occurring with the overall District approach to communicate key announcements, notices and other communications in a standardized platform. Purchased “Zoom TVs”, conducted pilot testing on process and application, and deployed to stations.

- 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 1.5
 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.
 Status: ≠ No Longer Relevant
 Status Report: Work in this area was primarily accomplished by and will be reported under Government Affairs, consistent with the July 1, 2019 District re-organization.

- 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 2.1, 2.2, 2.5
 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.
 Status: ✓ Complete
 Status Report: An Operations workgroup was formed to design the fireground tactical board into the incident intelligence system (2iS). This mobile application will allow the IC to capture data points on the fireground. Available timestamps and other data will be reviewed determine appropriate objectives moving forward. Work to finalize these elements will continue through the end of the fiscal year.

Additional Accomplishments

- Significant deployment analysis informed a substantial redeployment that effected 25 response units.
- Opened Station 39 and deployed Squad 39 on McEwan Road, and moved C6 from Station 34 to Station 39 to balance out geographic responsibilities for all three battalions.
- Moved MED59 to Newberg as MED20 to support improved transport vehicle concentration in the ambulance service area.
- Realigned residential and commercial fire unit assignments for HR51, trucks and response cars to optimize their deployment.
- Purchased new Smokey Pack system for improved wildland response; implementation pending.
- Deployed an enhanced Fireground Decon Kit inventory in conjunction with contaminant initiatives to support employee health and wellness.
- Purchased particulate blocking hoods to support employee health and wellness.
- Implemented a new turnout harness and improved inspection and records system to optimize firefighter safety.
- Deployed apparatus and personnel to three wildland conflagrations in California.



2020-21 Tactics

- Establish a contaminant control initiative workgroup to focus on preventative measures identified in research, training and policy.
 - Goal/Strategy: Goal 1 – Strategy 1.2, 1.3, 1.4
 - Timeframe: 24 months
 - Partner(s): District-wide
 - Budget Impact: Increase required
 - Measured By: Content delivery in training, changes to District culture, implementation of District-wide response to incidents involving high-risk contaminants.

- Implement station-based briefings on Operational priorities and current affairs using the Target Solutions electronic briefing tool and TV monitor/Zoom interfaces.
 - Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2 – Strategy 2.1
 - Timeframe: 12 months
 - Partner(s): District-wide
 - Budget Impact: Increase required
 - Measured By: TV/monitor technology interfaces deployed to stations. Daily crew and battalion briefings conducted. Employee feedback.

- Evaluate data points collected from incident intelligence system (2iS). Use information to guide decisions on potential changes in response models. Data will inform the right resources, right staffing, and deployment to the right call at the right time.
 - Goal/Strategy: Goal 2 – Strategy 2.1, 2.2, Goal 3 – Strategy 3.1
 - Timeframe: 24 months
 - Partner(s): Business Strategy, Operations personnel, Training, Information Technology, Communications
 - Budget Impact: None
 - Measured By: Call type assignment evaluations with continued necessary modifications for fast effective response. Utilize data points collected from 2iS to inform Operational tactics.

- Increase continual cooperation, communications and seamless interoperability between partnering response agencies in support of effective incident response and positive relationships.
 - Goal/Strategy: Goal 2 – Strategy 2.2, 2.6; Goal 3 – Strategy 3.1
 - Timeframe: 12 months
 - Partner(s): Training Division, Business Strategy, law enforcement, neighboring response agencies
 - Budget Impact: None
 - Measured By: Purposeful engagements with response partners. Evaluation on incident response performance.

2020-21 Tactics, continued

- Support the regional team implementing the SCBA equipment replacement project, including review and input on grant-funded and other related purchases. Create an internal timeline for training and deployment rollout for line personnel.

Goal/Strategy: Goal 3 – Strategy 3.1, and 3.3

Timeframe: 12 months

Partner(s): District-wide, all Washington County Fire agencies

Budget Impact: None

Measured By: Personnel engagement in SCBA selection, receipt, inventory, training and distribution processes. Timeline for training and deployment drafted.

- Participate on the DVRS regional committee to develop protocols, deployment and implementation of DVRS systems.

Goal/Strategy: Goal 3 – Strategy 3.1

Timeframe: 12 months

Partner(s): Regional partners

Budget Impact: None

Measured By: Protocol completion, deployment and implementation of technology in the region.

Operations Administration, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10200 Operations Admin						
5001 Salaries & Wages Union	\$ 71,660		\$1,231,424	\$1,305,187	\$1,305,187	\$1,305,187
5002 Salaries & Wages Nonunion	330,416	\$ 370,792	414,283	452,138	452,138	452,138
5003 Vacation Taken Union	15,852		174,837	179,358	179,358	179,358
5004 Vacation Taken Nonunion	29,029	39,357	33,010	35,118	35,118	35,118
5005 Sick Leave Taken Union	14,779		30,837	32,421	32,421	32,421
5006 Sick Taken Nonunion	7,276	11,060	9,535	10,144	10,144	10,144
5007 Personal Leave Taken Union			17,455	17,103	17,103	17,103
5008 Personal Leave Taken Nonunion	497	643	3,860	3,958	3,958	3,958
5015 Vacation Sold	6,638	19,100	8,810	1,133	1,133	1,133
5017 PEHP Vac Sold at Retirement			511,963	8,143	8,143	8,143
5020 Deferred Comp Match Union	5,095		72,728	74,361	74,361	74,361
5021 Deferred Comp Match Nonunion	32,076	33,108	30,625	32,895	32,895	32,895
5101 Vacation Relief			195,000	206,700	206,700	206,700
5105 Sick Relief			5,000	5,300	5,300	5,300
5106 On the Job Injury Relief			10,000	10,600	10,600	10,600
5107 Short Term Disability Relief			1,250	1,325	1,325	1,325
5110 Personal Leave Relief			8,750	9,275	9,275	9,275
5117 Regular Day Off Relief			30,000	31,800	31,800	31,800
5118 Standby Overtime	81					
5120 Overtime Union	1,538,634	757,242	226,086	239,445	239,445	239,445
5121 Overtime Nonunion			1,000			
5201 PERS Taxes	479,807	308,011	759,169	949,689	949,689	949,689
5203 FICA/MEDI	121,978	71,304	192,555	203,261	203,261	203,261
5206 Worker's Comp	17,661	30,829	46,330	48,830	48,830	48,830
5207 TriMet/Wilsonville Tax	12,713	8,109	19,474	20,823	20,823	20,823
5208 OR Worker's Benefit Fund Tax	613	268	524	611	611	611
5210 Medical Ins Union	26,338	5,907	270,756	288,834	288,834	288,834
5211 Medical Ins Nonunion	46,889	52,943	72,573	65,664	65,664	65,664
5212 Medical Ins Nonu VEBA				7,166	7,166	7,166
5220 Post Retire Ins Union	600		6,900	6,900	6,900	6,900
5221 Post Retire Ins Nonunion	2,175	2,700	4,500	2,700	2,700	2,700
5230 Dental Ins Nonunion	4,072	4,751	6,485	6,408	6,408	6,408
5240 Life/Disability Insurance	2,772	3,155	3,916	3,090	3,090	3,090
5270 Uniform Allowance	10,806	11,472	15,400	65,770	65,770	65,770
5290 Employee Tuition Reimburse	30,319	33,939	73,895	6,000	6,000	6,000
5295 Vehicle/Cell Allowance	6,960	6,960	600	600	600	600
Personnel Services	2,815,734	1,771,649	4,489,530	4,332,750	4,332,750	4,332,750
5300 Office Supplies	59	29	390	390	390	390
5301 Special Department Supplies	6,755	1,763	3,655	3,655	3,655	3,655
5302 Training Supplies				1,000	1,000	1,000
5307 Smoke Detector Program	24					

Operations Administration, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5320 EMS Supplies	15,225	1,961				
5321 Fire Fighting Supplies	76,823	36,882	104,850	158,380	158,380	158,380
5325 Protective Clothing	18,518	43,586	79,320	34,200	34,200	34,200
5330 Noncapital Furniture & Equip	4,817	2,770	15,800	3,600	3,600	3,600
5350 Apparatus Fuel/Lubricants	11,185	5,181	15,900	15,500	15,500	15,500
5361 M&R Bldg/Bldg Equip & Improv	112					
5363 Vehicle Maintenance	2,162					
5365 M&R Firefight Equip	12,010	3,787	9,450	8,720	8,720	8,720
5366 M&R EMS Equip		225				
5400 Insurance Premium	207	488	250	250	250	250
5414 Other Professional Services	4,462	60,967				
5415 Printing		81	500	500	500	500
5418 Trustee/Administrative Fees	1,544					
5461 External Training	16,301	17,205	15,365	16,280	16,280	16,280
5462 Travel and Per Diem	19,357	39,168	34,900	37,800	37,800	37,800
5473 Employ Safety Pro & Incent	6,200	12,260	13,000	13,000	13,000	13,000
5481 Community Education Materials	4,827	3,229				
5500 Dues & Subscriptions	4,313	4,982	5,339	5,745	5,745	5,745
5502 Certifications & Licensing	195					
5570 Misc Business Exp	277	639	3,450	3,450	3,450	3,450
5571 Planning Retreat Expense	882		1,000	1,000	1,000	1,000
Materials and Services	206,254	235,203	753,169	303,470	303,470	303,470
Total Operations Admin	\$3,021,988	\$2,006,852	\$5,242,699	\$4,636,220	\$4,636,220	\$4,636,220

Former North Operating Center

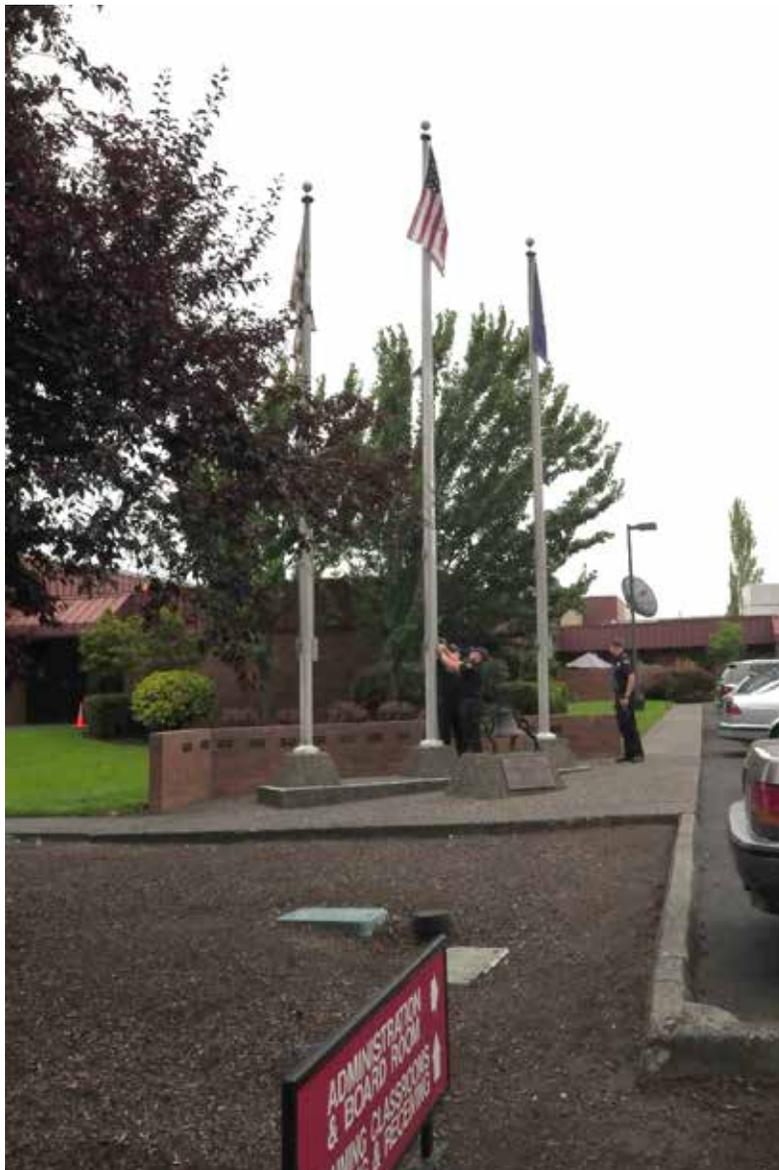
Fund 10 • Directorate 04 • Division 60 • Department 155

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services	\$ 121,572	\$ 62,458		
Total Expenditures	\$ 121,572	\$ 62,458		



Former North Operating Center, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10155 North Operating Center						
5301 Special Department Supplies	\$ 365					
5325 Protective Clothing		\$ (34)				
5361 M&R Bldg/Bldg Equip & Improv	38,561	18,417				
5367 M&R Office Equip	2,094					
5414 Other Professional Services		20,578				
5416 Building Services	22,565	8,444				
5432 Natural Gas	11,899	584				
5433 Electricity	24,013	4,836				
5434 Water/Sewer	21,752	8,872				
5450 Rental of Equip	78					
5480 Community/Open House	70	409				
5484 Postage UPS & Shipping	175					
5575 Laundry/Repair Expense		353				
Materials and Services	121,572	62,458				
Total North Operating Center	\$121,572	\$ 62,458				

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 reorganization transferred personnel and expenses to other departments.

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 3,476,686	\$ 3,520,277		
Materials and Services	50,888	56,621		
Total Expenditures	\$ 3,527,574	\$ 3,576,898		

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Division Chief	1.00	1.00		
Battalion Chief	6.00	6.00		
Assistant Fire Marshal	2.00	1.00		
Deputy Fire Marshal/Inspectors	6.00	6.00		
Public Affairs Officer	1.00	1.00		
Administrative Assistant	3.00	3.00		
Total Full-Time Equivalents (FTE)	19.00	18.00		

Former South Operating Center, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10180 South Operating Center						
5001 Salaries & Wages Union	\$1,121,668	\$1,145,870				
5002 Salaries & Wages Nonunion	545,643	505,076				
5003 Vacation Taken Union	170,079	163,721				
5004 Vacation Taken Nonunion	83,085	72,193				
5005 Sick Leave Taken Union	20,126	16,670				
5006 Sick Taken Nonunion	5,513	16,112				
5007 Personal Leave Taken Union	12,810	13,457				
5008 Personal Leave Taken Nonunion	8,421	2,415				
5009 Comp Taken Union	7,344					
5010 Comp Taken Nonunion	1,003	296				
5016 Vacation Sold at Retirement	362	1,234				
5017 PEHP Vac Sold at Retirement	8,891	100,723				
5018 Comp Time Sold Union		109				
5020 Deferred Comp Match Union	54,735	57,957				
5021 Deferred Comp Match Nonunion	50,970	44,605				
5090 Temporary Services-Backfill	6,783					
5101 Vacation Relief	92,802	95,687				
5105 Sick Relief	5,425	5,174				
5106 On the Job Injury Relief	7,143					
5110 Personal Leave Relief	3,617	7,039				
5117 Regular Day Off Relief	16,275	14,771				
5118 Standby Overtime	509	558				
5120 Overtime Union	29,221	45,426				
5121 Overtime Nonunion	52,093	14,494				
5201 PERS Taxes	557,830	566,511				
5203 FICA/MEDI	145,578	141,004				
5206 Worker's Comp	40,908	71,144				
5207 TriMet/Wilsonville Tax	16,058	15,800				
5208 OR Worker's Benefit Fund Tax	588	443				
5210 Medical Ins Union	251,600	244,554				
5211 Medical Ins Nonunion	126,037	126,168				
5220 Post Retire Ins Union	6,950	6,587				
5221 Post Retire Ins Nonunion	5,625	5,400				
5230 Dental Ins Nonunion	11,087	10,470				
5240 Life/Disability Insurance	5,608	4,840				
5270 Uniform Allowance	3,096	2,410				
5295 Vehicle/Cell Allowance	1,200	1,360				
Personnel Services	3,476,686	3,520,277				
5300 Office Supplies	1,491	1,133				
5301 Special Department Supplies	2,063	2,633				
5302 Training Supplies	104	28				

Former South Operating Center, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5320 EMS Supplies	467	89				
5321 Fire Fighting Supplies	73	544				
5325 Protective Clothing	350	2,174				
5330 Noncapital Furniture & Equip	1,125					
5350 Apparatus Fuel/Lubricants	16,525	18,038				
5361 M&R Bldg/Bldg Equip & Improv	86	(225)				
5367 M&R Office Equip	5,657	5,374				
5400 Insurance Premium	770	730				
5414 Other Professional Services	1,500	1,500				
5415 Printing	100	417				
5462 Travel and Per Diem	989	1,020				
5471 Citizen Awards	48	246				
5480 Community/Open House	9,144	11,836				
5481 Community Education Materials	2,419	3,365				
5484 Postage UPS & Shipping	62	169				
5500 Dues & Subscriptions	6,393	5,570				
5502 Certifications & Licensing	115	625				
5570 Misc Business Exp	1,289	1,354				
5571 Planning Retreat Expense	97					
5575 Laundry/Repair Expense	22					
Materials and Services	50,888	56,621				
Total South Operating Center	\$3,527,574	\$3,576,898				



Program Description

This cost center accounts for firefighter personnel who fill in for firefighters on scheduled days off work or on sick or personal leave. The Relief Pool's budget includes funding for 62 FTEs, all of which are for relief shifts. These relief personnel provide staffing for scheduled Kelly days off and for position vacancies due to on-the-job injuries, military leave, and other time off.

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 9,425,251	\$ 10,745,026	\$ 12,588,145	\$ 13,683,000
Materials and Services	15,828	29,066	17,403	32,403
Total Expenditures	\$ 9,441,079	\$ 10,774,092	\$ 12,605,548	\$ 13,715,403

2020-21 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. An increase was made to Protective Clothing to bring it in line with actual expenditures.



Relief Pool Personnel, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10280 Relief						
5001 Salaries & Wages Union	\$ 4,136,894	\$ 4,606,397	\$ 5,339,560	\$ 5,438,385	\$ 5,438,385	\$ 5,438,385
5003 Vacation Taken Union	651,276	741,640	758,109	775,167	775,167	775,167
5005 Sick Leave Taken Union	120,715	213,892	133,710	140,121	140,121	140,121
5007 Personal Leave Taken Union	58,465	52,399	75,685	73,917	73,917	73,917
5016 Vacation Sold at Retirement		1,406	27,838	28,829	28,829	28,829
5017 PEHP Vac Sold at Retirement	18,886		47,015	70,540	70,540	70,540
5018 Comp Time Sold Union		275				
5020 Deferred Comp Match Union	232,230	264,019	293,843	291,362	291,362	291,362
5101 Vacation Relief	541,046	619,657	791,829	778,396	778,396	778,396
5105 Sick Relief	102,024	97,511	133,003	134,947	134,947	134,947
5106 On the Job Injury Relief	42,809	30,161	40,210	36,804	36,804	36,804
5107 Short Term Disability Relief	1,431	19,524	6,186	12,881	12,881	12,881
5110 Personal Leave Relief	63,123	60,466	95,886	90,169	90,169	90,169
5115 Vacant Slot Relief	75,753	105,426				
5117 Regular Day Off Relief	119,686	140,479	213,423	166,843	166,843	166,843
5118 Standby Overtime	4,174	5,090	9,279	6,747	6,747	6,747
5120 Overtime Union	34,132	25,404	71,141	280,934	280,934	280,934
5201 PERS Taxes	1,378,148	1,676,135	2,111,245	2,860,429	2,860,429	2,860,429
5203 FICA/MEDI	439,186	492,390	614,809	636,942	636,942	636,942
5206 Worker's Comp	115,737	222,848	176,808	183,173	183,173	183,173
5207 TriMet/Wilsonville Tax	44,079	50,282	62,180	65,251	65,251	65,251
5208 OR Worker's Benefit Fund Tax	2,136	1,773	2,026	1,771	1,771	1,771
5210 Medical Ins Union	1,197,663	1,274,692	1,530,360	1,557,192	1,557,192	1,557,192
5211 Medical Ins Nonunion		1,111				
5220 Post Retire Ins Union	33,949	33,754	39,000	37,200	37,200	37,200
5230 Dental Ins Nonunion		86				
5270 Uniform Allowance	11,710	8,207	15,000	15,000	15,000	15,000
Personnel Services	9,425,251	10,745,026	12,588,145	13,683,000	13,683,000	13,683,000
5321 Fire Fighting Supplies	372	407	1,500	1,500	1,500	1,500
5325 Protective Clothing	15,075	27,824	15,000	30,000	30,000	30,000
5415 Printing		19	25	25	25	25
5462 Travel and Per Diem	17	38	100	100	100	100
5500 Dues & Subscriptions	339	678	678	678	678	678
5575 Laundry/Repair Expense	25	100	100	100	100	100
Materials and Services	15,828	29,066	17,403	32,403	32,403	32,403
Total Relief	\$ 9,441,079	\$10,774,092	\$12,605,548	\$13,715,403	\$13,715,403	\$13,715,403

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 20,256	\$ 30,808	\$ 29,394	\$ 28,183
Materials and Services	23,327	23,707	35,466	26,729
Total Expenditures	\$ 43,584	\$ 54,515	\$ 64,860	\$ 54,912

2020-21 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 2019-20 Tactics

- 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.
Status: → Ongoing
Status Report: Completed Basic RIT training for the Truck companies. Focus in the next budget year will be on increased advanced training and evaluation of the new deployment model (i.e., effectiveness of assigning two trucks on task forces and the Heavy Rescue only on full box alarms and greater.)

- 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.
Status: → Ongoing
Status Report: Due to an oversight/delay in purchase of other tech equipment in fiscal year 2018-19, the budgeted funds were used to purchase an airbag and confined space replacement equipment. The extrication tools purchase is moved to the next fiscal year.

- 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.
Status: ✓ Complete
Status Report: Initial training delivered to the team. One person attended the "train the trainer" course.

Additional Accomplishments:

- Addition of two new tech members due to promotions.
- Promotion of two Lieutenants.
- Several individuals participated in the AODP.

2020-21 Tactics

- Increase Rapid Intervention Team (RIT) capabilities and efficiency across the District by supporting additional 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 – Strategy 2.2
 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. Focus on additional advanced training as well as evaluation of the deployment change of adding two Trucks to task forces and moving the Heavy Rescue to full box alarm and greater responses.

- Coordinate the upgrade of extrication tools on T56 and T51 to meet the new District standard for Trucks.

Goal/Strategy: Goal 1; Goal 2
 Timeframe: 12 Months
 Partner(s): Operations, Truck Company Operations, Finance
 Budget Impact: Increase Required
 This was moved from forward from the previous fiscal year due to a shift in budgetary priorities. 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.
 Measured By: Upgraded extrication tools complement purchased and deployed to T56 and T51.

- Develop and deliver a Fire Rescue Protocol for all TVF&R line personnel use to provide guidance on performing safe and effective large animal rescue. Purchase basic equipment for the Technical Rescue Team (TRT) to facilitate these incidents.

Goal/Strategy: Goal 2; Goal 3
 Timeframe: 12 Months
 Partner(s): Training, Finance
 Budget Impact: Increase Required
 Measured By: 1 Large Animal Rescue Fire Rescue Protocol complete. Basic equipment acquired and deployed to the TRT to perform a large animal rescue safely and efficiently.

Technical Rescue Team, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10622 Technical Rescue Team						
5120 Overtime Union	\$ 15,135	\$ 22,805	\$ 21,472	\$ 20,160	\$ 20,160	\$ 20,160
5201 PERS Taxes	3,433	5,589	5,641	5,879	5,879	5,879
5203 FICA/MEDI	1,131	1,722	1,643	1,542	1,542	1,542
5206 Worker's Comp	433	517	472	444	444	444
5207 TriMet/Wilsonville Tax	106	166	166	158	158	158
5208 OR Worker's Benefit Fund Tax	6	7				
5210 Medical Ins Union	12					
Personnel Services	20,256	30,808	29,394	28,183	28,183	28,183
5301 Special Department Supplies	229	453	500	500	500	500
5302 Training Supplies	304	5,151	3,310	3,310	3,310	3,310
5321 Fire Fighting Supplies	13,301	6,200	13,356	10,669	10,669	10,669
5325 Protective Clothing	5,361	5,843	6,000	6,000	6,000	6,000
5350 Apparatus Fuel/Lubricants		60	600	600	600	600
5365 M&R Firefight Equip	1,438	483	2,000	2,000	2,000	2,000
5461 External Training	2,685	2,508	7,700	2,600	2,600	2,600
5462 Travel and Per Diem	10	3,009	2,000	1,050	1,050	1,050
Materials and Services	23,327	23,707	35,466	26,729	26,729	26,729
Total Technical Rescue Team	\$ 43,584	\$ 54,515	\$ 64,860	\$ 54,912	\$ 54,912	\$ 54,912



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 43,515	\$ 39,767	\$ 90,687	\$ 99,696
Materials and Services	2,286	5,464	15,490	15,490
Total Expenditures	\$ 45,802	\$ 45,231	\$ 106,177	\$ 115,186

2020-21 Significant Changes

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



Status of 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.
 - Status: → Ongoing
 - Status Report: Ongoing and continually improving. Content experts were identified and provided lesson plans for a portion of the weekly compliance trainings, acting as Monthly Drill Coordinators. As an example, Lt. Mitchael and a FBI representative coordinated a white powder training for the team. Captains monitored budgeted Union OT use as needed to support completion of the team members' OSFM compliance training task books by the required deadline. Task books were completed and submitted to OSFM on December 31, 2019; work toward the next two-year compliance period is in progress. Captains are monitoring drills in support of compliance as well.

- 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.
 - Status: → Ongoing
 - Status Report: Ongoing. Internal outreach deliveries conducted, with a push on informing crews on when to call in the team for consultation. To date, two external deliveries were conducted following the OSFM protocol. Additional deliveries during this fiscal year have been delayed due to unforeseen circumstances (e.g., operations/priorities for COVID-19 outbreak). The OSFM HazMat Conference was canceled during the COVID-19 outbreak.

- 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.
 - Status: → Ongoing
 - Status Report: Internal recruiting efforts were/are ongoing as staffing fluctuated for multiple reasons (injuries, people leaving the team). Two seasoned personnel joined the team assigned to Station 53. Attendance at HazMat Technician training in Salem in May 2020 has been planned for some team members but may be canceled due to the COVID-19 outbreak.

2020-21 Tactics

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

Goal/Strategy: Goal 2 – Strategy 2.4

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 2 – Strategy 2.4; 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 and OSFM external outreach engagement delivered within OSFM Hazmat Team 9 region. Participation in the OSFM Hazmat Conference.

- Enhance technology capabilities to model potential hazards and the related community impact, improve pre-plan and response capabilities, and provide increased updates/upgrades to computer programs, applications, software, and hardware.

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2 – Strategy 2.1, 2.2, 2.5

Timeframe: 12 Months

Partner(s): Operations, Training, OSFM

Budget Impact: Increase required

Measured By: Windows 10 updates/upgrades by TVF&R or OSFM to mobile desktop HM34 and mobile laptop HM53 hardware and/or software. Addition of improved application updates to provide emergency management information in a real-time and pre-planned model, such as: Actual structures, actual chemical amounts (release amounts based on quantities reported to state fire marshal), and engagement with LEPCs for real-time evacuation management based on chemical gas/liquid plume models factoring real-time weather.

Hazardous Materials Team, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10625 Hazardous Materials Team						
5120 Overtime Union	\$ 32,777	\$ 28,848	\$ 66,246	\$ 71,316	\$ 71,316	\$ 71,316
5201 PERS Taxes	7,120	6,984	17,403	20,796	20,796	20,796
5203 FICA/MEDI	2,392	1,938	5,068	5,456	5,456	5,456
5206 Worker's Comp	898	1,734	1,457	1,569	1,569	1,569
5207 TriMet/Wilsonville Tax	221	194	513	559	559	559
5208 OR Worker's Benefit Fund Tax	13	10				
5210 Medical Ins Union	94	61				
Personnel Services	43,515	39,767	90,687	99,696	99,696	99,696
5301 Special Department Supplies	442	1,419	1,500	1,500	1,500	1,500
5302 Training Supplies	23	40	750	750	750	750
5311 Haz Mat Response Materials	1,006	1,138	3,000	3,000	3,000	3,000
5321 Fire Fighting Supplies		154	750	750	750	750
5325 Protective Clothing		1,309	1,500	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants	815	800	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip		605	5,000	5,000	5,000	5,000
5415 Printing			300	300	300	300
5570 Misc Business Exp			350	350	350	350
Materials and Services	2,286	5,464	15,490	15,490	15,490	15,490
Total Hazardous Materials Team	\$ 45,802	\$ 45,231	\$ 106,177	\$ 115,186	\$ 115,186	\$ 115,186

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 35,920	\$ 4,497	\$ 22,881	\$ 25,012
Materials and Services	12,837	9,647	17,325	28,170
Total Expenditures	\$ 48,757	\$ 14,145	\$ 40,206	\$ 53,182

2020-21 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. The increase in this account is due to the need to purchase hot weather PPE for the team (\$7,200). This budget also works to transition Station 20 to light water rescue package.



Status of 2019-20 Tactics

- 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.

Status: → Ongoing

Status Report: Several team members earned Maritime, swift water and technical rope rescue certification, which helped the team make great strides with regards to safety and performance. Status is ongoing with replacement members being added to the team.

Additional Accomplishments

- WR59 and WR21 responded to over 50 calls for service in the fiscal year.

2020-21 Tactics

- 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 – Strategy 2.1, 2.2, 2.4; Goal 3 – Strategy 3.1

Timeframe: 24 months

Partner(s): Clackamas County Water Rescue Consortium & TVFR's Technical Rescue Team, Duty Battalion Chiefs/Operations

Budget Impact: Increase required

Measured By: Continued fast and effective water rescue responses, maintaining adequate minimum team staffing levels and ongoing mandatory/compliance training.

- Transition Station 20 to light water rescue package; aimed at providing the right resource for the current demand.

Goal/Strategy: Goal 2 – Strategy 2.1, 2.2

Timeframe: 24 months

Partner(s): Operations

Budget Impact: Increase required

Measured By: Continued fast and effective water rescue responses, maintaining adequate minimum team staffing levels and ongoing mandatory/compliance training.

Water Rescue team, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10626 Water Rescue Team						
5120 Overtime Union	\$ 27,009	\$ 2,635	\$ 16,714	\$ 17,892	\$ 17,892	\$ 17,892
5201 PERS Taxes	6,126	688	4,391	5,217	5,217	5,217
5203 FICA/MEDI	2,047	189	1,279	1,369	1,369	1,369
5206 Worker's Comp	601	969	368	394	394	394
5207 TriMet/Wilsonville Tax	128	15	129	140	140	140
5208 OR Worker's Benefit Fund Tax	9	1				
Personnel Services	35,920	4,497	22,881	25,012	25,012	25,012
5301 Special Department Supplies	213					
5302 Training Supplies	214		200	200	200	200
5321 Fire Fighting Supplies	4,163	3,207	3,175	7,070	7,070	7,070
5325 Protective Clothing	5,022	4,522	3,500	10,700	10,700	10,700
5330 Noncapital Furniture & Equip	219	160	3,650	3,400	3,400	3,400
5350 Apparatus Fuel/Lubricants	2,632	1,699	5,000	5,000	5,000	5,000
5365 M&R Firefight Equip	373	60	1,500	1,500	1,500	1,500
5570 Misc Business Exp			300	300	300	300
Materials and Services	12,837	9,647	17,325	28,170	28,170	28,170
Total Water Rescue Team	\$ 48,757	\$ 14,145	\$ 40,206	\$ 53,182	\$ 53,182	\$ 53,182



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

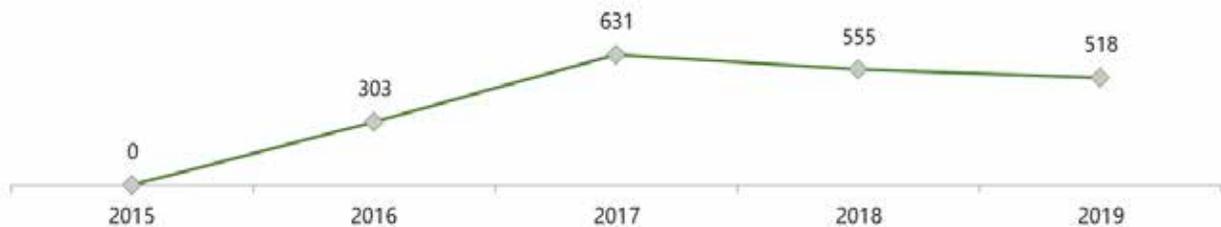
The 60.4 square miles of Station 17's station zone includes North Plains as well as a large portion of unincorporated Washington County north of Hillsboro.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,942,895	\$ 2,149,159	\$ 2,224,775	\$ 2,507,950
Materials and Services	62,223	68,970	76,536	67,049
Total Expenditures	\$ 2,005,118	\$ 2,218,130	\$ 2,301,311	\$ 2,574,999

Station 17 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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.

Station 17 – North Plains, continued

Station 17 Station Zone Incident Summary, Calendar Years 7/1/16-12/31/19¹

NFIRS Series	2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>						
Fire, Explosion	43	11	94	34	104	31	76	26
Overpressure	0	1	0	0	0	1	0	0
EMS/Rescue Call	228	181	453	366	382	322	397	336
Hazardous Condition	12	21	30	37	8	22	3	22
Service Call	12	19	38	52	60	48	42	29
Good Intent Call	2	45	10	109	0	101	0	73
False Call	0	24	0	33	0	30	0	32
Natural Condition	0	1	0	0	0	0	0	0
Other Situation	6	0	6	0	1	0	0	0
Total	303		631		555		518	

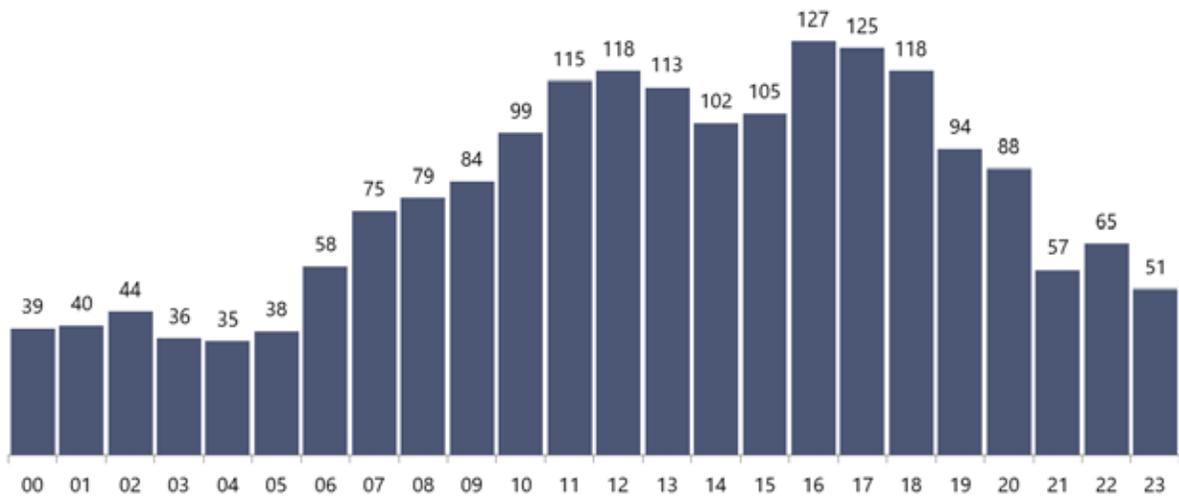
Station 17 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/19¹



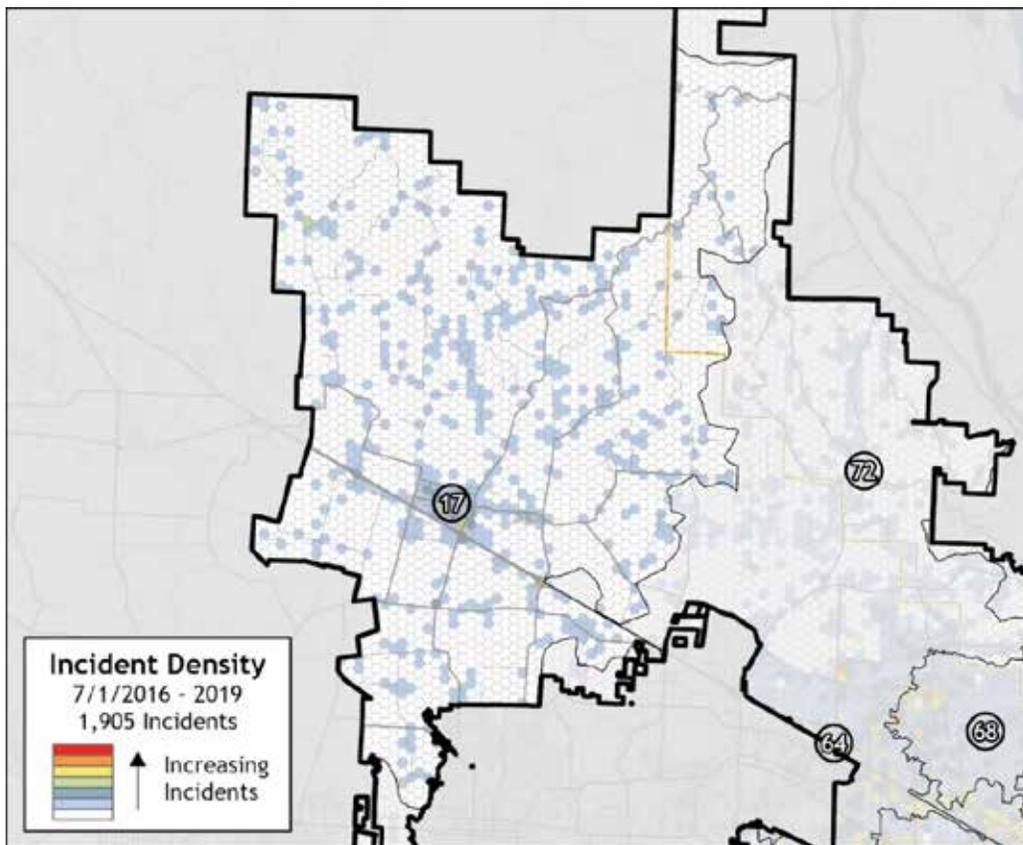
*Service by Tualatin Valley Fire & Rescue began July 1, 2016.

¹ NOTE: Station zone 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, interfacility 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.

Station 17 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/19¹



Incident Density 7/1/16-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 17 – North Plains, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10017 Station 17 North Plains						
5001 Salaries & Wages Union	\$ 832,657	\$ 914,595	\$ 938,601	\$ 988,683	\$ 988,683	\$ 988,683
5003 Vacation Taken Union	121,460	129,021	133,262	140,923	140,923	140,923
5005 Sick Leave Taken Union	11,643	22,334	23,504	25,474	25,474	25,474
5007 Personal Leave Taken Union	10,950	16,455	13,304	13,438	13,438	13,438
5016 Vacation Sold at Retirement			4,989	5,372	5,372	5,372
5017 PEHP Vac Sold at Retirement			8,426	13,145	13,145	13,145
5020 Deferred Comp Match Union	40,120	47,650	52,662	54,294	54,294	54,294
5101 Vacation Relief	157,764	149,514	141,910	145,052	145,052	145,052
5105 Sick Relief	31,016	27,143	23,836	25,147	25,147	25,147
5106 On the Job Injury Relief	8,418	10,467	7,206	6,858	6,858	6,858
5107 Short Term Disability Relief	1,272	5,903	1,109	2,400	2,400	2,400
5110 Personal Leave Relief	24,190	10,119	17,184	16,803	16,803	16,803
5115 Vacant Slot Relief	22,707	18,588				
5117 Regular Day Off Relief	29,593	47,979	38,249	31,091	31,091	31,091
5118 Standby Overtime	1,703	1,998	1,663	1,257	1,257	1,257
5120 Overtime Union	1,747	5,346	12,750	52,351	52,351	52,351
5201 PERS Taxes	284,720	338,104	372,681	523,182	523,182	523,182
5203 FICA/MEDI	92,161	100,820	108,527	116,455	116,455	116,455
5206 Worker's Comp	16,838	36,403	31,210	33,490	33,490	33,490
5208 OR Worker's Benefit Fund Tax	492	396	374	343	343	343
5210 Medical Ins Union	245,143	257,850	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	6,750	6,950	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,551	1,524	3,600	3,600	3,600	3,600
Personnel Services	1,942,895	2,149,159	2,224,775	2,507,950	2,507,950	2,507,950
5300 Office Supplies	266	150	480	480	480	480
5301 Special Department Supplies	2,976	3,590	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	178		200	200	200	200
5320 EMS Supplies	5,053	5,257	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	4,224	5,100	3,000	3,300	3,300	3,300
5325 Protective Clothing	1,394	2,993	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	50	1,894	1,630	4,670	4,670	4,670
5350 Apparatus Fuel/Lubricants	7,345	6,980	8,500	8,500	8,500	8,500
5361 M&R Bldg/Bldg Equip & Improv	20,975	20,776	23,141			
5365 M&R Firefight Equip	98	538	200	200	200	200
5367 M&R Office Equip	594	542	1,650	1,650	1,650	1,650
5414 Other Professional Services	140	274	250	250	250	250
5415 Printing			25	25	25	25
5416 Building Services	894	930	930	9,064	9,064	9,064
5432 Natural Gas	3,174	2,844	3,960	3,960	3,960	3,960

Station 17 – North Plains, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	8,263	8,150	8,500	8,500	8,500	8,500
5434 Water/Sewer	4,320	7,887	6,300	8,000	8,000	8,000
5436 Garbage	1,210	850	1,200	1,200	1,200	1,200
5450 Rental of Equip	119					
5480 Community/Open House	166		200	200	200	200
5481 Community Education Materials	602	70	250	250	250	250
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	118	117	600	600	600	600
5575 Laundry/Repair Expense	25		400	400	400	400
Materials and Services	62,223	68,970	76,536	67,049	67,049	67,049
Total Station 17 North Plains	\$2,005,118	\$2,218,130	\$2,301,311	\$2,574,999	\$2,574,999	\$2,574,999



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

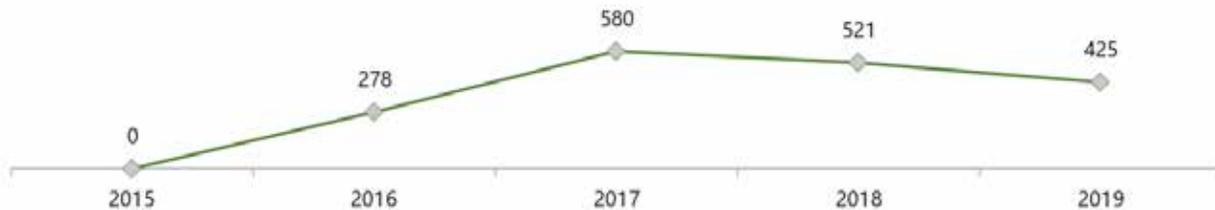
The 51.0 square miles of Station 19’s station zone consists of a large portion of unincorporated Washington County south of Hillsboro and down into the Chehalem Mountains near Yamhill County, which includes the unincorporated communities of Midway and Scholls.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,886,594	\$ 2,081,124	\$ 2,224,775	\$ 2,518,399
Materials and Services	75,864	77,164	87,876	71,762
Total Expenditures	\$ 1,962,458	\$ 2,158,289	\$ 2,312,651	\$ 2,590,161

Station 19 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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.

Station 19 – Midway, continued

Station 19 Station Zone Incident Summary, Calendar Years 7/1/16-12/31/19¹

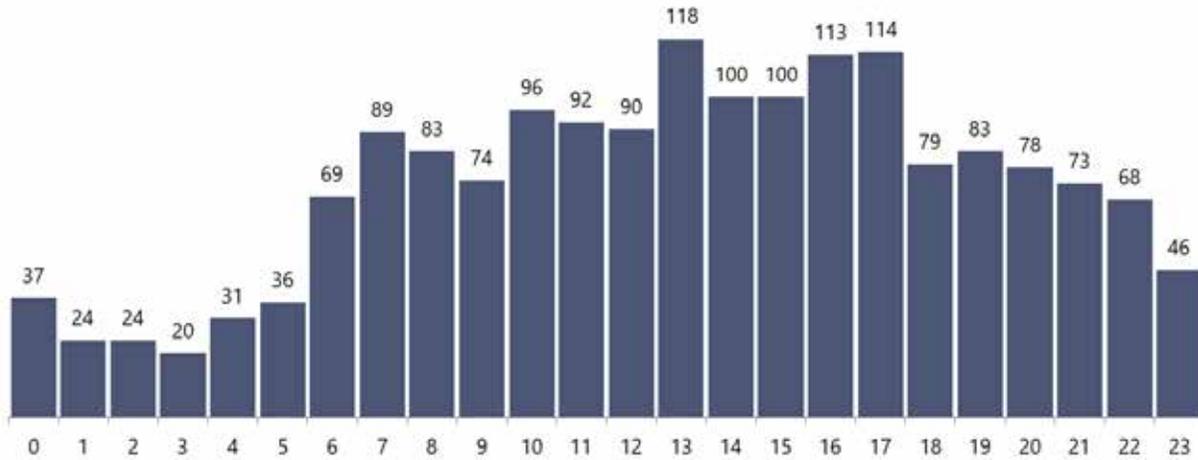
NFIRS Series	2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	23	11	84	36	83	28	50	17
Overpressure	0	0	0	1	0	0	0	0
EMS/Rescue Call	232	205	414	340	363	308	291	242
Hazardous Condition	10	16	35	44	3	24	0	39
Service Call	8	19	24	43	72	41	84	45
Good Intent Call	2	22	18	95	0	85	0	68
False Call	0	5	0	21	0	32	0	14
Natural Condition	0	0	0	0	0	0	0	0
Other Situation	3	0	5	0	0	3	0	0
Total	278		580		521		425	

Station 19 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/19¹

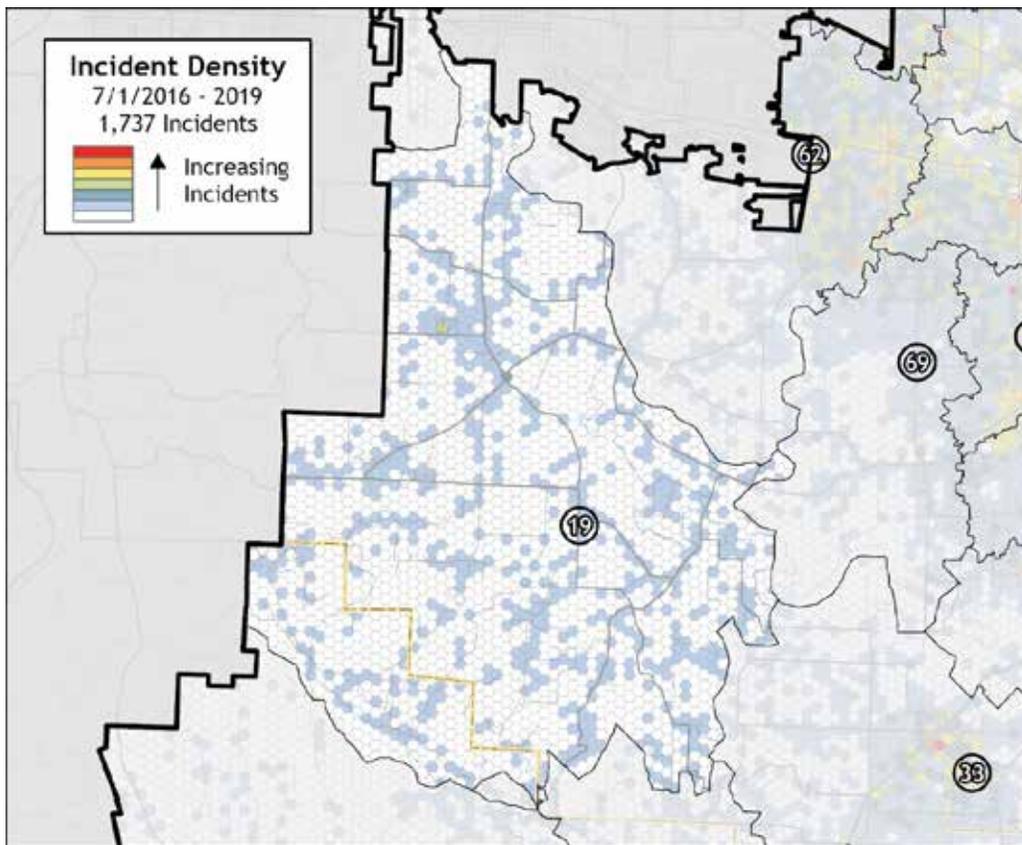


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 19 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/19¹



Incident Density 7/1/16-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 19 – Midway, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10019 Station 19 Midway						
5001 Salaries & Wages Union	\$ 803,799	\$ 904,725	\$ 938,601	\$ 994,842	\$ 994,842	\$ 994,842
5003 Vacation Taken Union	115,163	102,103	133,262	141,801	141,801	141,801
5005 Sick Leave Taken Union	11,624	12,841	23,504	25,632	25,632	25,632
5007 Personal Leave Taken Union	13,902	14,794	13,304	13,522	13,522	13,522
5016 Vacation Sold at Retirement	251		4,989	5,372	5,372	5,372
5017 PEHP Vac Sold at Retirement		37,568	8,426	13,145	13,145	13,145
5020 Deferred Comp Match Union	42,013	47,238	52,662	54,294	54,294	54,294
5101 Vacation Relief	155,621	141,942	141,910	145,052	145,052	145,052
5105 Sick Relief	18,923	20,186	23,836	25,147	25,147	25,147
5106 On the Job Injury Relief	6,821	3,393	7,206	6,858	6,858	6,858
5107 Short Term Disability Relief		2,043	1,109	2,400	2,400	2,400
5110 Personal Leave Relief	21,522	15,992	17,184	16,803	16,803	16,803
5115 Vacant Slot Relief	23,894	26,620				
5117 Regular Day Off Relief	38,028	27,867	38,249	31,091	31,091	31,091
5118 Standby Overtime	1,254	1,079	1,663	1,257	1,257	1,257
5120 Overtime Union	2,300	3,130	12,750	52,351	52,351	52,351
5201 PERS Taxes	275,062	328,184	372,681	525,635	525,635	525,635
5203 FICA/MEDI	91,576	95,339	108,527	117,012	117,012	117,012
5206 Worker's Comp	16,838	36,403	31,210	33,650	33,650	33,650
5208 OR Worker's Benefit Fund Tax	494	395	374	343	343	343
5210 Medical Ins Union	238,803	249,610	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	6,600	6,700	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,107	2,974	3,600	3,600	3,600	3,600
Personnel Services	1,886,594	2,081,124	2,224,775	2,518,399	2,518,399	2,518,399
5300 Office Supplies	236	300	480	480	480	480
5301 Special Department Supplies	5,789	5,611	4,560	3,875	3,875	3,875
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program		285	200	200	200	200
5320 EMS Supplies	5,734	5,948	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	6,203	5,134	3,000	3,300	3,300	3,300
5325 Protective Clothing	10,596	4,334	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	1,704	3,970	2,100	3,987	3,987	3,987
5350 Apparatus Fuel/Lubricants	6,710	5,869	8,000	8,000	8,000	8,000
5361 M&R Bldg/Bldg Equip & Improv	15,411	21,306	35,661			
5365 M&R Firefight Equip	585		200	200	200	200
5367 M&R Office Equip	1,362	1,439	1,650	1,650	1,650	1,650
5414 Other Professional Services	169	246	250	250	250	250
5415 Printing		19	25	25	25	25

Station 19 – Midway, continued

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416	Building Services	1,037	1,078	1,075	10,285	10,285	10,285
5432	Natural Gas	8,480	9,595	6,175	10,500	10,500	10,500
5433	Electricity	10,390	10,175	11,600	11,600	11,600	11,600
5436	Garbage	506	1,572	580	2,750	2,750	2,750
5450	Rental of Equip	354					
5480	Community/Open House	109		200	200	200	200
5481	Community Education Materials	170			200	200	200
5500	Dues & Subscriptions	40	29	100	100	100	100
5570	Misc Business Exp	180	253	600	2,160	2,160	2,160
5575	Laundry/Repair Expense	100			100	100	100
	Materials and Services	75,864	77,164	87,876	71,762	71,762	71,762
	Total Station 19 Midway	\$1,962,458	\$2,158,289	\$2,312,651	\$2,590,161	\$2,590,161	\$2,590,161



Station 20 – Downtown Newberg

Fund 10 • Directorate 04 • Division 60 • Department 020

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 **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine20** and can also respond in **Heavy Brush 20** 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 20** and two EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 20** and also provide transport services in Yamhill County Ambulance Service Area #1.

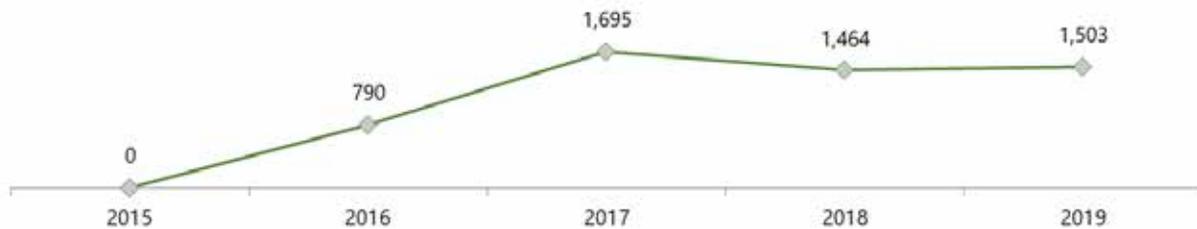
The 32.5 square miles of Station 20's station zone includes southwest portions of Newberg and a large portion of unincorporated Yamhill County west of the city. One of the District's Water Rescue Teams is housed at Station 20 (in conjunction with Station 59). Personnel at this station also assist with 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 and Van 320**.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,924,250	\$ 3,181,289	\$ 3,427,831	\$ 4,998,239
Materials and Services	114,902	138,490	150,853	133,693
Total Expenditures	\$ 3,039,152	\$ 3,319,779	\$ 3,578,684	\$ 5,131,932

Station 20 Station Zone Incident Count (Calendar Year)¹



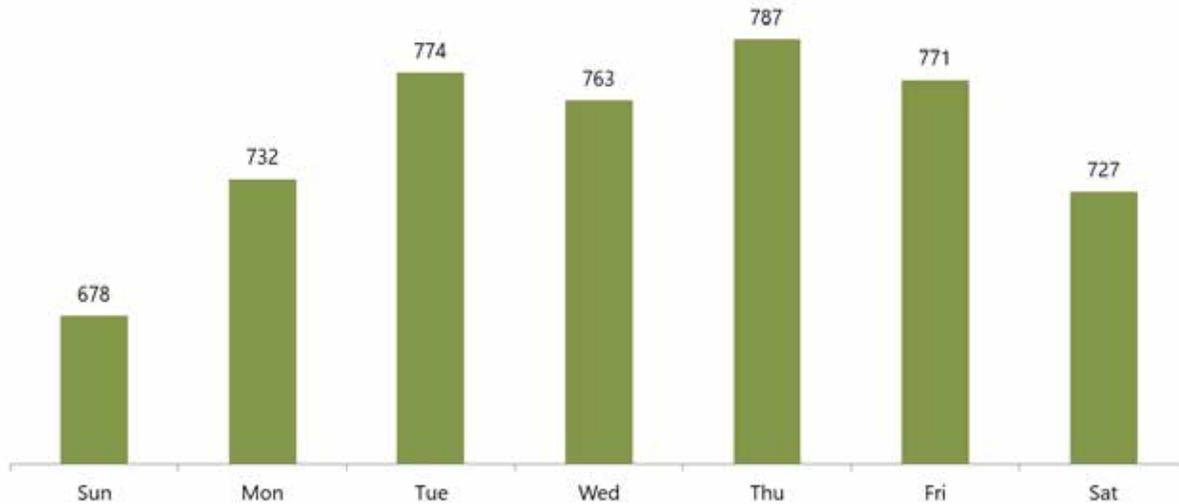
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 20 – Downtown Newberg, continued

Station 20 Station Zone Incident Summary, Calendar Years 7/1/16-12/31/19¹

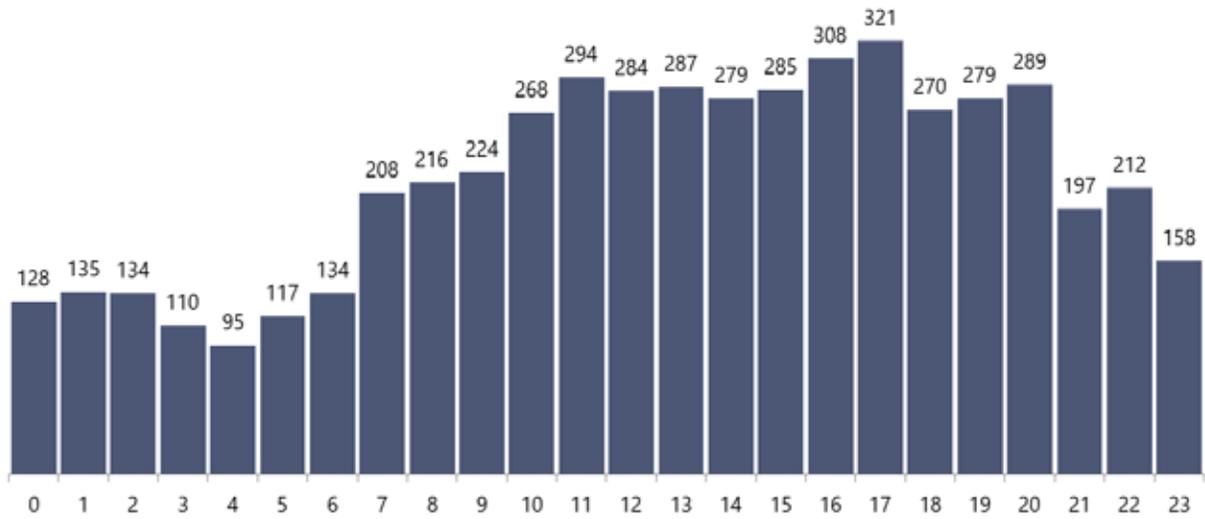
NFIRS Series	2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	72	16	198	46	171	37	153	33
Overpressure	0	1	0	1	0	3	0	0
EMS/Rescue Call	647	578	1,338	1,182	1,123	1,041	1,145	1,059
Hazardous Condition	27	27	50	46	14	40	18	62
Service Call	30	58	77	133	156	108	184	103
Good Intent Call	3	52	10	131	0	116	0	141
False Call	0	58	0	152	0	118	0	105
Natural Condition	0	0	0	3	0	1	0	0
Other Situation	11	0	22	1	0	0	3	0
Total	790		1,695		1,464		1,503	

Station 20 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/19¹

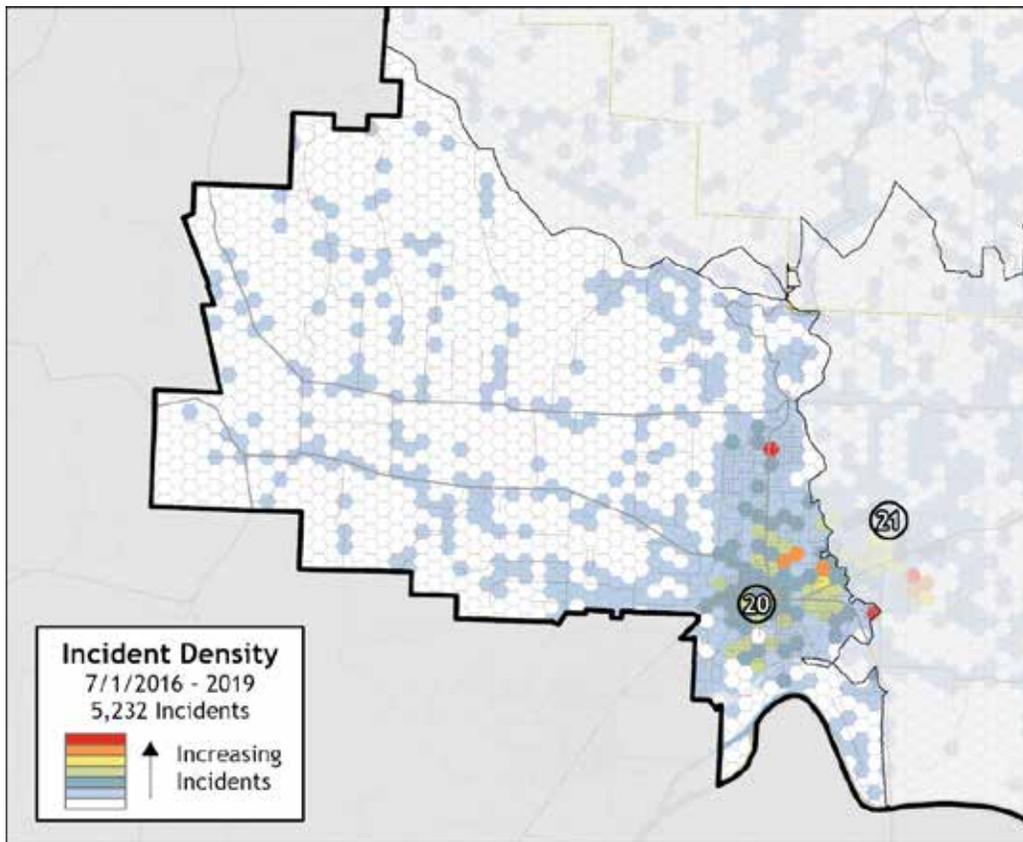


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 20 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/19¹



Incident Density 7/1/16-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 20 – Downtown Newberg, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10020 Station 20 Downtown Newberg						
5001 Salaries & Wages Union	\$1,264,823	\$1,333,518	\$1,458,052	\$1,968,711	\$1,968,711	\$1,968,711
5003 Vacation Taken Union	173,831	185,640	207,014	280,613	280,613	280,613
5005 Sick Leave Taken Union	28,562	27,410	36,512	50,724	50,724	50,724
5007 Personal Leave Taken Union	14,962	17,138	20,667	26,758	26,758	26,758
5016 Vacation Sold at Retirement			7,602	10,713	10,713	10,713
5017 PEHP Vac Sold at Retirement	1,491		12,839	26,213	26,213	26,213
5020 Deferred Comp Match Union	65,980	72,971	80,245	108,270	108,270	108,270
5101 Vacation Relief	195,011	216,179	216,240	289,253	289,253	289,253
5105 Sick Relief	38,796	45,019	36,321	50,146	50,146	50,146
5106 On the Job Injury Relief	8,621	11,318	10,981	13,676	13,676	13,676
5107 Short Term Disability Relief		14,196	1,689	4,787	4,787	4,787
5110 Personal Leave Relief	18,848	30,439	26,185	33,507	33,507	33,507
5115 Vacant Slot Relief	48,033	54,936				
5117 Regular Day Off Relief	76,178	89,579	58,283	61,999	61,999	61,999
5118 Standby Overtime	2,152	2,639	2,534	2,507	2,507	2,507
5120 Overtime Union	10,303	5,428	19,428	104,395	104,395	104,395
5201 PERS Taxes	419,466	463,403	576,519	1,042,218	1,042,218	1,042,218
5203 FICA/MEDI	137,694	150,454	167,886	231,969	231,969	231,969
5206 Worker's Comp	31,737	58,897	48,281	66,710	66,710	66,710
5208 OR Worker's Benefit Fund Tax	747	616	561	686	686	686
5210 Medical Ins Union	374,155	387,783	423,792	602,784	602,784	602,784
5220 Post Retire Ins Union	10,051	10,230	10,800	14,400	14,400	14,400
5270 Uniform Allowance	2,812	3,496	5,400	7,200	7,200	7,200
Personnel Services	2,924,250	3,181,289	3,427,831	4,998,239	4,998,239	4,998,239
5300 Office Supplies	530	689	720	960	960	960
5301 Special Department Supplies	5,825	5,244	5,700	7,200	7,200	7,200
5302 Training Supplies	28	86	100	100	100	100
5303 Physical Fitness		46				
5305 Fire Extinguisher			100			
5307 Smoke Detector Program	143	238	200	200	200	200
5320 EMS Supplies	33,269	33,584	35,000	35,000	35,000	35,000
5321 Fire Fighting Supplies	4,835	6,544	5,500	6,600	6,600	6,600
5325 Protective Clothing	9,032	12,456	17,120	9,600	9,600	9,600
5330 Noncapital Furniture & Equip	3,016	2,799	6,020	5,165	5,165	5,165
5350 Apparatus Fuel/Lubricants	16,152	14,180	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip Improv	17,363	26,430	20,775			
5365 M&R Firefight Equip		98	750	750	750	750
5367 M&R Office Equip	1,790	1,714	1,650	1,650	1,650	1,650
5414 Other Professional Services		9	100	100	100	100
5415 Printing			25	25	25	25
5416 Building Services	1,629	1,694	1,943	8,293	8,293	8,293

Station 20 – Downtown Newberg, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	5,967	5,944	6,000	6,000	6,000	6,000
5433 Electricity	13,399	12,901	14,000	14,600	14,600	14,600
5434 Water/Sewer		11,920	12,000	14,000	14,000	14,000
5436 Garbage	41	127	900	900	900	900
5480 Community/Open House		30	200	200	200	200
5481 Community Education	817	629	750	750	750	750
Materials						
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	720	874	900	1,200	1,200	1,200
5575 Laundry/Repair Expense	306	227	300	300	300	300
Materials and Services	114,902	138,490	150,853	133,693	133,693	133,693
Total Station 20 Newberg	\$3,039,152	\$3,319,779	\$3,578,684	\$5,131,932	\$5,131,932	\$5,131,932



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 **Truck 21** and can also respond in Engine 21 and **Brush Rig 21** 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 EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 21** and also provide transport services in Yamhill County Ambulance Service Area #1.

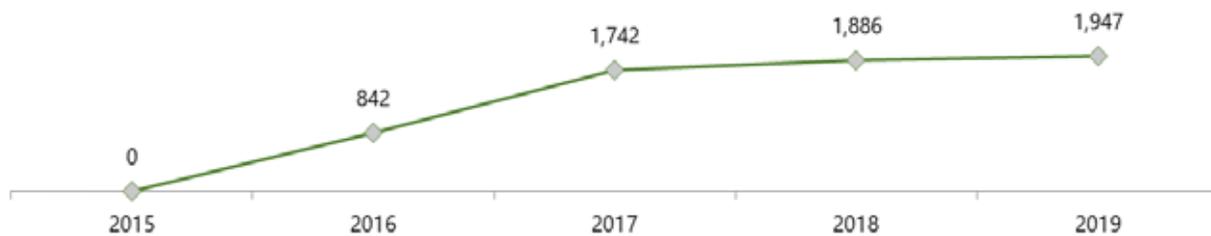
The 26.8 square miles of Station 21’s station zone includes northeast portions of Newberg and unincorporated areas of Yamhill County north of the city into the Chehalem Mountains and east of the city near the Washington County border.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,992,693	\$ 2,728,891	\$ 3,506,990	\$ 3,826,290
Materials and Services	97,312	115,980	171,045	128,664
Total Expenditures	\$ 3,090,004	\$ 2,844,871	\$ 3,678,035	\$ 3,954,954

Station 21 Station Zone Incident Count (Calendar Year)¹



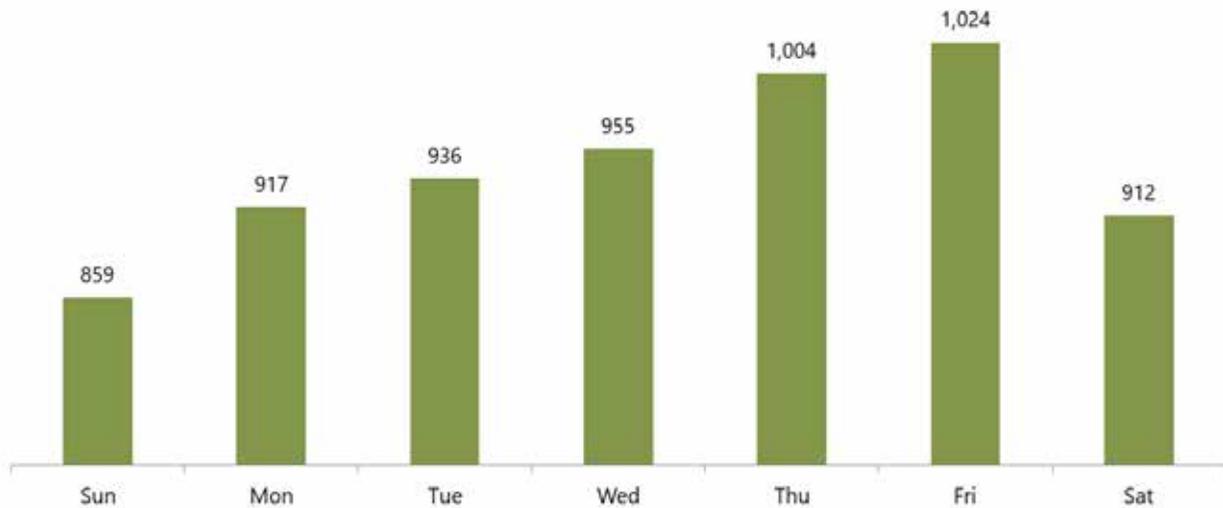
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 21 – Springbrook, continued

Station 21 Station Zone Incident Summary, Calendar Years 7/1/16-12/31/19¹

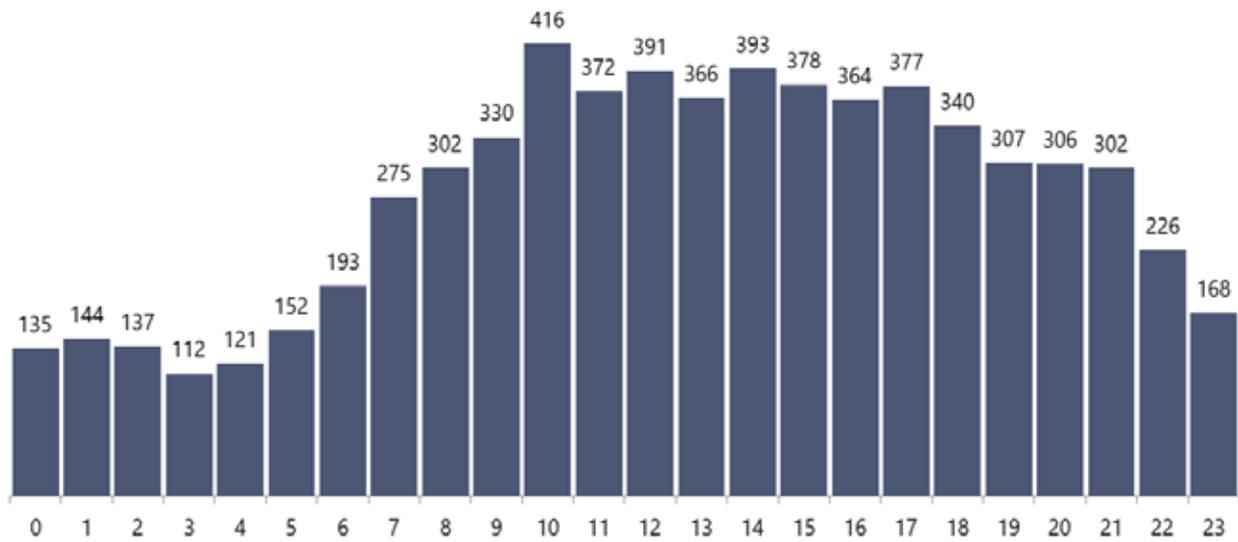
NFIRS Series	2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	68	22	125	36	127	33	146	28
Overpressure	0	1	0	1	0	2	0	0
EMS/Rescue Call	716	618	1,516	1,347	1,575	1,438	1,565	1,473
Hazardous Condition	23	28	45	42	7	36	2	39
Service Call	15	81	34	150	177	164	232	178
Good Intent Call	6	56	9	102	0	136	0	134
False Call		36	0	64	0	77	0	95
Natural Condition		0	0	0	0	0	0	0
Other Situation	14	0	13	0	0	0	2	0
Total	842		1,742		1,886		1,947	

Station 21 Station Zone Incident Count by Day of Week, Calendar Years 7/1/16-12/31/19¹

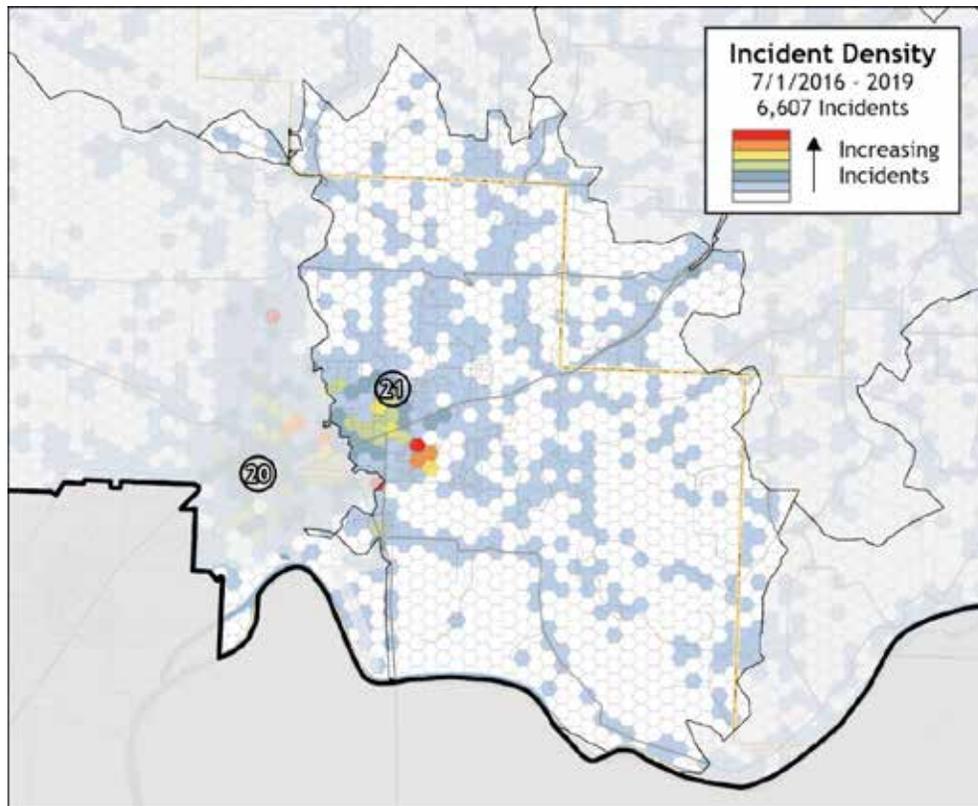


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 21 Station Zone Incident Count by Hour of Day, Calendar Years 7/1/16-12/31/19¹



Incident Density 7/1/16-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 21 – Springbrook, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10021 Station 21 Springbrook						
5001 Salaries & Wages Union	\$1,308,901	\$1,126,795	\$1,496,527	\$1,515,293	\$1,515,293	\$1,515,293
5003 Vacation Taken Union	165,439	174,651	212,476	215,984	215,984	215,984
5005 Sick Leave Taken Union	44,692	56,583	37,475	39,042	39,042	39,042
5007 Personal Leave Taken Union	21,676	13,661	21,212	20,596	20,596	20,596
5016 Vacation Sold at Retirement	8,214		7,807	8,160	8,160	8,160
5017 PEHP Vac Sold at Retirement			13,185	19,966	19,966	19,966
5020 Deferred Comp Match Union	64,861	61,032	82,404	82,470	82,470	82,470
5101 Vacation Relief	169,262	133,745	222,057	220,324	220,324	220,324
5105 Sick Relief	40,404	32,864	37,299	38,197	38,197	38,197
5106 On the Job Injury Relief	7,854	5,066	11,276	10,417	10,417	10,417
5107 Short Term Disability Relief	5,512	27,499	1,735	3,646	3,646	3,646
5110 Personal Leave Relief	34,417	11,476	26,890	25,522	25,522	25,522
5115 Vacant Slot Relief	24,358	67,993				
5117 Regular Day Off Relief	84,707	60,681	59,851	47,225	47,225	47,225
5118 Standby Overtime	1,521	3,140	2,602	1,910	1,910	1,910
5120 Overtime Union	11,826	3,879	19,950	79,518	79,518	79,518
5201 PERS Taxes	436,559	414,579	591,796	799,883	799,883	799,883
5203 FICA/MEDI	141,728	127,084	172,335	178,113	178,113	178,113
5206 Worker's Comp	28,627	61,277	49,560	51,222	51,222	51,222
5208 OR Worker's Benefit Fund Tax	734	485	561	514	514	514
5210 Medical Ins Union	379,781	333,769	423,792	452,088	452,088	452,088
5220 Post Retire Ins Union	10,355	8,659	10,800	10,800	10,800	10,800
5270 Uniform Allowance	1,266	3,974	5,400	5,400	5,400	5,400
Personnel Services	2,992,693	2,728,891	3,506,990	3,826,290	3,826,290	3,826,290
5300 Office Supplies	618	226	720	720	720	720
5301 Special Department Supplies	5,572	4,088	5,400	5,400	5,400	5,400
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	95	48	200	200	200	200
5320 EMS Supplies	26,389	28,237	35,000	35,000	35,000	35,000
5321 Fire Fighting Supplies	954	2,859	4,707	6,614	6,614	6,614
5325 Protective Clothing	4,953	5,292	6,300	7,200	7,200	7,200
5330 Noncapital Furniture & Equip	2,736	3,506	4,005	4,250	4,250	4,250
5350 Apparatus Fuel/Lubricants	12,936	12,917	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	24,360	34,036	70,958			
5365 M&R Firefight Equip	49	98	200	200	200	200
5367 M&R Office Equip	1,614	1,676	1,650	1,650	1,650	1,650
5414 Other Professional Services		68	100	100	100	100
5415 Printing	19	38	25	25	25	25
5416 Building Services	1,072	1,114	1,330	26,555	26,555	26,555
5432 Natural Gas	3,025	3,302	4,500	4,500	4,500	4,500
5433 Electricity	11,350	11,538	12,000	12,000	12,000	12,000

Station 21 – Springbrook, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5434 Water/Sewer		5,441	5,000	5,800	5,800	5,800
5436 Garbage	550	676	2,000	1,500	1,500	1,500
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	306	210	400	400	400	400
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	625	580	900	900	900	900
5575 Laundry/Repair Expense	50		250	250	250	250
Materials and Services	97,312	115,980	171,045	128,664	128,664	128,664
Total Station 21 Springbrook	\$3,090,004	\$2,844,871	\$3,678,035	\$3,954,954	\$3,954,954	\$3,954,954



Station Description

Station 33, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400-square-foot station houses a total of **12 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) 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. **Battalion Chief (C7)** responds from and maintains quarters at Station 33.

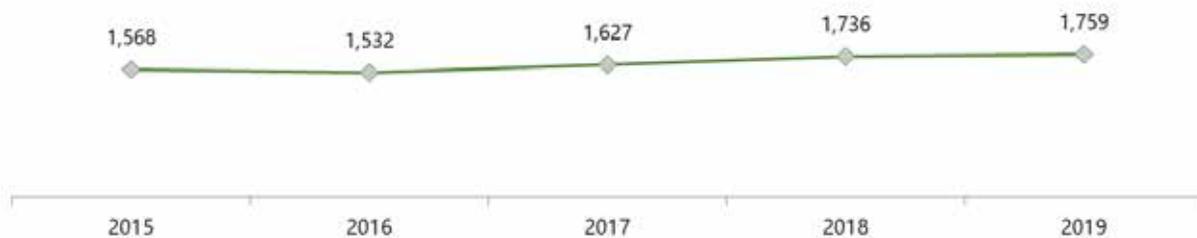
The 23.4 square miles of Station 33’s station zone includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is also located at Station 33, responding out of **Rehab 333, Squad 333, and Van 333**.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,185,188	\$ 2,185,978	\$ 2,587,605	\$ 2,580,624
Materials and Services	79,317	76,068	104,093	81,773
Total Expenditures	\$ 2,264,505	\$ 2,262,046	\$ 2,691,698	\$ 2,662,397

Station 33 Station Zone Incident Count (Calendar Year)¹



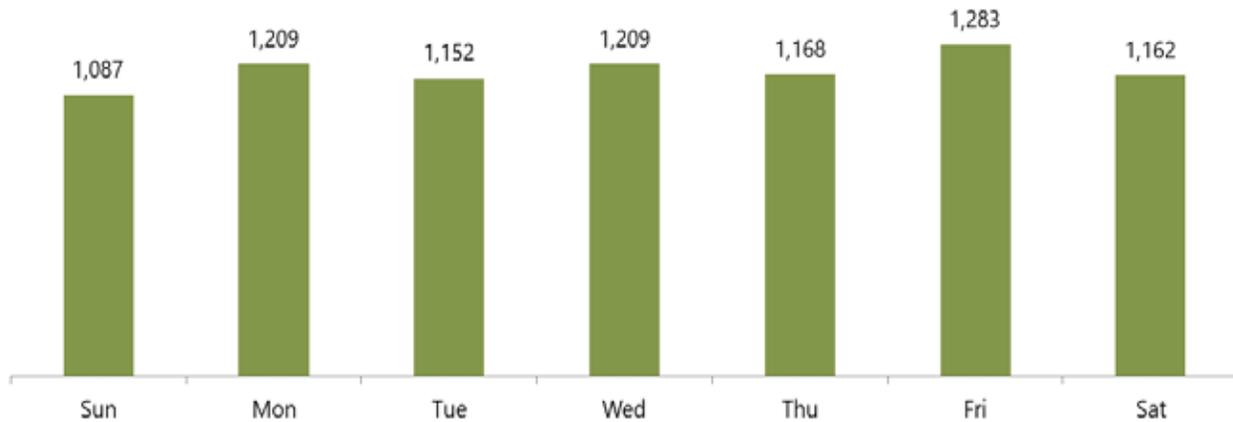
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 33 – Sherwood, continued

Station 33 Station Zone Incident Summary (Calendar Year)¹

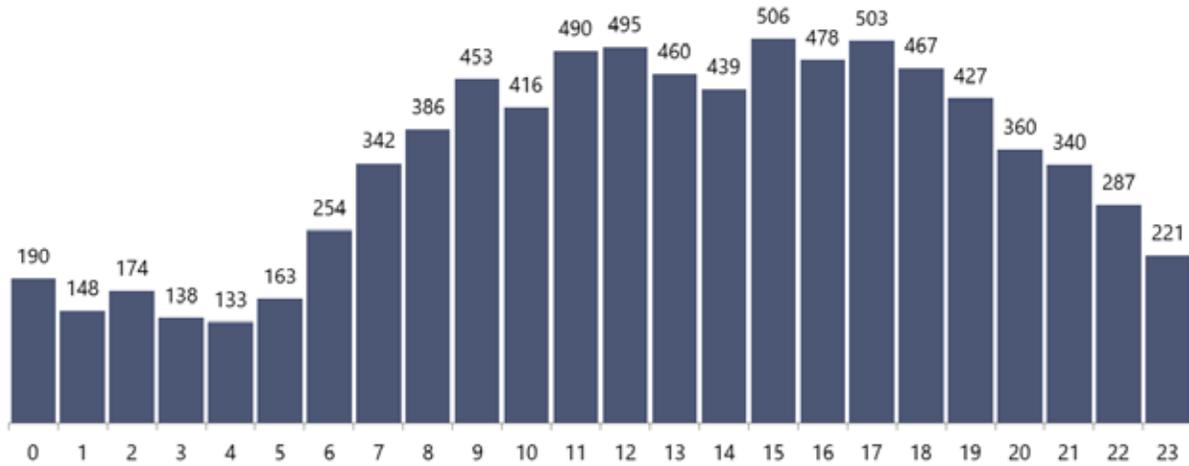
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	178	50	162	39	163	43	197	53	168	49
Overpressure	0	1	0	2	0	0	0	0	0	1
EMS/Rescue Call	1,219	1,079	1,211	1,079	1,295	1,102	1,318	1,158	1,371	1,178
Hazardous Condition	42	41	44	47	54	71	28	68	13	72
Service Call	91	110	82	108	81	101	193	113	207	122
Good Intent Call	16	198	16	155	15	185	0	223	0	205
False Call	0	88	0	102	0	125	0	121	0	132
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	22	1	17	0	19	0	0	0	0	0
Total	1,568		1,532		1,627		1,736		1,759	

Station 33 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

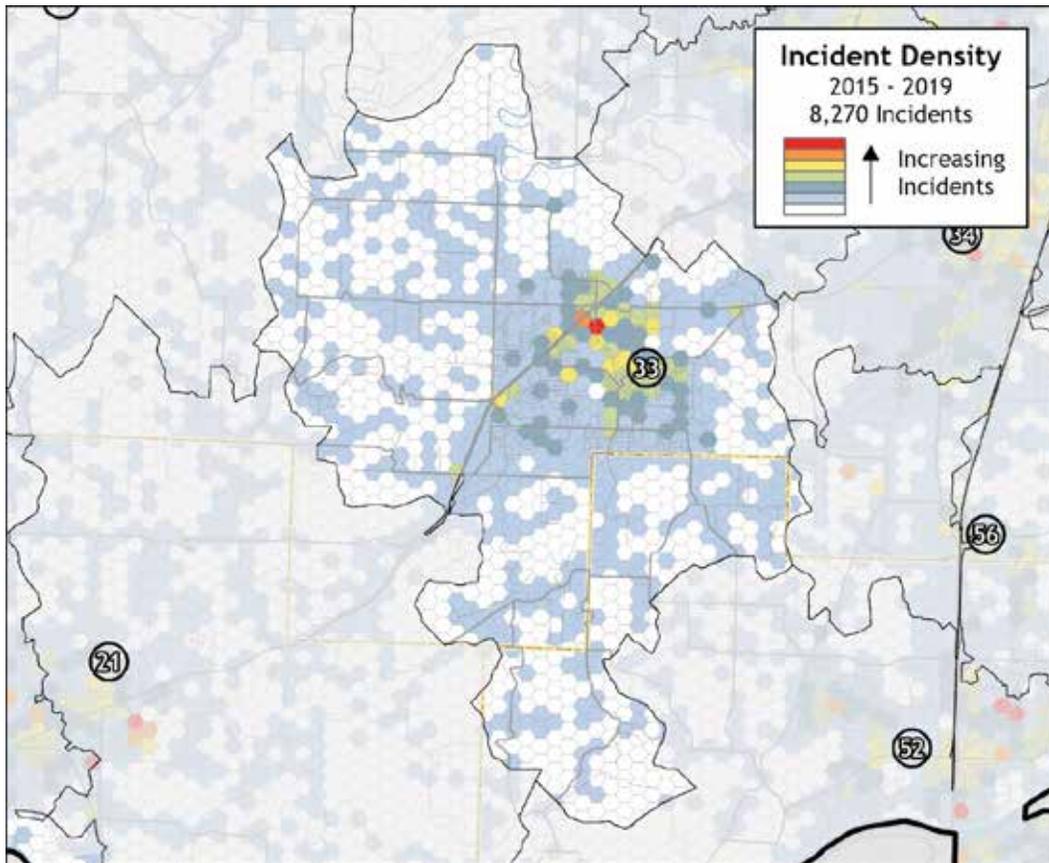


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 33 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 33 – Sherwood, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10033 Station 33 Sherwood						
5001 Salaries & Wages Union	\$ 940,885	\$ 931,737	\$1,086,774	\$1,014,969	\$1,014,969	\$1,014,969
5003 Vacation Taken Union	144,730	136,632	154,300	144,670	144,670	144,670
5005 Sick Leave Taken Union	11,114	11,696	27,214	26,151	26,151	26,151
5007 Personal Leave Taken Union	12,743	10,983	15,404	13,795	13,795	13,795
5016 Vacation Sold at Retirement			5,733	5,535	5,535	5,535
5017 PEHP Vac Sold at Retirement			9,683	13,544	13,544	13,544
5020 Deferred Comp Match Union	46,678	45,943	60,519	55,943	55,943	55,943
5101 Vacation Relief	183,150	163,332	163,082	149,456	149,456	149,456
5105 Sick Relief	24,812	19,310	27,393	25,910	25,910	25,910
5106 On the Job Injury Relief	4,490	9,321	8,282	7,066	7,066	7,066
5107 Short Term Disability Relief		2,436	1,274	2,473	2,473	2,473
5110 Personal Leave Relief	21,204	12,671	19,748	17,313	17,313	17,313
5115 Vacant Slot Relief	13,771	19,519				
5117 Regular Day Off Relief	34,668	40,306	43,956	32,035	32,035	32,035
5118 Standby Overtime	1,673	1,122	1,911	1,296	1,296	1,296
5120 Overtime Union	8,545	6,315	14,652	53,941	53,941	53,941
5201 PERS Taxes	307,540	332,108	430,808	537,671	537,671	537,671
5203 FICA/MEDI	100,669	99,258	125,454	119,653	119,653	119,653
5206 Worker's Comp	27,450	50,827	36,078	34,410	34,410	34,410
5207 TriMet/Wilsonville Tax	10,357	10,265	12,688	12,258	12,258	12,258
5208 OR Worker's Benefit Fund Tax	528	406	436	343	343	343
5210 Medical Ins Union	279,705	273,519	329,616	301,392	301,392	301,392
5220 Post Retire Ins Union	8,300	7,406	8,400	7,200	7,200	7,200
5270 Uniform Allowance	2,175	864	4,200	3,600	3,600	3,600
Personnel Services	2,185,188	2,185,978	2,587,605	2,580,624	2,580,624	2,580,624
5300 Office Supplies	192	76	560	480	480	480
5301 Special Department Supplies	4,311	3,645	4,200	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	71	107	200	200	200	200
5320 EMS Supplies	15,190	15,338	15,000	15,000	15,000	15,000
5321 Fire Fighting Supplies	3,754	4,438	3,500	3,300	3,300	3,300
5325 Protective Clothing	1,835	4,105	4,900	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	1,624	1,102		815	815	815
5350 Apparatus Fuel/Lubricants	15,722	15,296	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	11,571	9,292	30,340			
5365 M&R Firefight Equip	147	377	200	200	200	200
5367 M&R Office Equip	1,221	1,165	1,650	1,650	1,650	1,650
5414 Other Professional Services	366	430	400	400	400	400
5415 Printing			25	25	25	25
5416 Building Services	692	720	968	9,103	9,103	9,103
5432 Natural Gas	2,091	1,539	3,150	2,600	2,600	2,600

Station 33 – Sherwood, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	9,414	9,127	9,800	10,200	10,200	10,200
5434 Water/Sewer	7,293	7,156	9,700	9,700	9,700	9,700
5436 Garbage	1,610	1,693	2,000	2,000	2,000	2,000
5480 Community/Open House	83	120	200	200	200	200
5481 Community Education Materials	793	179	800	800	800	800
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	489	429	700	600	600	600
5575 Laundry/Repair Expense	808	(294)	600	900	900	900
Materials and Services	79,317	76,068	104,093	81,773	81,773	81,773
Total Station 33 Sherwood	\$2,264,505	\$2,262,046	\$2,691,698	\$2,662,397	\$2,662,397	\$2,662,397



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**.

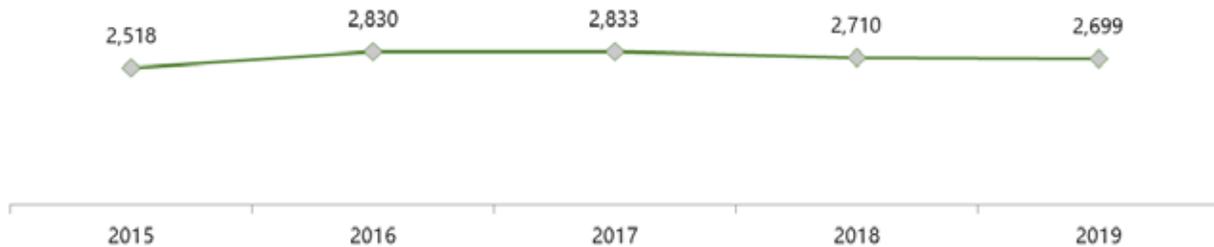
The 7.2 square miles of Station 34’s first-due area includes most of Tualatin, small portions of Durham and Tigard. Half of the District’s **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,366,246	\$ 2,449,397	\$ 2,558,018	\$ 2,873,879
Materials and Services	91,107	81,966	114,655	85,023
Total Expenditures	\$ 2,457,353	\$ 2,531,363	\$ 2,672,673	\$ 2,958,902

Station 34 Station Zone Incident Count (Calendar Year)¹



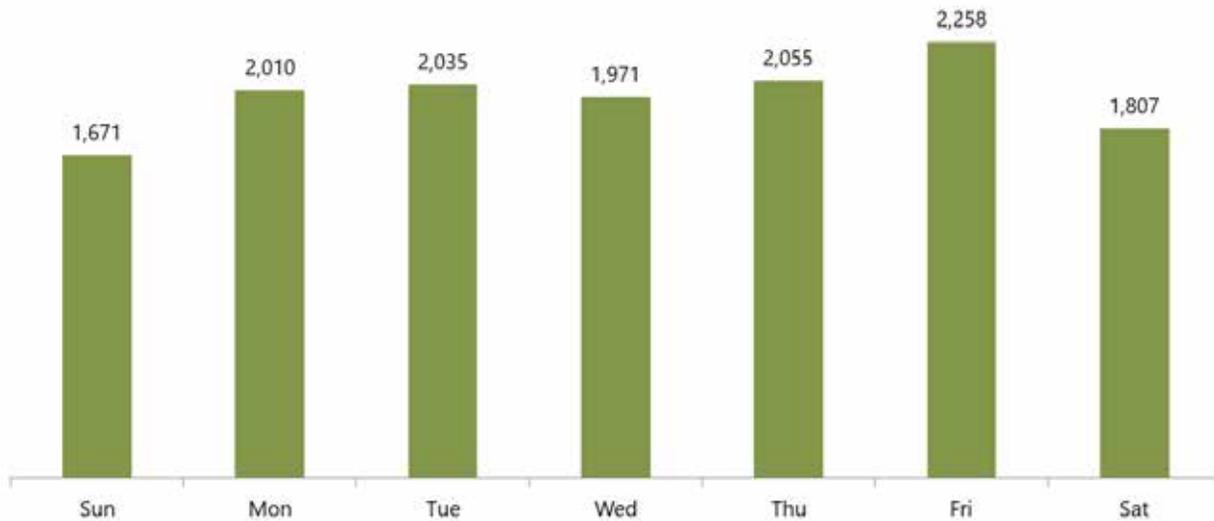
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 34 – Tualatin, continued

Station 34 Station Zone Incident Summary (Calendar Year)¹

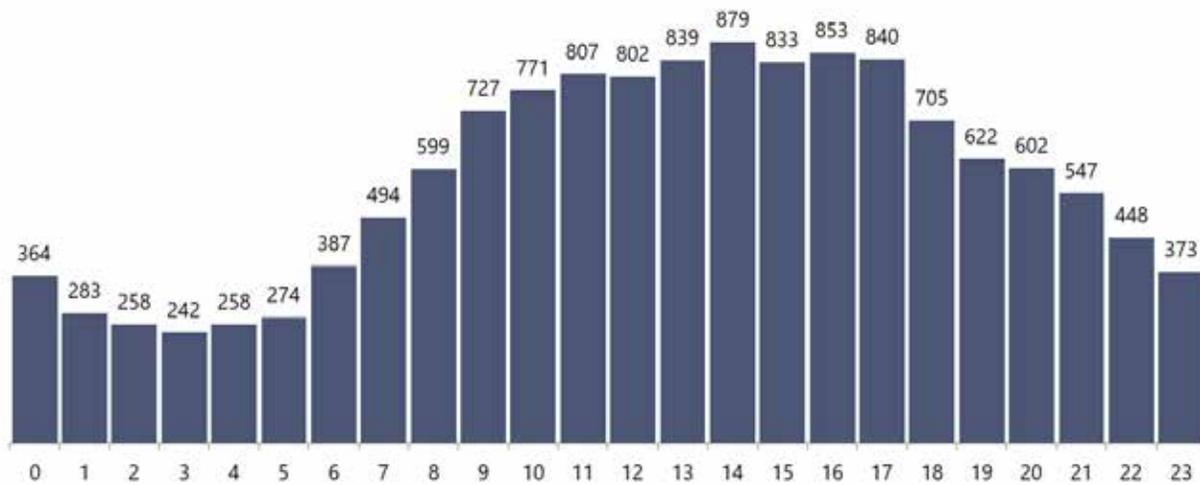
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	349	81	361	78	309	79	342	72	388	69
Overpressure	0	2	0	4	0	0	0	2	0	1
EMS/Rescue Call	1,993	1,639	2,308	1,890	2,330	1,939	2,173	1,857	2,080	1,777
Hazardous Condition	49	74	71	106	63	111	14	80	18	100
Service Call	70	102	63	110	89	126	181	112	213	144
Good Intent Call	19	420	8	441	16	386	0	383	0	371
False Call	0	200	0	200	0	191	0	204	0	237
Natural Condition	0	0	0	1	0	1	0	0	0	0
Other Situation	38	0	19	0	26	0	0	0	0	0
Total	2,518		2,830		2,833		2,710		2,699	

Station 34 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

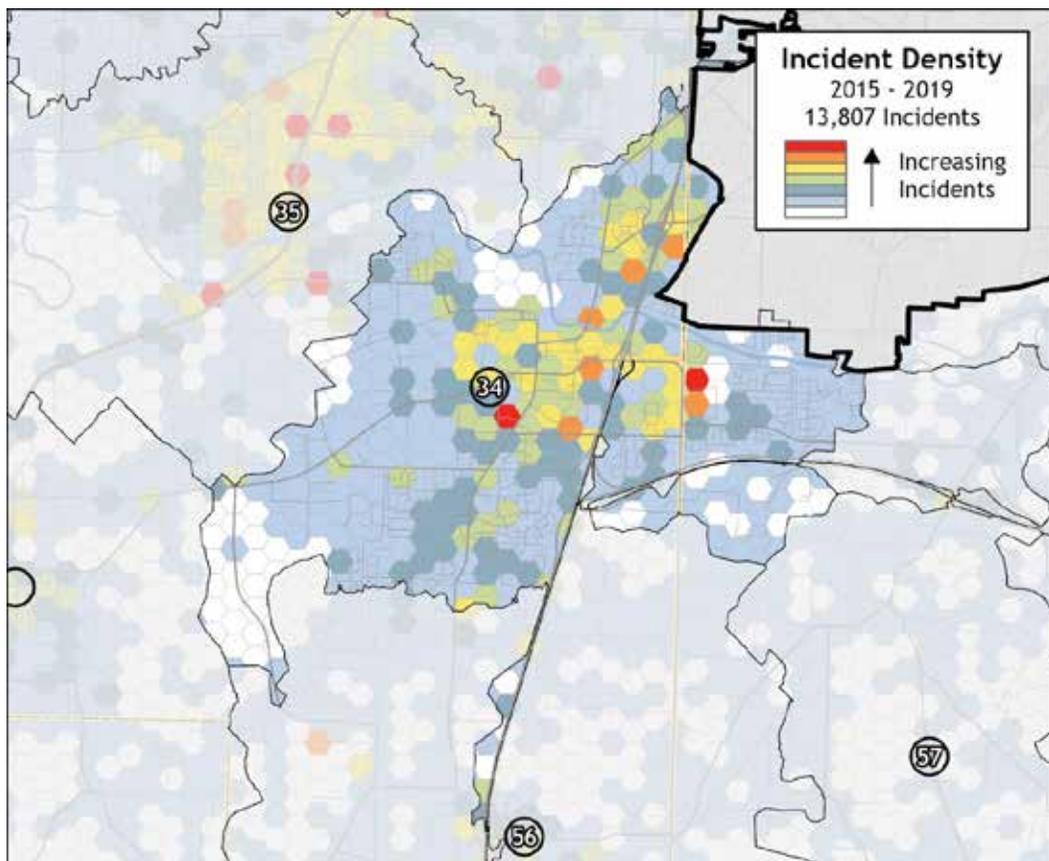


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 34 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 34 – Tualatin, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10034 Station 34 Tualatin						
5001 Salaries & Wages Union	\$ 979,850	\$1,010,236	\$1,082,525	\$1,132,004	\$1,132,004	\$1,132,004
5003 Vacation Taken Union	138,563	133,922	153,697	161,352	161,352	161,352
5005 Sick Leave Taken Union	14,432	33,854	27,108	29,166	29,166	29,166
5007 Personal Leave Taken Union	10,093	13,754	15,344	15,386	15,386	15,386
5016 Vacation Sold at Retirement			5,754	6,237	6,237	6,237
5017 PEHP Vac Sold at Retirement	2,048		9,718	15,260	15,260	15,260
5020 Deferred Comp Match Union	51,361	49,022	60,737	63,032	63,032	63,032
5101 Vacation Relief	210,338	192,123	163,670	168,395	168,395	168,395
5105 Sick Relief	36,271	37,414	27,491	29,194	29,194	29,194
5106 On the Job Injury Relief	13,438	6,433	8,311	7,962	7,962	7,962
5107 Short Term Disability Relief		3,574	1,279	2,787	2,787	2,787
5110 Personal Leave Relief	30,315	20,777	19,819	19,507	19,507	19,507
5115 Vacant Slot Relief	28,099	54,795				
5117 Regular Day Off Relief	63,498	64,052	44,114	36,094	36,094	36,094
5118 Standby Overtime	931	698	1,918	1,460	1,460	1,460
5120 Overtime Union	5,881	6,352	14,705	60,776	60,776	60,776
5201 PERS Taxes	347,908	360,044	429,827	600,746	600,746	600,746
5203 FICA/MEDI	112,671	114,298	125,169	133,769	133,769	133,769
5206 Worker's Comp	25,602	47,346	35,996	38,469	38,469	38,469
5207 TriMet/Wilsonville Tax	11,419	11,828	12,659	13,704	13,704	13,704
5208 OR Worker's Benefit Fund Tax	562	442	405	371	371	371
5210 Medical Ins Union	271,807	277,601	306,072	326,508	326,508	326,508
5220 Post Retire Ins Union	8,700	7,400	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,458	3,432	3,900	3,900	3,900	3,900
Personnel Services	2,366,246	2,449,397	2,558,018	2,873,879	2,873,879	2,873,879
5300 Office Supplies	541	457	520	520	520	520
5301 Special Department Supplies	3,749	3,689	3,900	3,900	3,900	3,900
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	119	238	200	200	200	200
5311 Haz Mat Response Materials	52					
5320 EMS Supplies	15,196	16,529	16,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	3,106	2,911	3,250	3,782	3,782	3,782
5325 Protective Clothing	2,988	7,315	4,550	5,200	5,200	5,200
5330 Noncapital Furniture & Equip		1,026	1,130	1,195	1,195	1,195
5350 Apparatus Fuel/Lubricants	8,215	2,288	13,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	27,939	18,379	37,971			
5365 M&R Firefight Equip	147		200	200	200	200
5367 M&R Office Equip	1,631	1,555	1,650	1,650	1,650	1,650
5414 Other Professional Services	575	420	500	500	500	500
5415 Printing	19		25	25	25	25

Station 34 – Tualatin, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416 Building Services	737	482	770	9,867	9,867	9,867
5432 Natural Gas	3,373	3,544	5,100	5,100	5,100	5,100
5433 Electricity	11,910	12,148	12,800	12,800	12,800	12,800
5434 Water/Sewer	7,330	8,031	8,530	8,530	8,530	8,530
5436 Garbage	1,998	2,188	2,185	2,300	2,300	2,300
5480 Community/Open House		30	200	200	200	200
5481 Community Education Materials	717	88	750	750	750	750
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	335	251	650	650	650	650
5575 Laundry/Repair Expense	389	368	454	454	454	454
Materials and Services	91,107	81,966	114,655	85,023	85,023	85,023
Total Station 34 Tualatin	\$2,457,353	\$2,531,363	\$2,672,673	\$2,958,902	\$2,958,902	\$2,958,902



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** and can also respond in **Water Tenders 35A** and **35B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. An additional two EMT-Paramedics (on each 24-hour, three-shift schedule) respond utilizing **Medic 35**.

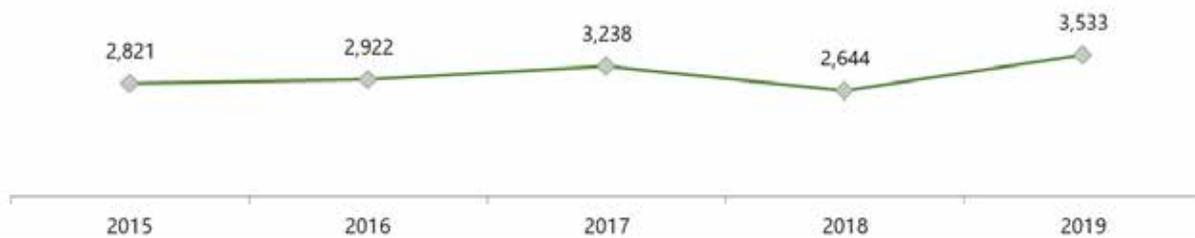
The 8.1 square miles of Station 35’s station zone includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a portion of northwest Tualatin.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,868,230	\$ 2,871,909	\$ 3,331,413	\$ 3,795,257
Materials and Services	136,713	110,979	104,480	99,240
Total Expenditures	\$ 3,004,943	\$ 2,982,887	\$ 3,435,893	\$ 3,894,497

Station 35 Station Zone Incident Count (Calendar Year)¹



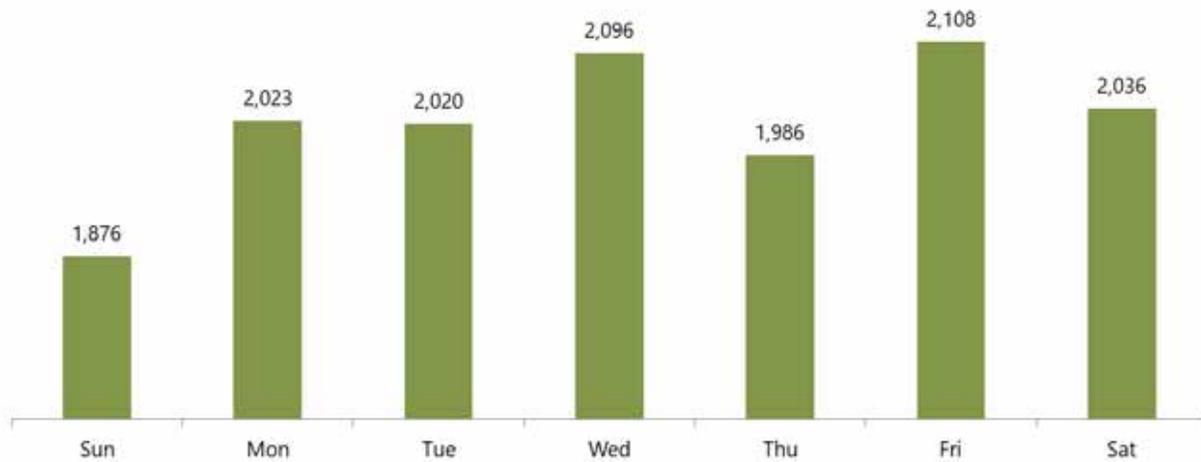
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 35 – King City, continued

Station 35 Station Zone Incident Summary (Calendar Year)¹

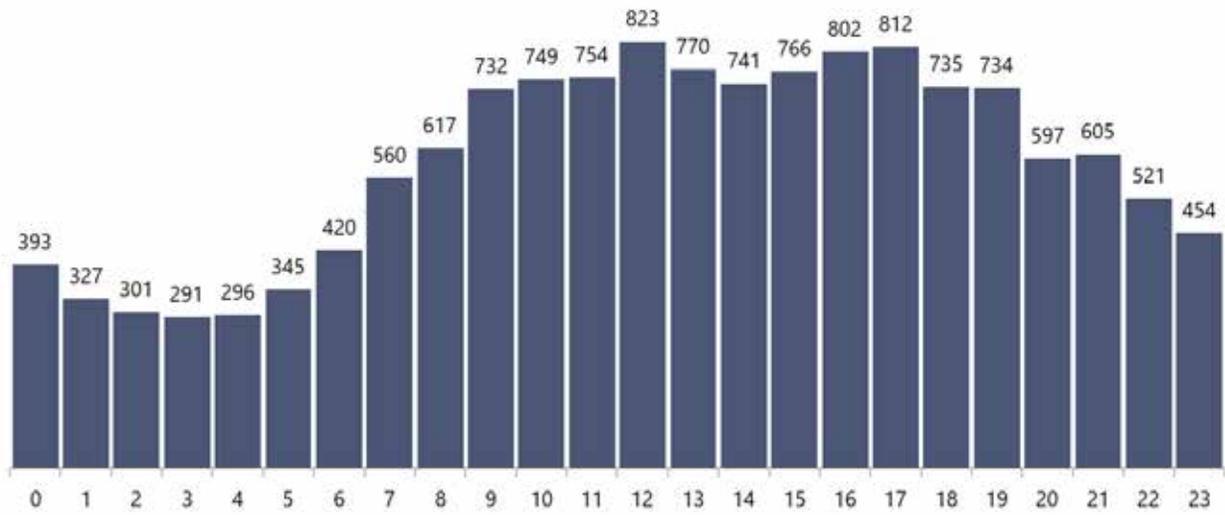
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	154	48	192	60	195	58	161	52	191	53
Overpressure	0	0	0	1	0	1	0	1	0	1
EMS/Rescue Call	2,513	1,989	2,587	2,077	2,872	2,304	2,130	1,869	2,899	2,490
Hazardous Condition	40	57	37	44	51	69	12	25	8	60
Service Call	84	281	68	320	93	342	341	275	435	304
Good Intent Call	5	300	9	292	7	308	0	280	0	441
False Call	0	145	0	126	0	155	0	142	0	184
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	25	1	29	2	20	0	0	0	0	0
Total	2,821		2,922		3,238		2,644		3,533	

Station 35 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

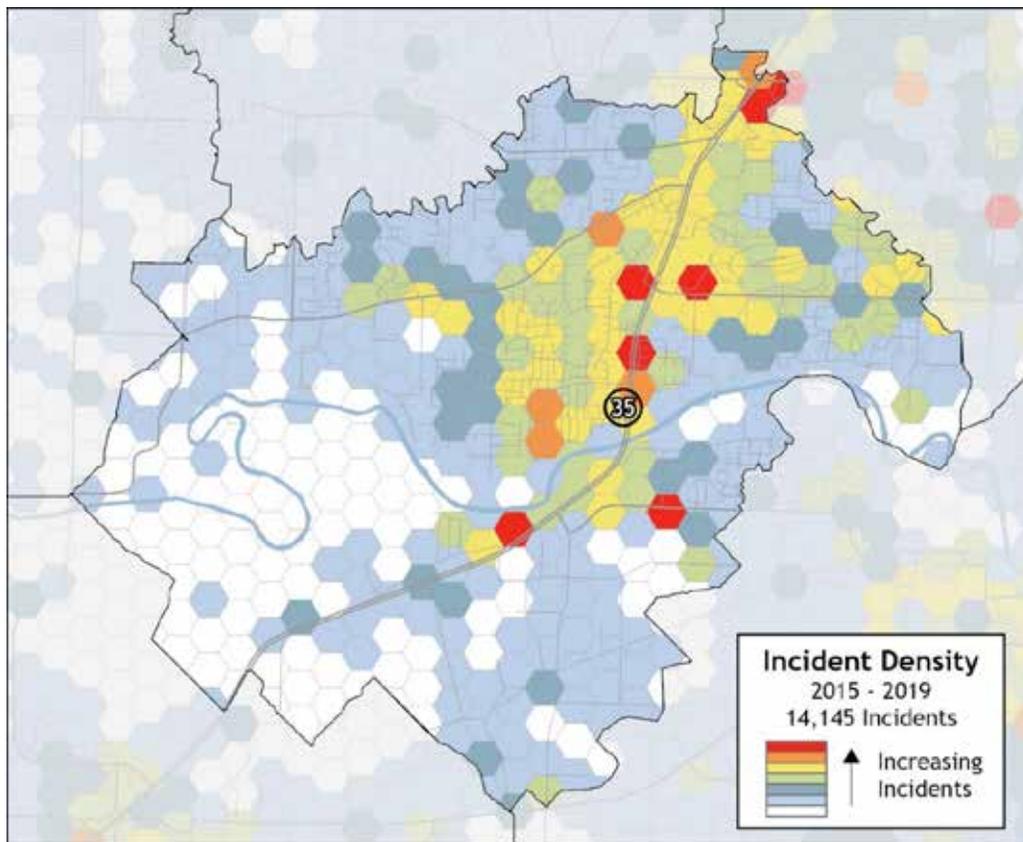


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 35 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 35 – King City, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10035 Station 35 King City						
5001 Salaries & Wages Union	\$1,210,897	\$1,208,463	\$1,403,246	\$1,491,515	\$1,491,515	\$1,491,515
5003 Vacation Taken Union	152,186	153,520	199,232	212,595	212,595	212,595
5005 Sick Leave Taken Union	41,442	31,892	35,139	38,429	38,429	38,429
5007 Personal Leave Taken Union	18,594	17,128	19,890	20,272	20,272	20,272
5016 Vacation Sold at Retirement			7,311	8,062	8,062	8,062
5017 PEHP Vac Sold at Retirement			12,347	19,727	19,727	19,727
5020 Deferred Comp Match Union	62,774	57,454	77,170	81,481	81,481	81,481
5101 Vacation Relief	193,166	149,742	207,953	217,682	217,682	217,682
5105 Sick Relief	43,446	23,295	34,930	37,738	37,738	37,738
5106 On the Job Injury Relief	10,070	25,389	10,560	10,292	10,292	10,292
5107 Short Term Disability Relief	2,452	8,262	1,625	3,602	3,602	3,602
5110 Personal Leave Relief	30,330	8,382	25,182	25,216	25,216	25,216
5115 Vacant Slot Relief	27,612	45,215				
5117 Regular Day Off Relief	60,435	90,987	56,050	46,658	46,658	46,658
5118 Standby Overtime	1,015	1,249	2,437	1,887	1,887	1,887
5120 Overtime Union	28,310	39,701	18,683	78,564	78,564	78,564
5201 PERS Taxes	401,790	399,977	554,758	788,827	788,827	788,827
5203 FICA/MEDI	135,418	134,400	161,549	175,470	175,470	175,470
5206 Worker's Comp	32,951	61,221	46,459	50,462	50,462	50,462
5207 TriMet/Wilsonville Tax	13,453	13,548	16,339	17,976	17,976	17,976
5208 OR Worker's Benefit Fund Tax	747	606	561	514	514	514
5210 Medical Ins Union	385,983	387,734	423,792	452,088	452,088	452,088
5220 Post Retire Ins Union	12,200	9,300	10,800	10,800	10,800	10,800
5270 Uniform Allowance	2,958	4,443	5,400	5,400	5,400	5,400
Personnel Services	2,868,230	2,871,909	3,331,413	3,795,257	3,795,257	3,795,257
5300 Office Supplies	201	387	720	720	720	720
5301 Special Department Supplies	5,574	5,512	5,400	5,400	5,400	5,400
5302 Training Supplies		100	100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	766	838	600	600	600	600
5320 EMS Supplies	25,119	26,500	27,000	27,000	27,000	27,000
5321 Fire Fighting Supplies	1,962	2,597	4,500	4,950	4,950	4,950
5325 Protective Clothing	3,909	16,011	6,300	7,200	7,200	7,200
5330 Noncapital Furniture & Equip	510					
5350 Apparatus Fuel/Lubricants	16,452	18,039	16,500	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	60,104	18,230	16,486			
5365 M&R Firefight Equip	49	147	200	200	200	200
5367 M&R Office Equip	1,345	1,236	1,650	1,650	1,650	1,650
5414 Other Professional Services	347	580	450	450	450	450
5415 Printing	19	19	25	25	25	25
5416 Building Services	546	568	926	7,042	7,042	7,042

Station 35 – King City, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	3,052	2,818	3,713	3,713	3,713	3,713
5433 Electricity	7,952	8,151	8,840	8,840	8,840	8,840
5434 Water/Sewer	6,412	6,313	6,300	6,700	6,700	6,700
5436 Garbage	1,600	1,678	2,500	2,500	2,500	2,500
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	50	363	300	300	300	300
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	347	486	900	900	900	900
5575 Laundry/Repair Expense	357	377	650	650	650	650
Materials and Services	136,713	110,979	104,480	99,240	99,240	99,240
Total Station 35 King City	\$3,004,943	\$2,982,887	\$3,435,893	\$3,894,497	\$3,894,497	\$3,894,497



Station Description

Station 39, located on McEwan Road in Tualatin, opened its doors on January 21, 2020. This 10,922-square-foot station houses a total of **six full-time personnel**. Two personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Squad 39**. At least one crewmember is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. **Battalion Chief (C6)** also responds from and maintains quarters at Station 39.

The 2.0 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 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services			\$ 1,187,830	\$ 1,261,116
Materials and Services			103,555	53,170
Total Expenditures			\$ 1,291,385	\$ 1,314,286

Station 39 – McEwan Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10039 Station 39 McEwan Road						
5001 Salaries & Wages Union			\$ 503,980	\$ 492,961	\$ 492,961	\$ 492,961
5003 Vacation Taken Union			71,555	70,265	70,265	70,265
5005 Sick Leave Taken Union			12,620	12,701	12,701	12,701
5007 Personal Leave Taken Union			7,144	6,700	6,700	6,700
5016 Vacation Sold at Retirement			2,679	2,721	2,721	2,721
5017 PEHP Vac Sold at Retirement			4,524	6,658	6,658	6,658
5020 Deferred Comp Match Union			28,277	27,502	27,502	27,502
5101 Vacation Relief			76,198	73,474	73,474	73,474
5105 Sick Relief			12,799	12,738	12,738	12,738
5106 On the Job Injury Relief			3,869	3,474	3,474	3,474
5107 Short Term Disability Relief			595	1,216	1,216	1,216
5110 Personal Leave Relief			9,227	8,511	8,511	8,511
5117 Regular Day Off Relief			20,538	15,748	15,748	15,748
5118 Standby Overtime			893	637	637	637
5120 Overtime Union			6,846	26,518	26,518	26,518
5201 PERS Taxes			200,110	262,015	262,015	262,015
5203 FICA/MEDI			58,273	58,280	58,280	58,280
5206 Worker's Comp			16,758	16,760	16,760	16,760
5207 TriMet/Wilsonville Tax			5,894	5,970	5,970	5,970
5208 OR Worker's Benefit Fund Tax			187	171	171	171
5210 Medical Ins Union			141,264	150,696	150,696	150,696
5220 Post Retire Ins Union			3,600	3,600	3,600	3,600
5270 Uniform Allowance				1,800	1,800	1,800
Personnel Services			1,187,830	1,261,116	1,261,116	1,261,116
5300 Office Supplies			1,000	240	240	240
5301 Special Department Supplies			10,000	1,800	1,800	1,800
5302 Training Supplies				100	100	100
5307 Smoke Detector Program				300	300	300
5320 EMS Supplies			11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies				1,650	1,650	1,650
5325 Protective Clothing				2,400	2,400	2,400
5330 Noncapital Furniture & Equip			30,000			
5350 Apparatus Fuel/Lubricants			5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv			21,115			
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip			1,650	1,650	1,650	1,650
5414 Other Professional Services				200	200	200
5415 Printing				25	25	25
5416 Building Services			2,050	10,865	10,865	10,865
5432 Natural Gas			3,090	3,090	3,090	3,090
5433 Electricity			7,800	7,800	7,800	7,800

Station 39 – McEwan Road, continued

		2017-18	2018-19	2019-20	2020-21	2020-21	2020-21
		Actual	Actual	Budget	Proposed	Approved	Adopted
					Budget	Budget	Budget
5434	Water/Sewer			3,750	3,750	3,750	3,750
5436	Garbage			800	800	800	800
5480	Community/Open House			4,000	200	200	200
5481	Community Education Materials			500	500	500	500
5500	Dues & Subscriptions			300	100	100	100
5570	Misc Business Exp			300	300	300	300
5575	Laundry/Repair Expense			700	700	700	700
Materials and Services				103,555	53,170	53,170	53,170
Total Station 39 McEwan Road				\$1,291,385	\$1,314,286	\$1,314,286	\$1,314,286



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.

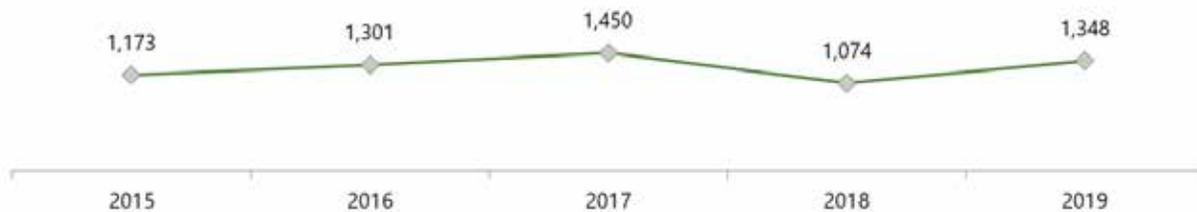
The 4.6 square miles of Station 50’s station zone includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,136,121	\$ 2,217,945	\$ 2,281,622	\$ 2,560,063
Materials and Services	90,097	76,145	83,233	93,389
Total Expenditures	\$ 2,226,217	\$ 2,294,090	\$ 2,364,855	\$ 2,653,452

Station 50 Station Zone Incident Count (Calendar Year)¹



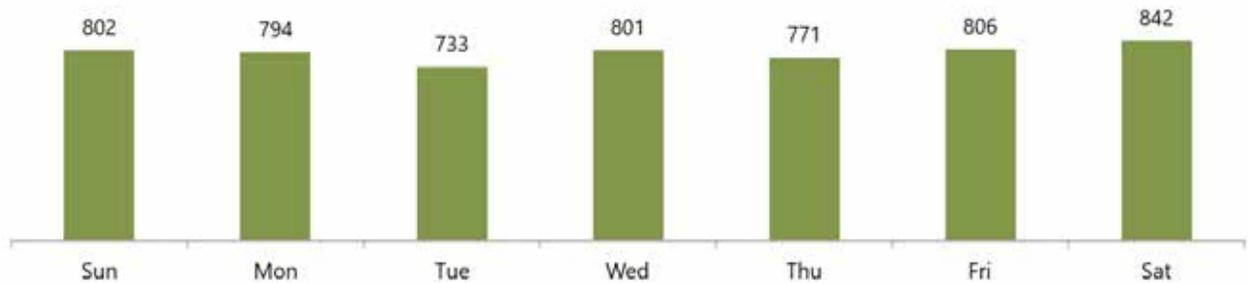
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 50 – Walnut, continued

Station 50 Station Zone Incident Summary (Calendar Year)¹

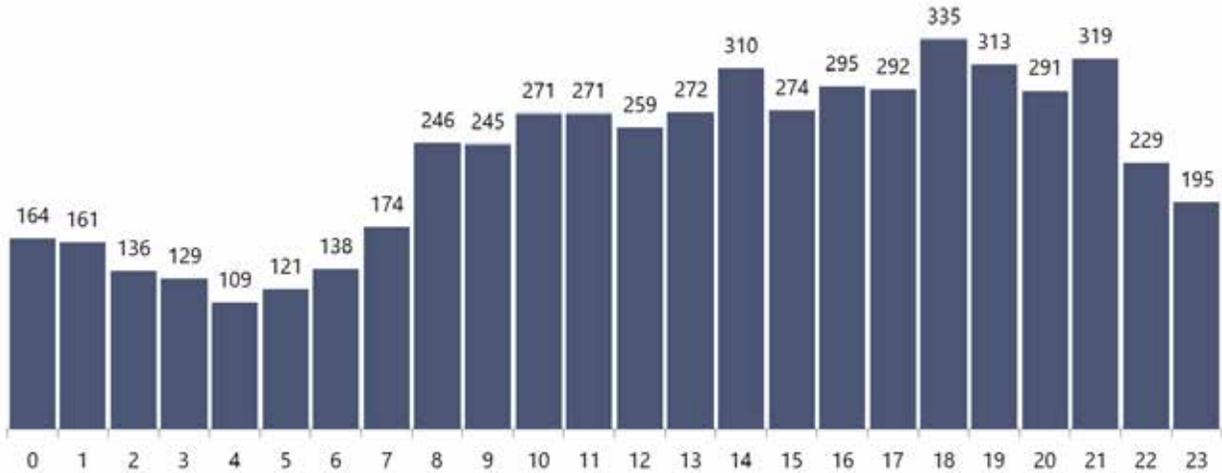
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	117	48	113	43	118	46	91	35	106	36
Overpressure	0	1	0	2	0	0	0	1	0	0
EMS/Rescue Call	930	780	1,059	854	1,183	952	850	722	1,090	937
Hazardous Condition	26	35	28	30	41	39	13	24	8	35
Service Call	74	82	79	111	85	121	120	83	144	78
Good Intent Call	9	138	9	175	5	196	0	139	0	173
False Call	0	88	0	86	0	95	0	70	0	89
Natural Condition	0	1	0	0	0	1	0	0	0	0
Other Situation	17	0	13	0	18	0	0	0	0	0
Total	1,173		1,301		1,450		1,074		1,348	

Station 50 Stations Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

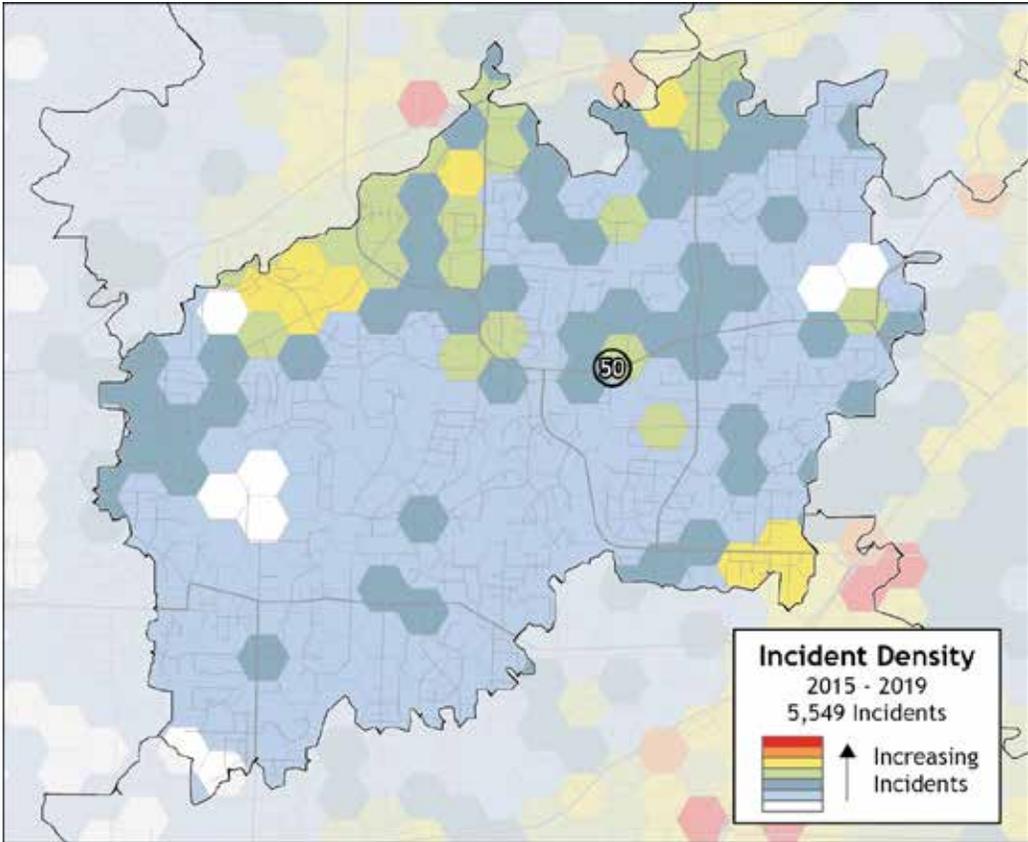


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 50 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 50 – Walnut, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10050 Station 50 Walnut						
5001 Salaries & Wages Union	\$ 904,980	\$ 879,196	\$ 960,992	\$1,007,461	\$1,007,461	\$1,007,461
5003 Vacation Taken Union	146,630	139,434	136,441	143,600	143,600	143,600
5005 Sick Leave Taken Union	10,937	51,355	24,065	25,957	25,957	25,957
5007 Personal Leave Taken Union	6,567	9,535	13,621	13,693	13,693	13,693
5016 Vacation Sold at Retirement			5,103	5,454	5,454	5,454
5017 PEHP Vac Sold at Retirement	3,756	6,296	8,618	13,345	13,345	13,345
5020 Deferred Comp Match Union	53,353	52,526	53,861	55,119	55,119	55,119
5101 Vacation Relief	183,199	186,648	145,142	147,254	147,254	147,254
5105 Sick Relief	35,732	33,698	24,379	25,529	25,529	25,529
5106 On the Job Injury Relief	14,851	6,168	7,370	6,962	6,962	6,962
5107 Short Term Disability Relief		3,138	1,134	2,437	2,437	2,437
5110 Personal Leave Relief	18,080	18,495	17,576	17,058	17,058	17,058
5115 Vacant Slot Relief	9,572	24,266				
5117 Regular Day Off Relief	24,560	33,471	39,120	31,563	31,563	31,563
5118 Standby Overtime	1,107	1,502	1,701	1,276	1,276	1,276
5120 Overtime Union	7,826	725	13,040	53,146	53,146	53,146
5201 PERS Taxes	309,744	351,067	381,483	532,867	532,867	532,867
5203 FICA/MEDI	100,373	100,023	111,091	118,564	118,564	118,564
5206 Worker's Comp	23,982	42,046	31,948	34,097	34,097	34,097
5207 TriMet/Wilsonville Tax	10,119	10,401	11,235	12,146	12,146	12,146
5208 OR Worker's Benefit Fund Tax	517	390	374	343	343	343
5210 Medical Ins Union	259,581	259,647	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,201	6,850	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,454	1,069	3,600	3,600	3,600	3,600
Personnel Services	2,136,121	2,217,945	2,281,622	2,560,063	2,560,063	2,560,063
5300 Office Supplies	284	200	480	480	480	480
5301 Special Department Supplies	4,341	3,755	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	95	379	200	200	200	200
5320 EMS Supplies	8,538	6,090	10,000	10,000	10,000	10,000
5321 Fire Fighting Supplies	2,108	1,944	3,000	3,300	3,300	3,300
5325 Protective Clothing	3,398	815	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip				3,260	3,260	3,260
5350 Apparatus Fuel/Lubricants	11,326	11,408	1,420	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	23,426	15,175	22,129			
5365 M&R Firefight Equip	93	98	200	200	200	200
5367 M&R Office Equip	1,362	1,298	1,650	1,650	1,650	1,650
5414 Other Professional Services	355	282	400	400	400	400
5415 Printing			25	25	25	25

Station 50 – Walnut, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416 Building Services	1,158	1,204	1,205	13,924	13,924	13,924
5432 Natural Gas	2,670	2,558	3,200	3,200	3,200	3,200
5433 Electricity	13,664	13,021	14,000	14,000	14,000	14,000
5434 Water/Sewer	13,848	14,446	14,000	16,000	16,000	16,000
5436 Garbage	1,814	1,903	1,854	2,000	2,000	2,000
5450 Rental of Equip		170				
5480 Community/Open House	111		200	200	200	200
5481 Community Education Materials	708	872		800	800	800
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	298	35	600	600	600	600
5575 Laundry/Repair Expense	462	463	550	550	550	550
Materials and Services	90,097	76,145	83,233	93,389	93,389	93,389
Total Station 50 Walnut	\$2,226,217	\$2,294,090	\$2,364,855	\$2,653,452	\$2,653,452	\$2,653,452



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 5.0 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 4,450,175	\$ 4,877,379	\$ 5,002,604	\$ 5,621,883
Materials and Services	118,171	124,179	144,241	121,431
Total Expenditures	\$ 4,568,346	\$ 5,001,557	\$ 5,146,845	\$ 5,743,314

Station 51 Station Zone Incident Count (Calendar Year)¹



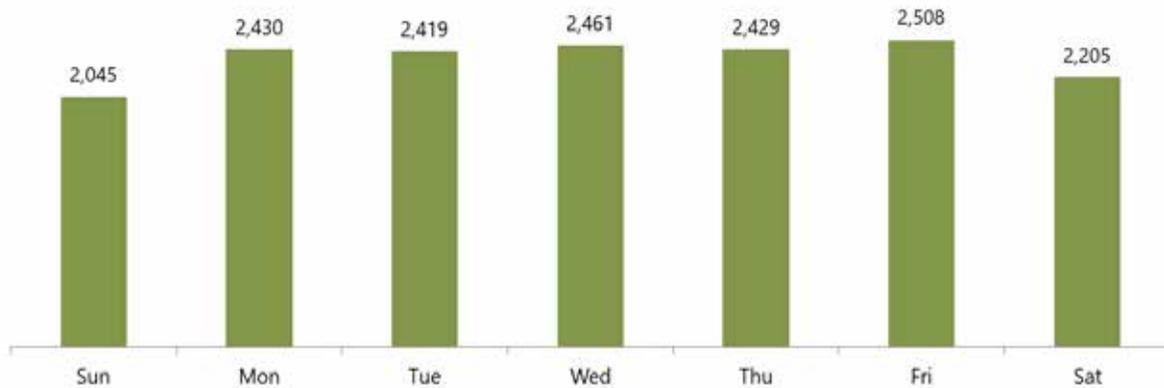
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 51 – Tigard, continued

Station 51 Station Zone Incident Summary (Calendar Year)¹

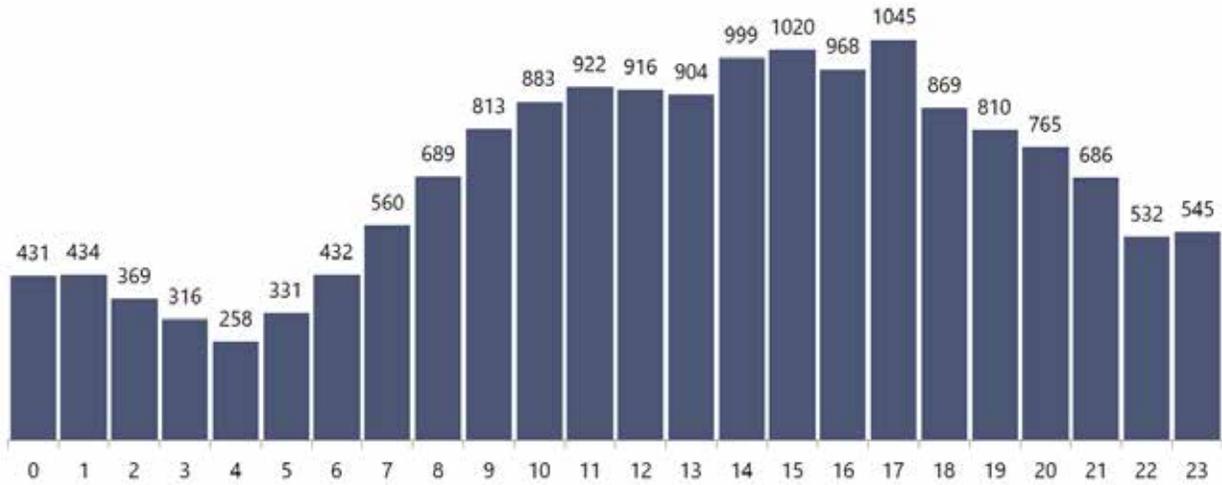
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	275	89	308	68	306	77	315	76	311	92
Overpressure	0	1	0	6	0	3	0	1	0	2
EMS/Rescue Call	2,336	1,734	2,619	2,107	3,044	2,396	2,958	2,372	2,352	1,925
Hazardous Condition	62	83	59	84	101	129	19	97	11	98
Service Call	67	161	84	151	91	159	261	165	268	178
Good Intent Call	13	592	13	519	11	647	0	664	0	476
False Call	0	135	0	181	0	164	0	178	0	170
Natural Condition	0	1	0	1	0	2	0	0	0	1
Other Situation	43	0	36	2	24	0	0	0	0	0
Total	2,796		3,119		3,577		3,553		2,942	

Station 51 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

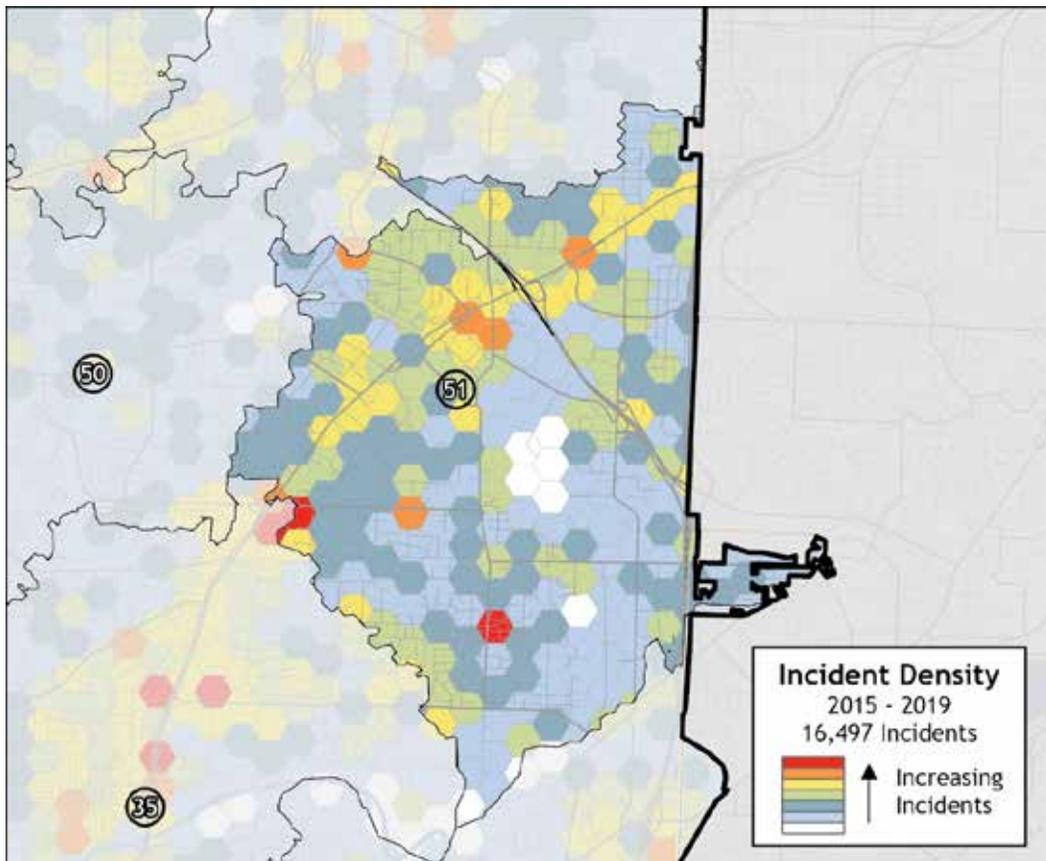


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Station 51 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 51 – Tigard, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10051 Station 51 Tigard						
5001 Salaries & Wages Union	\$1,900,893	\$2,037,525	\$2,122,054	\$2,227,713	\$2,227,713	\$2,227,713
5003 Vacation Taken Union	292,515	305,390	301,289	317,530	317,530	317,530
5005 Sick Leave Taken Union	77,693	33,406	53,139	57,398	57,398	57,398
5007 Personal Leave Taken Union	23,556	19,600	30,079	30,279	30,279	30,279
5016 Vacation Sold at Retirement			11,280	12,084	12,084	12,084
5017 PEHP Vac Sold at Retirement		4,661	19,050	29,567	29,567	29,567
5020 Deferred Comp Match Union	114,558	116,977	119,062	122,125	122,125	122,125
5101 Vacation Relief	293,043	368,884	320,840	326,266	326,266	326,266
5105 Sick Relief	49,119	78,397	53,891	56,563	56,563	56,563
5106 On the Job Injury Relief	39,195	6,415	16,293	15,426	15,426	15,426
5107 Short Term Disability Relief	6,215	14,041	2,507	5,399	5,399	5,399
5110 Personal Leave Relief	39,719	50,219	38,852	37,794	37,794	37,794
5115 Vacant Slot Relief	25,802	59,218				
5117 Regular Day Off Relief	64,438	102,310	86,476	69,932	69,932	69,932
5118 Standby Overtime	1,561	1,454	3,760	2,828	2,828	2,828
5120 Overtime Union	20,298	11,468	28,825	117,754	117,754	117,754
5201 PERS Taxes	654,880	764,278	842,583	1,177,519	1,177,519	1,177,519
5203 FICA/MEDI	207,317	223,252	245,366	262,292	262,292	262,292
5206 Worker's Comp	56,871	92,316	70,563	75,430	75,430	75,430
5207 TriMet/Wilsonville Tax	20,976	23,162	24,816	26,870	26,870	26,870
5208 OR Worker's Benefit Fund Tax	1,002	849	779	714	714	714
5210 Medical Ins Union	540,145	543,496	588,600	627,900	627,900	627,900
5220 Post Retire Ins Union	17,100	14,650	15,000	15,000	15,000	15,000
5270 Uniform Allowance	3,279	5,411	7,500	7,500	7,500	7,500
Personnel Services	4,450,175	4,877,379	5,002,604	5,621,883	5,621,883	5,621,883
5300 Office Supplies	711	401	1,000	1,000	1,000	1,000
5301 Special Department Supplies	8,212	7,025	7,500	7,500	7,500	7,500
5302 Training Supplies	39		100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	333	514	400	400	400	400
5320 EMS Supplies	13,286	16,637	18,000	18,000	18,000	18,000
5321 Fire Fighting Supplies	6,009	13,063	7,250	7,875	7,875	7,875
5325 Protective Clothing	14,373	7,421	8,750	10,000	10,000	10,000
5330 Noncapital Furniture & Equip	1,924		4,980	3,945	3,945	3,945
5350 Apparatus Fuel/Lubricants	19,070	20,460	21,000	22,000	22,000	22,000
5361 M&R Bldg/Bldg Equip & Improv	14,355	19,339	35,900			
5365 M&R Firefight Equip	1,641	230	750	750	750	750
5367 M&R Office Equip	1,306	1,338	1,650	1,650	1,650	1,650
5414 Other Professional Services	592	475	700	700	700	700
5415 Printing			25	25	25	25
5416 Building Services	1,043	1,085	1,086	7,636	7,636	7,636

Station 51 – Tigard, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	5,119	4,986	4,000	5,500	5,500	5,500
5433 Electricity	12,454	12,980	13,300	13,900	13,900	13,900
5434 Water/Sewer	13,598	13,507	12,600	15,000	15,000	15,000
5436 Garbage	2,023	2,175	2,280	2,400	2,400	2,400
5480 Community/Open House		98	200	200	200	200
5481 Community Education Materials	308	593	500	500	500	500
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	1,055	999	1,250	1,250	1,250	1,250
5575 Laundry/Repair Expense	681	824	800	1,000	1,000	1,000
Materials and Services	118,171	124,179	144,241	121,431	121,431	121,431
Total Station 51 Tigard	\$4,568,346	\$5,001,557	\$5,146,845	\$5,743,314	\$5,743,314	\$5,743,314



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 **Heavy Brush 52** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

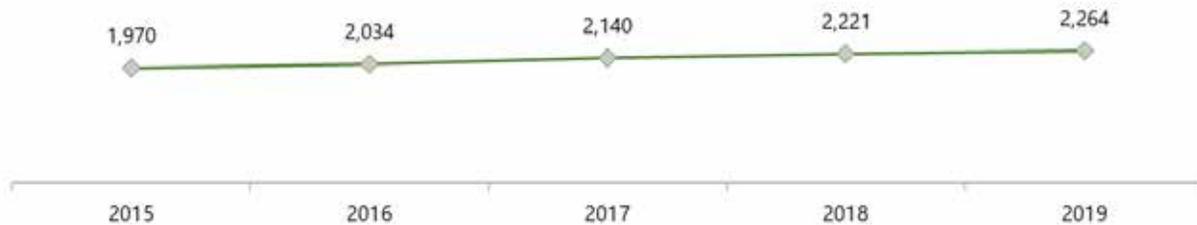
The 13.9 square miles of Station 52’s station zone includes central and south Wilsonville plus unincorporated Clackamas County to the west near the Yamhill County border. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,727,329	\$ 2,971,360	\$ 2,326,779	\$ 2,650,849
Materials and Services	100,626	108,824	124,034	98,731
Total Expenditures	\$ 2,827,956	\$ 3,080,184	\$ 2,450,813	\$ 2,749,580

Station 52 Station Zone Incident Count (Calendar Year)¹



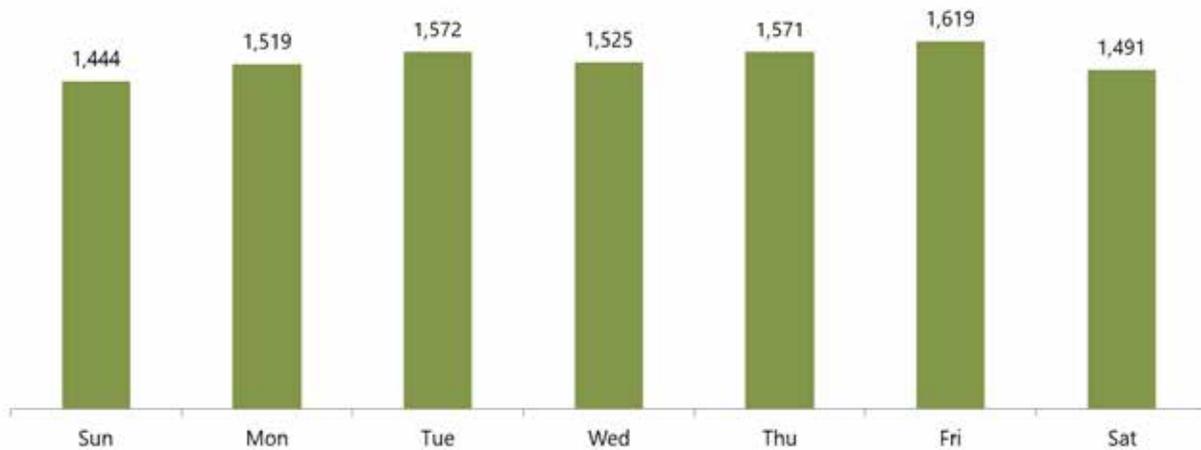
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Station 52 – Wilsonville, continued

Station 52 Station Zone Incident Summary (Calendar Year)¹

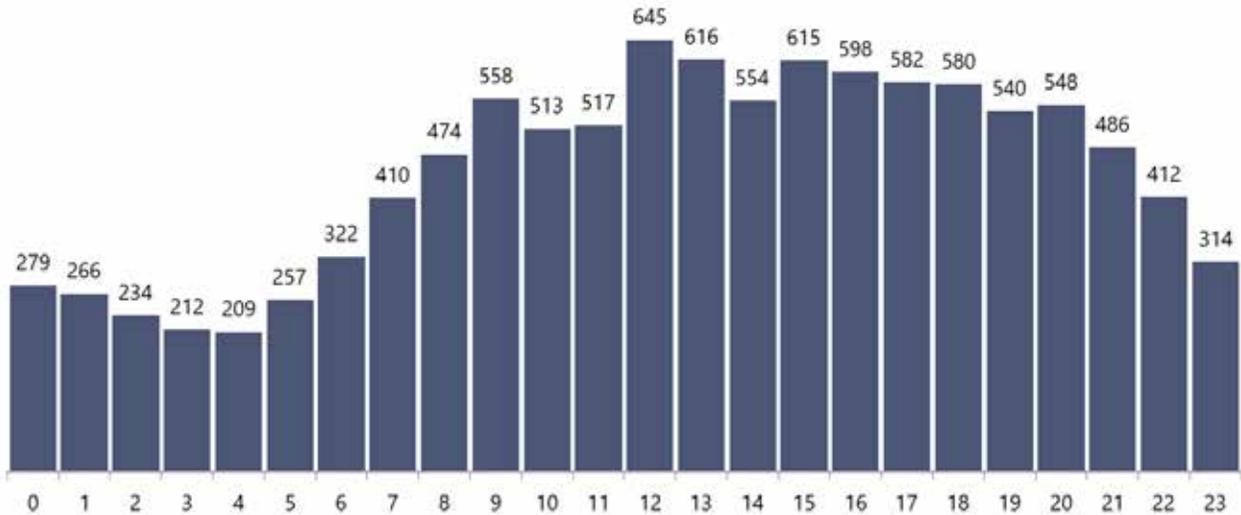
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	167	63	193	58	209	46	187	51	190	44
Overpressure	0	4	0	1	0	2	0	2	0	1
EMS/Rescue Call	1,711	1,501	1,741	1,524	1,804	1,588	1,832	1,673	1,841	1,638
Hazardous Condition	26	23	21	27	24	27	10	35	19	45
Service Call	41	141	53	159	71	152	189	183	213	176
Good Intent Call	12	149	8	148	18	161	0	130	0	190
False Call	0	88	0	117	0	164	0	147	0	170
Natural Condition	0	1	0	0	0	0	0	0	0	0
Other Situation	13	0	18	0	14	0	3	0	1	0
Total	1,970		2,034		2,140		2,221		2,264	

Station 52 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

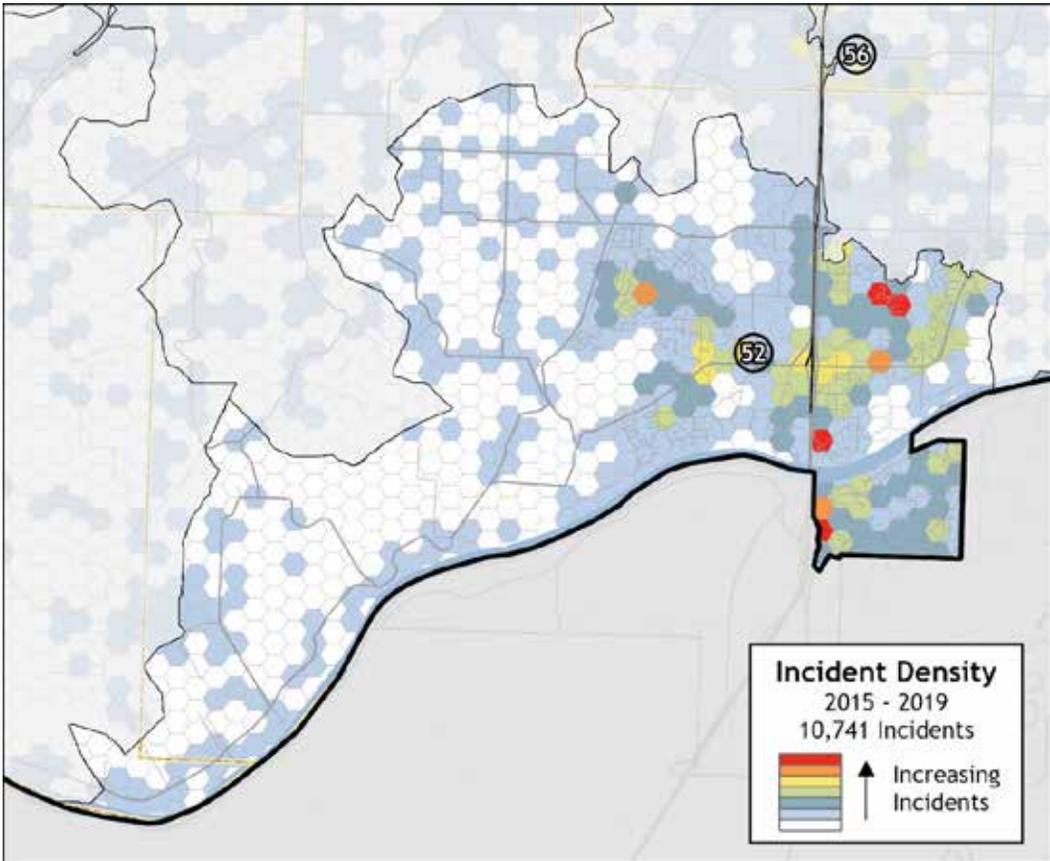


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Station 52 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 52 – Wilsonville, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10052 Station 52 Wilsonville						
5001 Salaries & Wages Union	\$1,186,508	\$1,281,617	\$ 987,806	\$1,049,311	\$1,049,311	\$1,049,311
5003 Vacation Taken Union	182,260	206,666	140,248	149,565	149,565	149,565
5005 Sick Leave Taken Union	31,135	43,384	24,736	27,036	27,036	27,036
5007 Personal Leave Taken Union	18,833	20,824	14,002	14,262	14,262	14,262
5016 Vacation Sold at Retirement	34,895		5,103	5,658	5,658	5,658
5017 PEHP Vac Sold at Retirement	7,038		8,618	13,843	13,843	13,843
5020 Deferred Comp Match Union	65,837	64,491	53,861	57,179	57,179	57,179
5101 Vacation Relief	141,432	133,370	145,142	152,760	152,760	152,760
5105 Sick Relief	22,947	26,158	24,379	26,483	26,483	26,483
5106 On the Job Injury Relief	12,392	14,490	7,370	7,223	7,223	7,223
5107 Short Term Disability Relief	1,163	3,443	1,134	2,528	2,528	2,528
5110 Personal Leave Relief	15,043	17,706	17,576	17,696	17,696	17,696
5115 Vacant Slot Relief	17,191	37,215				
5117 Regular Day Off Relief	52,966	49,302	39,120	32,743	32,743	32,743
5118 Standby Overtime	1,635	1,322	1,701	1,324	1,324	1,324
5120 Overtime Union	8,210	9,935	13,040	55,133	55,133	55,133
5201 PERS Taxes	389,725	456,278	389,804	554,076	554,076	554,076
5203 FICA/MEDI	129,687	137,742	113,513	123,375	123,375	123,375
5206 Worker's Comp	32,812	64,456	32,644	35,480	35,480	35,480
5207 TriMet/Wilsonville Tax	8,555	9,110	11,480	12,639	12,639	12,639
5208 OR Worker's Benefit Fund Tax	668	540	374	343	343	343
5210 Medical Ins Union	355,056	380,548	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	10,156	10,651	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,184	2,112	5,400	3,600	3,600	3,600
Personnel Services	2,727,329	2,971,360	2,326,779	2,650,849	2,650,849	2,650,849
5300 Office Supplies	174	360	720	480	480	480
5301 Special Department Supplies	4,375	4,500	5,400	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	285	143	200	200	200	200
5320 EMS Supplies	34,078	30,608	33,000	33,000	33,000	33,000
5321 Fire Fighting Supplies	1,969	2,539	4,500	3,507	3,507	3,507
5325 Protective Clothing	4,006	9,054	6,300	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	280	249	2,260	760	760	760
5350 Apparatus Fuel/Lubricants	11,489	14,148	12,600	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	13,726	14,854	19,465			
5365 M&R Firefight Equip	112	196	200	200	200	200
5367 M&R Office Equip	1,296	1,445	1,650	1,650	1,650	1,650
5414 Other Professional Services	205	244	400	400	400	400
5415 Printing	19	19	25	25	25	25
5416 Building Services	703	732	944	6,159	6,159	6,159

Station 52 – Wilsonville, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	4,344	4,503	5,000	5,000	5,000	5,000
5433 Electricity	9,866	10,574	11,000	11,000	11,000	11,000
5434 Water/Sewer	10,080	10,897	15,000	12,000	12,000	12,000
5436 Garbage	2,297	2,490	2,700	2,600	2,600	2,600
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	213	310	500	500	500	500
5500 Dues & Subscriptions	76	29	100	100	100	100
5570 Misc Business Exp	403	217	900	600	600	600
5575 Laundry/Repair Expense	631	714	750	850	850	850
Materials and Services	100,626	108,824	124,034	98,731	98,731	98,731
Total Station 52 Wilsonville	\$2,827,956	\$3,080,184	\$2,450,813	\$2,749,580	\$2,749,580	\$2,749,580



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 **16 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 Firefighter/EMT-Paramedics (on each 12-hour, two-shift schedule) respond to incidents utilizing **Rescue 53**.

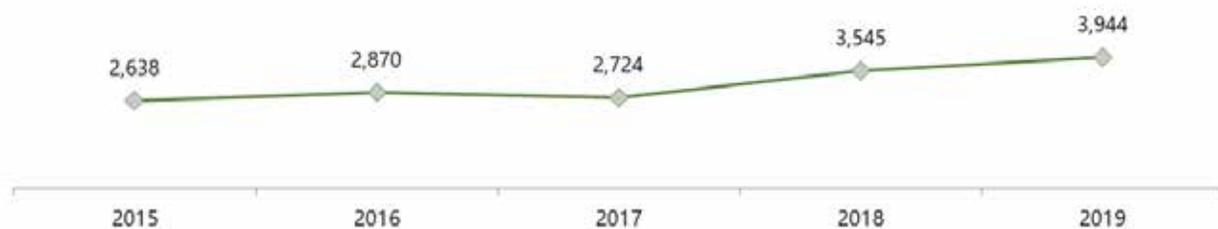
The 6.6 square miles of Station 53's station zone includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,263,963	\$ 2,462,663	\$ 2,723,231	\$ 3,473,547
Materials and Services	111,351	104,973	133,115	115,850
Total Expenditures	\$ 2,375,314	\$ 2,567,636	\$ 2,856,346	\$ 3,589,397

Station 53 Station Zone Incident Count (Calendar Year)¹



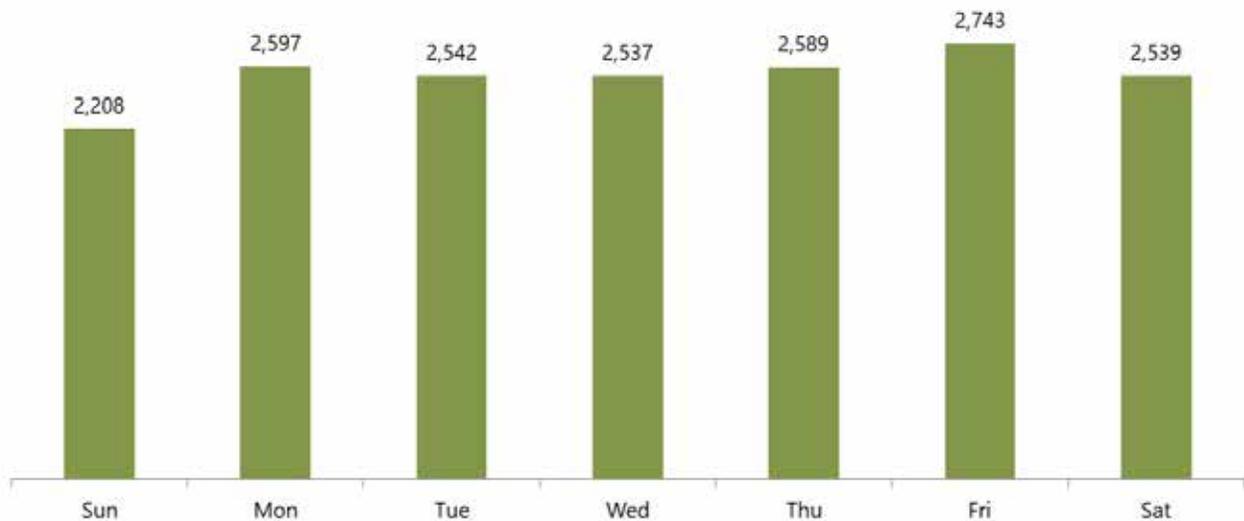
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 53 – Progress, continued

Station 53 Station Zone Incident Summary (Calendar Year)¹

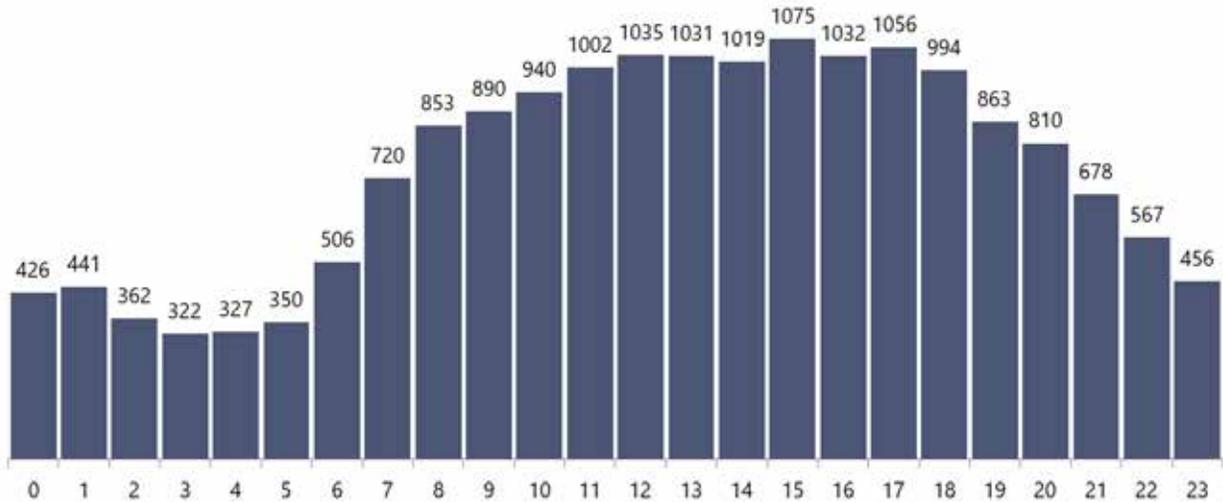
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	263	61	242	59	244	72	278	79	288	92
Overpressure	0	0	0	1	0	1	0	3	0	4
EMS/Rescue Call	2,219	1,811	2,458	2,083	2,287	1,882	2,957	2,561	3,299	2,818
Hazardous Condition	53	91	60	88	75	92	23	96	13	102
Service Call	70	177	65	176	86	200	287	224	344	242
Good Intent Call	9	335	4	300	10	325	0	437	0	531
False Call	0	162	0	163	0	151	0	145	0	155
Natural Condition	0	1	0	0	0	1	0	0	0	0
Other Situation	24	0	41	0	22	0	0	0	0	0
Total	2,638		2,870		2,724		3,545		3,944	

Station 53 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

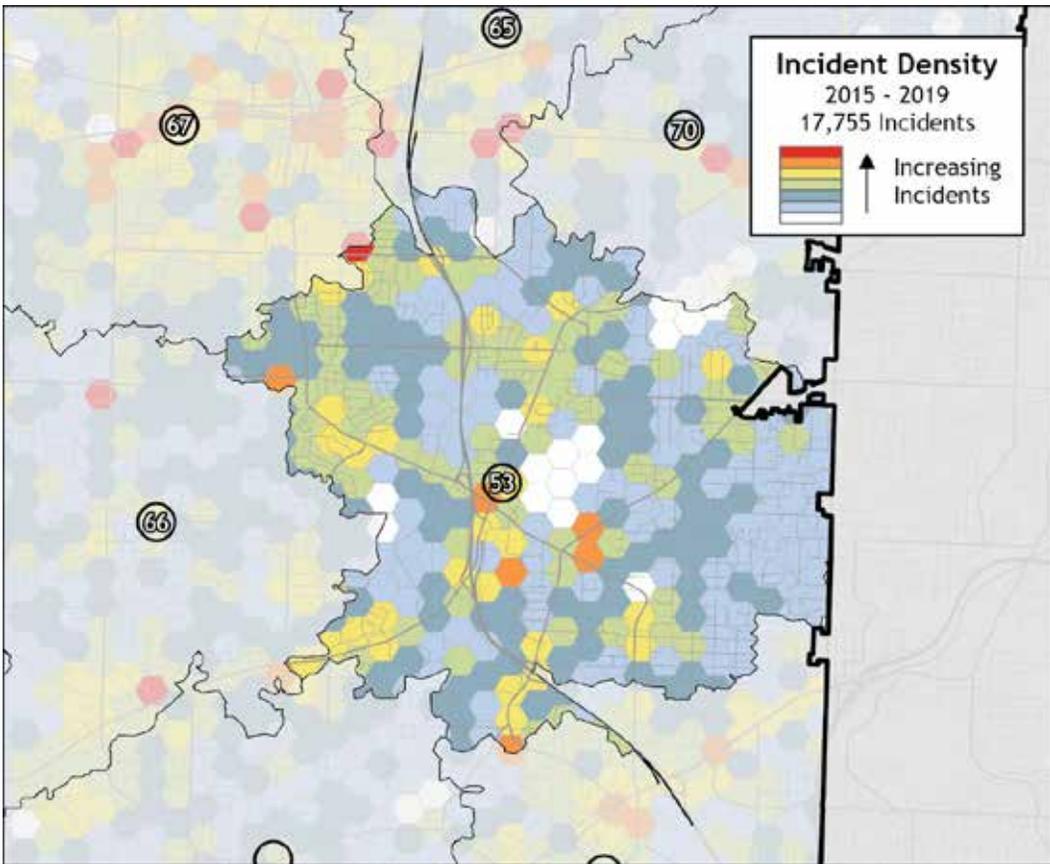


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 53 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 53 – Progress, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10053 Station 53 Progress						
5001 Salaries & Wages Union	\$ 996,262	\$1,022,643	\$1,152,323	\$1,365,749	\$1,365,749	\$1,365,749
5003 Vacation Taken Union	118,941	149,662	163,606	194,669	194,669	194,669
5005 Sick Leave Taken Union	16,445	19,307	28,856	35,189	35,189	35,189
5007 Personal Leave Taken Union	11,217	11,977	16,333	18,563	18,563	18,563
5016 Vacation Sold at Retirement			6,082	7,501	7,501	7,501
5017 PEHP Vac Sold at Retirement	1,745		10,271	18,354	18,354	18,354
5020 Deferred Comp Match Union	53,257	56,476	64,196	75,809	75,809	75,809
5101 Vacation Relief	168,935	161,720	172,993	202,529	202,529	202,529
5105 Sick Relief	22,575	27,934	29,057	35,111	35,111	35,111
5106 On the Job Injury Relief	7,171	6,477	8,785	9,576	9,576	9,576
5107 Short Term Disability Relief		5,047	1,352	3,352	3,352	3,352
5110 Personal Leave Relief	11,802	19,613	20,948	23,461	23,461	23,461
5115 Vacant Slot Relief	29,493	32,281				
5117 Regular Day Off Relief	55,591	82,262	46,627	43,410	43,410	43,410
5118 Standby Overtime	1,065	1,407	2,027	1,756	1,756	1,756
5120 Overtime Union	4,614	9,917	15,542	73,096	73,096	73,096
5201 PERS Taxes	324,612	373,143	456,835	724,537	724,537	724,537
5203 FICA/MEDI	104,531	113,216	133,033	161,272	161,272	161,272
5206 Worker's Comp	26,117	50,344	38,258	46,379	46,379	46,379
5207 TriMet/Wilsonville Tax	10,706	11,680	13,455	16,521	16,521	16,521
5208 OR Worker's Benefit Fund Tax	551	452	436	457	457	457
5210 Medical Ins Union	286,055	297,333	329,616	401,856	401,856	401,856
5220 Post Retire Ins Union	9,100	8,078	8,400	9,600	9,600	9,600
5270 Uniform Allowance	3,177	1,693	4,200	4,800	4,800	4,800
Personnel Services	2,263,963	2,462,663	2,723,231	3,473,547	3,473,547	3,473,547
5300 Office Supplies	124	182	560	640	640	640
5301 Special Department Supplies	3,744	3,417	4,200	4,800	4,800	4,800
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	533	260	400	400	400	400
5311 Haz Mat Response Materials	103					
5320 EMS Supplies	20,702	21,301	20,000	20,000	20,000	20,000
5321 Fire Fighting Supplies	1,704	3,585	3,500	4,400	4,400	4,400
5325 Protective Clothing	1,857	11,146	4,900	6,400	6,400	6,400
5330 Noncapital Furniture & Equip				1,415	1,415	1,415
5350 Apparatus Fuel/Lubricants	12,168	13,960	12,000	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	35,289	18,706	48,214			
5365 M&R Firefight Equip	49	98	200	200	200	200
5367 M&R Office Equip	1,358	1,294	1,650	1,650	1,650	1,650
5414 Other Professional Services	291	518	500	500	500	500
5415 Printing		19	25	25	25	25

Station 53 – Progress, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416 Building Services	1,173	1,220	1,616	21,940	21,940	21,940
5432 Natural Gas	1,939	1,789	2,400	2,400	2,400	2,400
5433 Electricity	18,584	15,649	19,000	21,000	21,000	21,000
5434 Water/Sewer	8,860	8,876	9,900	9,900	9,900	9,900
5436 Garbage	1,626	1,614	1,730	1,730	1,730	1,730
5450 Rental of Equip	228					
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	50	170	500	500	500	500
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	290	485	700	800	800	800
5575 Laundry/Repair Expense	639	655	600	750	750	750
Materials and Services	111,351	104,973	133,115	115,850	115,850	115,850
Total Station 53 Progress	\$2,375,314	\$2,567,636	\$2,856,346	\$3,589,397	\$3,589,397	\$3,589,397

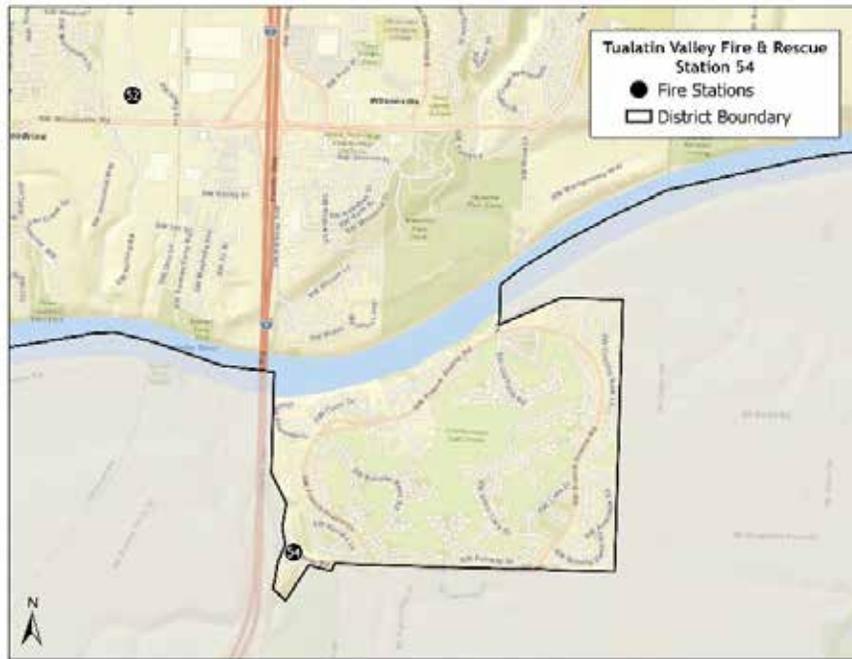


Station Description

Station 54, a new station, is undergoing interior tenant improvements with an expected opening in the fall of 2020. The budget for 2020-21 reflects the expected purchase of stand-up supplies and furnishings in advance of station opening.

Located in a business complex just east of Interstate 5 and north of SW Miley Road, this station will house a total of six full-time personnel (two Firefighter/EMT-Paramedics on each 24-hour, three-shift schedule). The crew will respond to incidents utilizing **Rescue 54** and also provide transport services in the District’s portion of Clackamas County via a subcontract with American Medical Response (AMR).

The 0.8 square miles of Station 54’s station zone includes portions of Wilsonville, Charbonneau, and unincorporated Clackamas county.



* The station is currently in the design phase.

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				\$ 1,239,462
Materials and Services				179,096
Total Expenditures				\$ 1,418,558

Station 54 – Charbonneau, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10054 Station 54 Charbonneau						
5001 Salaries & Wages Union				\$ 482,540	\$ 482,540	\$ 482,540
5003 Vacation Taken Union				68,780	68,780	68,780
5005 Sick Leave Taken Union				12,433	12,433	12,433
5007 Personal Leave Taken Union				6,559	6,559	6,559
5016 Vacation Sold at Retirement				2,680	2,680	2,680
5017 PEHP Vac Sold at Retirement				6,559	6,559	6,559
5020 Deferred Comp Match Union				27,090	27,090	27,090
5101 Vacation Relief				72,372	72,372	72,372
5105 Sick Relief				12,547	12,547	12,547
5106 On the Job Injury Relief				3,422	3,422	3,422
5107 Short Term Disability Relief				1,198	1,198	1,198
5110 Personal Leave Relief				8,384	8,384	8,384
5117 Regular Day Off Relief				15,512	15,512	15,512
5118 Standby Overtime				627	627	627
5120 Overtime Union				26,120	26,120	26,120
5201 PERS Taxes				256,957	256,957	256,957
5203 FICA/MEDI				57,132	57,132	57,132
5206 Worker's Comp				16,430	16,430	16,430
5207 TriMet/Wilsonville Tax				5,853	5,853	5,853
5208 OR Worker's Benefit Fund Tax				171	171	171
5210 Medical Ins Union				150,696	150,696	150,696
5220 Post Retire Ins Union				3,600	3,600	3,600
5270 Uniform Allowance				1,800	1,800	1,800
Personnel Services				1,239,462	1,239,462	1,239,462
5300 Office Supplies				1,240	1,240	1,240
5301 Special Department Supplies				11,800	11,800	11,800
5302 Training Supplies				100	100	100
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies				29,500	29,500	29,500
5321 Fire Fighting Supplies				1,650	1,650	1,650
5325 Protective Clothing				2,400	2,400	2,400
5350 Apparatus Fuel/Lubricants				8,000	8,000	8,000
5365 M&R Firefight Equip				200	200	200
5367 M&R Office Equip				1,650	1,650	1,650
5414 Other Professional Services				200	200	200
5415 Printing				25	25	25
5416 Building Services				11,081	11,081	11,081
5432 Natural Gas				3,500	3,500	3,500
5433 Electricity				4,000	4,000	4,000
5434 Water/Sewer				3,750	3,750	3,750
5436 Garbage				800	800	800

Station 54 – Charbonneau, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5445 Rent/Lease of Building						93,000
5480 Community/Open House				4,200	4,200	4,200
5481 Community Education Materials				1,000	1,000	1,000
5500 Dues & Subscriptions				300	300	300
5570 Misc Business Exp				300	300	300
5575 Laundry/Repair Expense				200	200	200
Materials and Services				86,096	86,096	179,096
Total Station 54 Charbonneau				\$1,325,558	\$1,325,558	\$1,418,558



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.

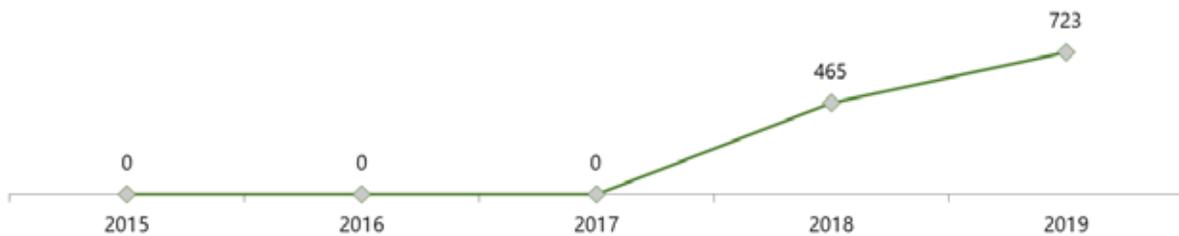
The 6.7 square miles of Station 55’s station zone includes western portions of West Linn as well as unincorporated areas of Clackamas County towards the Stafford area. Station 55 also has a Community Room which is available for use by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 7,236	\$ 2,261,016	\$ 2,324,307	\$ 2,569,590
Materials and Services	24,487	94,223	83,546	70,106
Total Expenditures	\$ 31,723	\$ 2,355,239	\$ 2,407,853	\$ 2,639,696

Station 55 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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. Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2019 and 2015-2019 combined to establish the trends of this station zone.

Station 55 – Rosemont, continued

Station 55 Station Zone Incident Summary (Calendar Year)¹

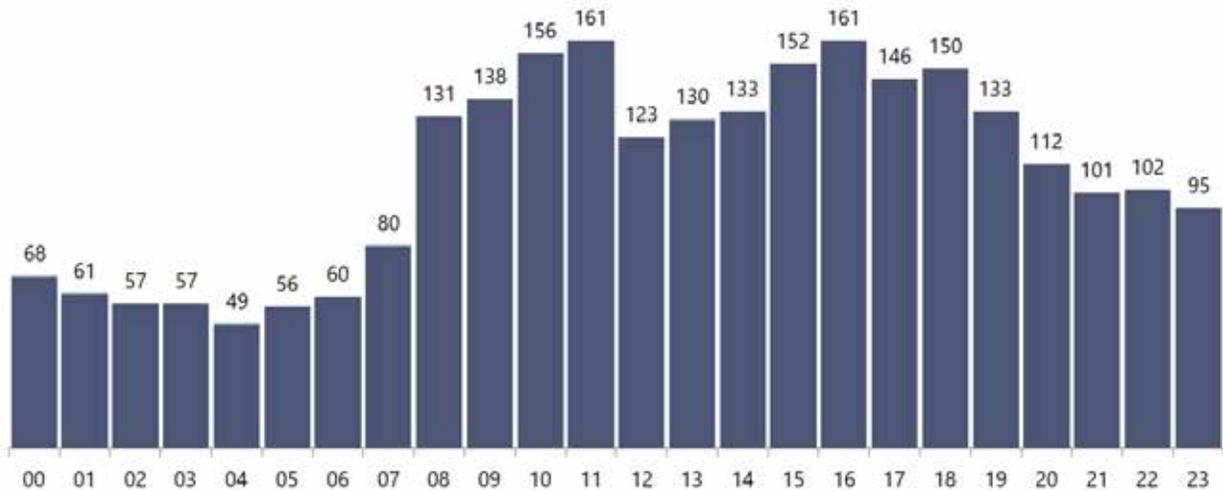
NFIRS Series	2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>	<i>Disp Call Type</i>	<i>Sit Found</i>
Fire, Explosion	55	13	84	16
Overpressure	0	1	0	0
EMS/Rescue Call	350	321	530	484
Hazardous Condition	8	14	12	28
Service Call	52	20	97	51
Good Intent Call	0	49	0	59
False Call	0	47	0	85
Natural Condition	0	0	0	0
Other Situation	0	0	0	0
Total	465		723	

Station 55 Station Zone Incident Count by Day of Week, Calendar Years 2018-2019¹

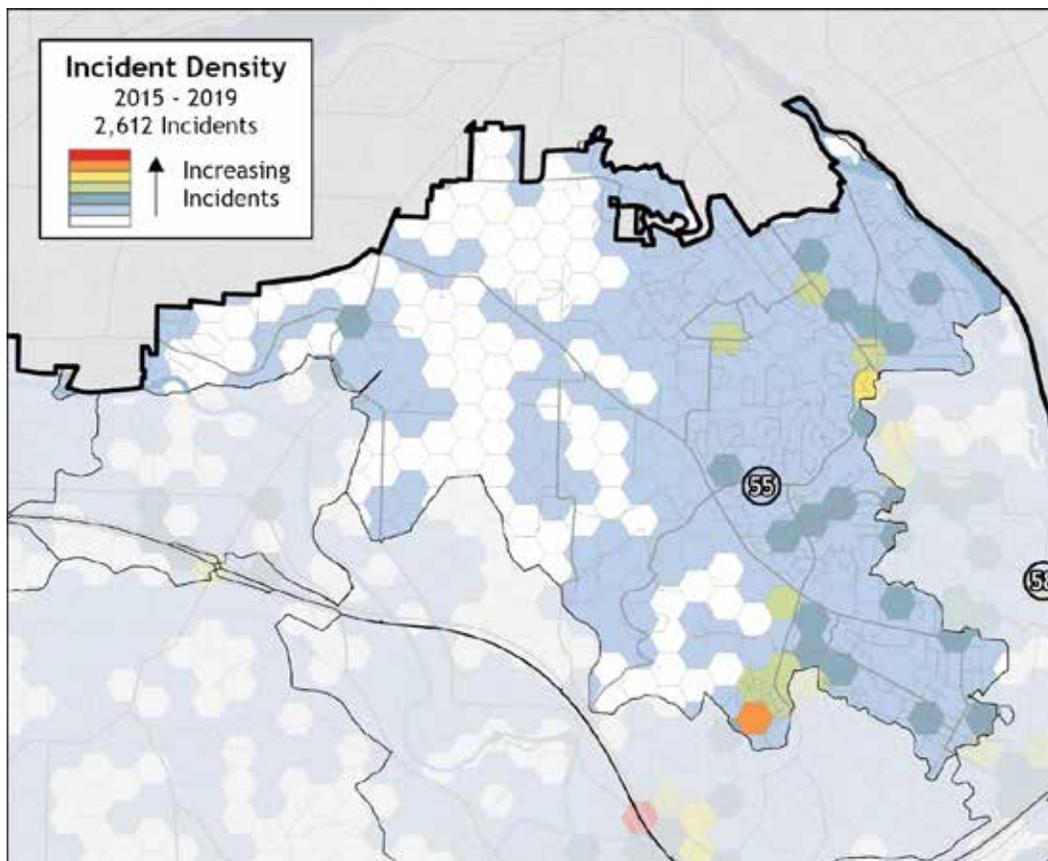


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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. Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2019 and 2015-2019 combined to establish the trends of this station zone.

Station 55 Station Zone Incident Count by Hour of Day, Calendar Years 2018-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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. Station 55 opened on August 20, 2018. Incident totals for the area serviced by Station 55 are included for all of 2019 and 2015-2019 combined to establish the trends of this station zone.

Station 55 – Rosemont, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10055 Station 55 Rosemont						
5001 Salaries & Wages Union	\$ 4,540	\$ 962,804	\$ 981,399	\$1,010,757	\$1,010,757	\$1,010,757
5003 Vacation Taken Union		126,556	139,339	144,070	144,070	144,070
5005 Sick Leave Taken Union		25,360	24,576	26,042	26,042	26,042
5007 Personal Leave Taken Union		11,870	13,911	13,738	13,738	13,738
5016 Vacation Sold at Retirement			5,217	5,495	5,495	5,495
5017 PEHP Vac Sold at Retirement			8,810	13,445	13,445	13,445
5020 Deferred Comp Match Union	227	55,421	55,063	55,534	55,534	55,534
5101 Vacation Relief		172,568	148,381	148,363	148,363	148,363
5105 Sick Relief		23,942	24,923	25,721	25,721	25,721
5106 On the Job Injury Relief		6,124	7,535	7,015	7,015	7,015
5107 Short Term Disability Relief		1,538	1,159	2,455	2,455	2,455
5110 Personal Leave Relief		21,623	17,968	17,186	17,186	17,186
5115 Vacant Slot Relief		28,224				
5117 Regular Day Off Relief		37,671	39,993	31,800	31,800	31,800
5118 Standby Overtime		1,552	1,739	1,286	1,286	1,286
5120 Overtime Union		4,833	13,331	53,546	53,546	53,546
5201 PERS Taxes	1,030	345,294	389,674	535,093	535,093	535,093
5203 FICA/MEDI	341	103,267	113,476	119,069	119,069	119,069
5206 Worker's Comp		42,934	32,634	34,242	34,242	34,242
5207 TriMet/Wilsonville Tax	34	10,639	11,477	12,198	12,198	12,198
5208 OR Worker's Benefit Fund Tax	1	417	374	343	343	343
5210 Medical Ins Union	1,014	267,902	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	50	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance		3,277	3,600	3,600	3,600	3,600
Personnel Services	7,236	2,261,016	2,324,307	2,569,590	2,569,590	2,569,590
5300 Office Supplies		506	480	480	480	480
5301 Special Department Supplies	9,011	11,873	3,600	3,600	3,600	3,600
5302 Training Supplies		152	100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program		230	200	200	200	200
5320 EMS Supplies	4,321	6,768	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	38	15,720	4,000	4,300	4,300	4,300
5325 Protective Clothing	26	3,514	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	10,271	10,120				
5350 Apparatus Fuel/Lubricants	3	7,248	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	818	14,821	23,031			
5365 M&R Firefight Equip		318	750	750	750	750
5367 M&R Office Equip		1,156	1,650	1,650	1,650	1,650
5414 Other Professional Services		28	200	200	200	200
5415 Printing		19	25	25	25	25
5416 Building Services		1,107	1,100	12,901	12,901	12,901

Station 55 – Rosemont, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas		780	3,090	2,000	2,000	2,000
5433 Electricity		10,957	15,600	13,700	13,700	13,700
5434 Water/Sewer		6,928	7,500	7,500	7,500	7,500
5436 Garbage		241	800	800	800	800
5480 Community/Open House			200	200	200	200
5481 Community Education Materials		188	500	500	500	500
5500 Dues & Subscriptions		29	100	100	100	100
5570 Misc Business Exp		1,060	600	600	600	600
5575 Laundry/Repair Expense		459	700	700	700	700
Materials and Services	24,487	94,223	83,546	70,106	70,106	70,106
Total Station 55 Rosemont	\$ 31,723	\$2,355,239	\$2,407,853	\$2,639,696	\$2,639,696	\$2,639,696



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 12.0 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,180,427	\$ 2,409,392	\$ 2,294,723	\$ 2,606,897
Materials and Services	156,697	162,874	170,532	164,689
Total Expenditures	\$ 2,337,124	\$ 2,572,266	\$ 2,465,255	\$ 2,771,586

Station 56 Station Zone Incident Count (Calendar Year)¹



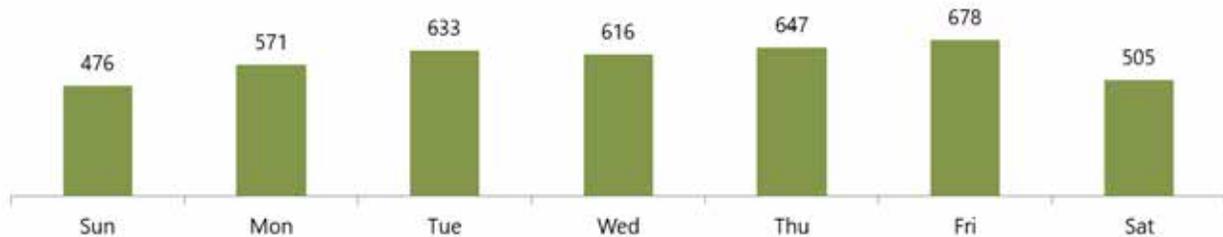
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 56 – Elligsen Road, continued

Station 56 Station Zone Incident Summary (Calendar Year)¹

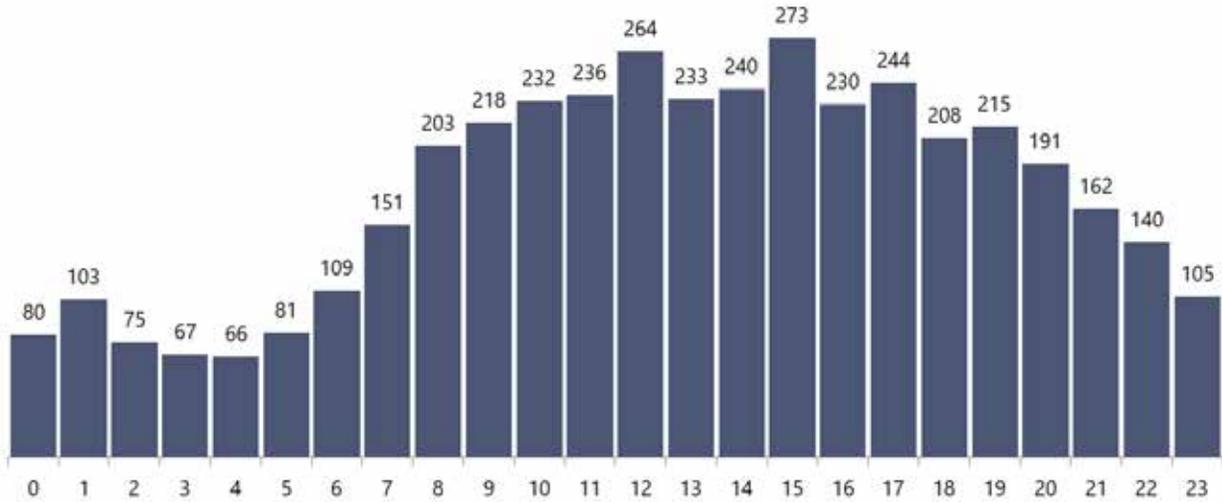
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	140	32	117	32	171	37	136	32	126	30
Overpressure	0	3	0	0	0	1	0	3	0	0
EMS/Rescue Call	660	540	748	628	770	660	580	506	621	510
Hazardous Condition	16	28	24	31	21	37	6	37	9	56
Service Call	18	66	35	66	32	45	74	48	98	46
Good Intent Call	11	107	9	141	9	141	0	95	0	131
False Call	0	77	0	59	0	100	0	73	0	81
Natural Condition	0	1	0	0	0	0	0	0	0	0
Other Situation	10	1	24	0	20	2	0	2	0	0
Total	855		957		1,023		796		854	

Station 56 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

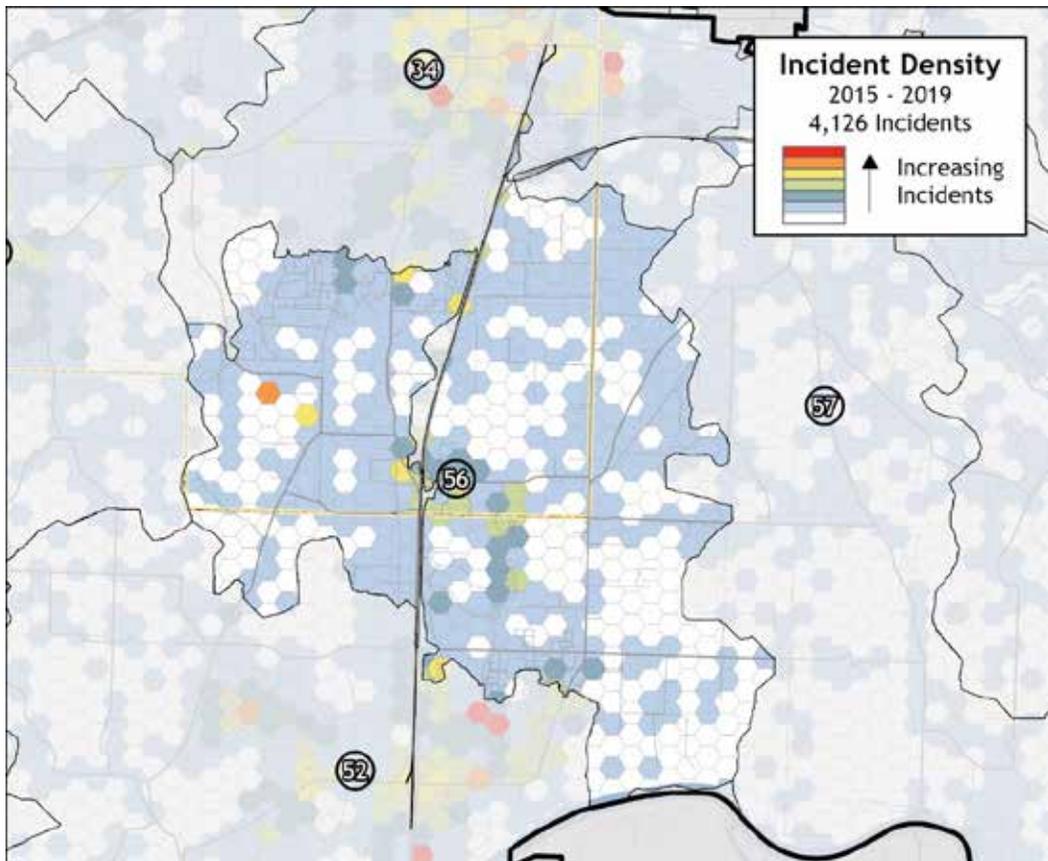


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 56 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 56 – Elligsen Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10056 Station 56 Elligsen Road						
5001 Salaries & Wages Union	\$ 908,737	\$ 982,349	\$ 967,101	\$1,030,366	\$1,030,366	\$1,030,366
5003 Vacation Taken Union	122,934	135,109	137,309	146,865	146,865	146,865
5005 Sick Leave Taken Union	29,269	6,042	24,218	26,548	26,548	26,548
5007 Personal Leave Taken Union	15,474	9,112	13,708	14,005	14,005	14,005
5016 Vacation Sold at Retirement			5,141	5,535	5,535	5,535
5017 PEHP Vac Sold at Retirement	4,606	2,186	8,682	13,544	13,544	13,544
5020 Deferred Comp Match Union	52,736	54,982	54,261	55,943	55,943	55,943
5101 Vacation Relief	187,810	209,895	146,219	149,456	149,456	149,456
5105 Sick Relief	53,534	69,745	24,560	25,910	25,910	25,910
5106 On the Job Injury Relief	2,986	15,060	7,425	7,066	7,066	7,066
5107 Short Term Disability Relief		3,479	1,142	2,473	2,473	2,473
5110 Personal Leave Relief	17,449	25,318	17,706	17,313	17,313	17,313
5115 Vacant Slot Relief	19,556	25,055				
5117 Regular Day Off Relief	38,852	40,075	39,411	32,035	32,035	32,035
5118 Standby Overtime	694	1,184	1,714	1,296	1,296	1,296
5120 Overtime Union	3,400	4,393	13,137	53,941	53,941	53,941
5201 PERS Taxes	317,854	382,107	383,997	543,809	543,809	543,809
5203 FICA/MEDI	101,391	109,955	111,823	121,046	121,046	121,046
5206 Worker's Comp	21,982	42,533	32,158	34,811	34,811	34,811
5207 TriMet/Wilsonville Tax	10,338	11,505	11,309	12,400	12,400	12,400
5208 OR Worker's Benefit Fund Tax	523	444	374	343	343	343
5210 Medical Ins Union	260,784	268,444	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,200	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,318	3,221	3,600	3,600	3,600	3,600
Personnel Services	2,180,427	2,409,392	2,294,723	2,606,897	2,606,897	2,606,897
5300 Office Supplies	223	317	480	480	480	480
5301 Special Department Supplies	3,481	3,817	3,600	3,600	3,600	3,600
5302 Training Supplies	21	14	100	100	100	100
5305 Fire Extinguisher			160			
5307 Smoke Detector Program	154		200	200	200	200
5320 EMS Supplies	8,657	11,034	11,000	11,000	11,000	11,000
5321 Fire Fighting Supplies	4,005	4,715	4,250	4,300	4,300	4,300
5325 Protective Clothing	5,549	10,303	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip				2,390	2,390	2,390
5350 Apparatus Fuel/Lubricants	14,960	14,709	13,000	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	49,562	38,535	43,790			
5365 M&R Firefight Equip	354	149	750	750	750	750
5367 M&R Office Equip	1,232	1,280	1,650	1,650	1,650	1,650
5414 Other Professional Services	177	99	200	200	200	200
5415 Printing			25	25	25	25
5416 Building Services	27,572	27,477	38,952	70,844	70,844	70,844

Station 56 – Elligsen Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	1,497	1,039	1,700	1,700	1,700	1,700
5433 Electricity	21,912	31,362	27,100	27,100	27,100	27,100
5434 Water/Sewer	13,462	14,237	14,750	14,750	14,750	14,750
5436 Garbage	2,912	3,185	3,400	3,500	3,500	3,500
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	299	50	250	250	250	250
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	562	394	600	600	600	600
5575 Laundry/Repair Expense	66	129	75	150	150	150
Materials and Services	156,697	162,874	170,532	164,689	164,689	164,689
Total Station 56 Elligsen Road	\$2,337,124	\$2,572,266	\$2,465,255	\$2,771,586	\$2,771,586	\$2,771,586



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 **Brush Rig 57** when needed. 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 57's station zone includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,104,347	\$ 2,227,991	\$ 2,279,979	\$ 2,546,539
Materials and Services	57,120	44,655	106,566	56,350
Total Expenditures	\$ 2,161,468	\$ 2,272,646	\$ 2,386,545	\$ 2,602,889

Station 57 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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.

Station 57 – Mountain Road, continued

Station 57 Station Zone Incident Summary (Calendar Year)¹

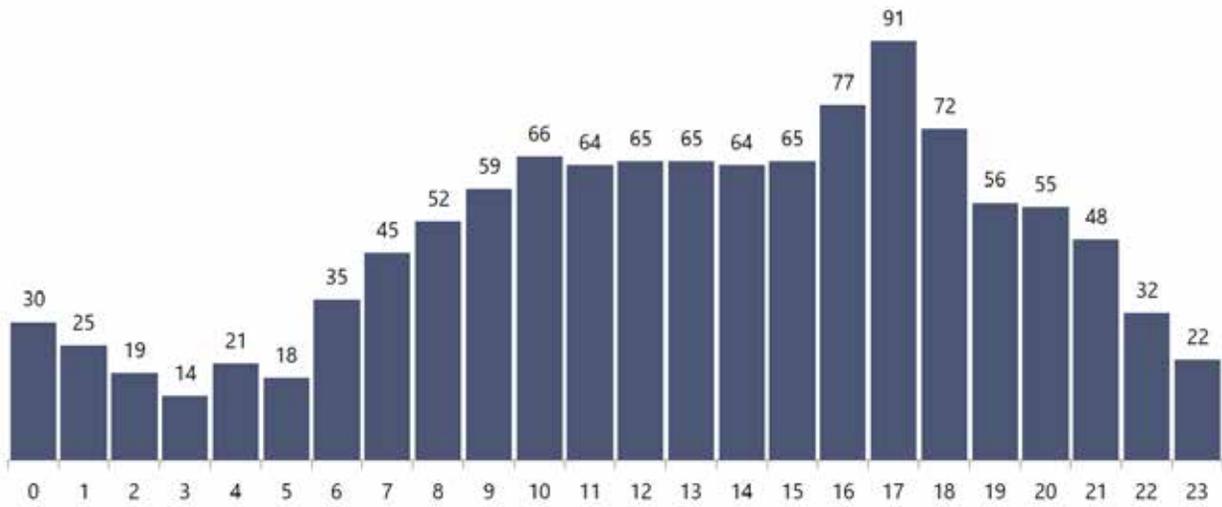
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	58	14	52	7	61	15	60	6	62	9
Overpressure	0	0	0	1	0	0	0	0	0	0
EMS/Rescue Call	138	118	172	139	176	120	149	123	106	83
Hazardous Condition	9	9	13	15	9	19	3	8	1	12
Service Call	16	20	9	13	22	24	33	22	25	11
Good Intent Call	9	46	4	58	9	73	0	59	0	50
False Call	0	29	0	21	0	31	0	27	0	29
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	6	0	5	0	5	0	0	0	0	0
Total	236		255		282		245		194	

Station 57 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

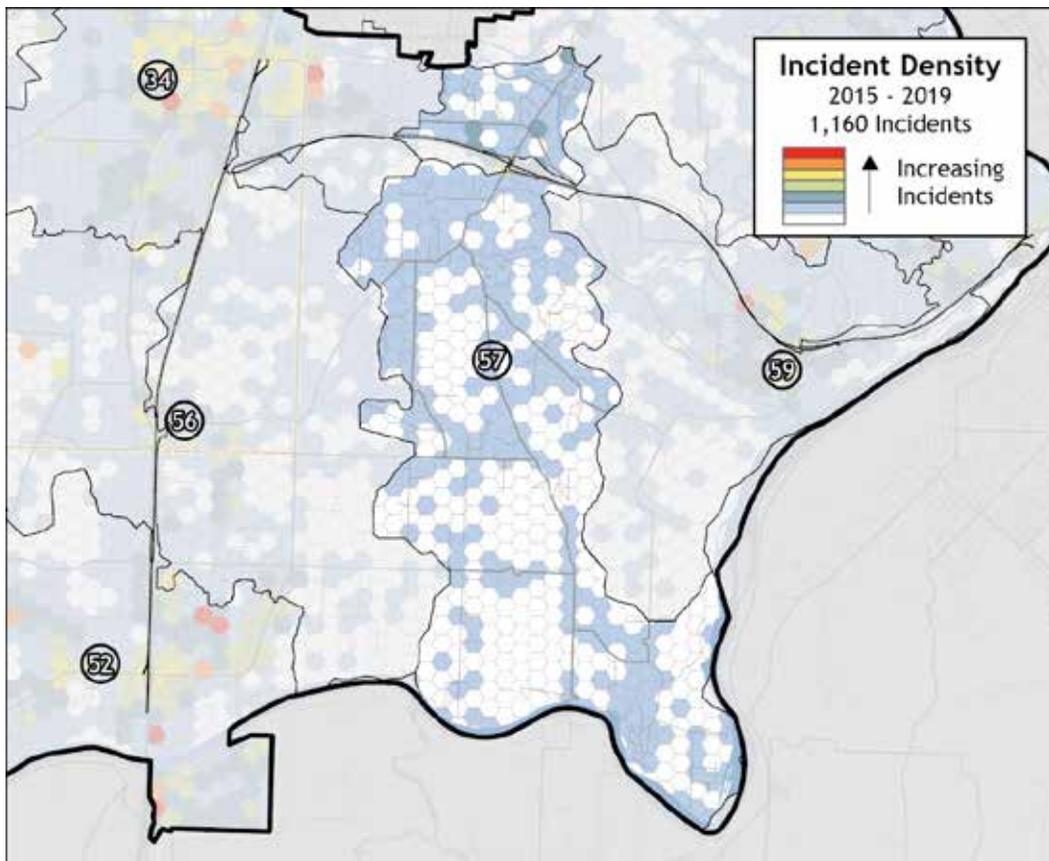


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 57 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 57 – Mountain Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10057 Station 57 Mountain Road						
5001 Salaries & Wages Union	\$ 880,900	\$ 953,768	\$ 959,976	\$1,004,080	\$1,004,080	\$1,004,080
5003 Vacation Taken Union	154,497	143,418	136,297	143,118	143,118	143,118
5005 Sick Leave Taken Union	13,774	15,972	24,039	25,870	25,870	25,870
5007 Personal Leave Taken Union	17,860	10,308	13,607	13,647	13,647	13,647
5016 Vacation Sold at Retirement	37,638		5,103	5,372	5,372	5,372
5017 PEHP Vac Sold at Retirement		34,948	8,618	13,145	13,145	13,145
5020 Deferred Comp Match Union	49,340	52,840	53,861	54,294	54,294	54,294
5101 Vacation Relief	152,525	114,201	145,142	145,052	145,052	145,052
5105 Sick Relief	13,552	28,239	24,379	25,147	25,147	25,147
5106 On the Job Injury Relief	15,427	5,145	7,370	6,858	6,858	6,858
5107 Short Term Disability Relief	2,857	2,607	1,134	2,400	2,400	2,400
5110 Personal Leave Relief	13,964	14,950	17,576	16,803	16,803	16,803
5115 Vacant Slot Relief	22,284	29,183				
5117 Regular Day Off Relief	27,124	37,521	39,120	31,091	31,091	31,091
5118 Standby Overtime	1,157	1,572	1,701	1,257	1,257	1,257
5120 Overtime Union	1,691	2,097	13,040	52,351	52,351	52,351
5201 PERS Taxes	304,343	355,449	381,168	529,708	529,708	529,708
5203 FICA/MEDI	97,617	100,604	110,999	117,847	117,847	117,847
5206 Worker's Comp	22,115	44,599	31,921	33,891	33,891	33,891
5207 TriMet/Wilsonville Tax	9,988	10,201	11,226	12,073	12,073	12,073
5208 OR Worker's Benefit Fund Tax	489	392	374	343	343	343
5210 Medical Ins Union	256,319	262,347	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,050	6,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,837	729	3,600	3,600	3,600	3,600
Personnel Services	2,104,347	2,227,991	2,279,979	2,546,539	2,546,539	2,546,539
5300 Office Supplies	350	528	480	480	480	480
5301 Special Department Supplies	3,847	3,748	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			126			
5307 Smoke Detector Program			100	100	100	100
5320 EMS Supplies	3,912	3,151	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	2,015	1,749	3,000	3,300	3,300	3,300
5325 Protective Clothing	5,945	591	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip		2,178	3,060	1,930	1,930	1,930
5350 Apparatus Fuel/Lubricants	4,380	3,355	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	19,749	13,292	63,700			
5365 M&R Firefight Equip		147	200	200	200	200
5367 M&R Office Equip	1,215	1,206	1,650	1,650	1,650	1,650
5414 Other Professional Services	29	15	100	100	100	100
5415 Printing			25	25	25	25
5416 Building Services	377	392	625	12,465	12,465	12,465

Station 57 – Mountain Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	6,459	5,542	4,500	6,500	6,500	6,500
5433 Electricity	5,853	5,629	6,500	6,500	6,500	6,500
5436 Garbage	2,272	2,446	3,000	3,000	3,000	3,000
5450 Rental of Equip	204	204				
5480 Community/Open House			200	200	200	200
5481 Community Education Materials			150	150	150	150
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	91	42	600	600	600	600
5575 Laundry/Repair Expense	382	411	550	550	550	550
Materials and Services	57,120	44,655	106,566	56,350	56,350	56,350
Total Station 57 Mountain Road	\$2,161,468	\$2,272,646	\$2,386,545	\$2,602,889	\$2,602,889	\$2,602,889



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 **Brush Rig 58** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 2.9 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,206,573	\$ 2,378,508	\$ 2,281,622	\$ 2,613,880
Materials and Services	95,566	73,370	116,289	73,607
Total Expenditures	\$ 2,302,139	\$ 2,451,878	\$ 2,397,911	\$ 2,687,487

Station 58 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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.

Station 58 – Bolton, continued

Station 58 Station Zone Incident Summary (Calendar Year)¹

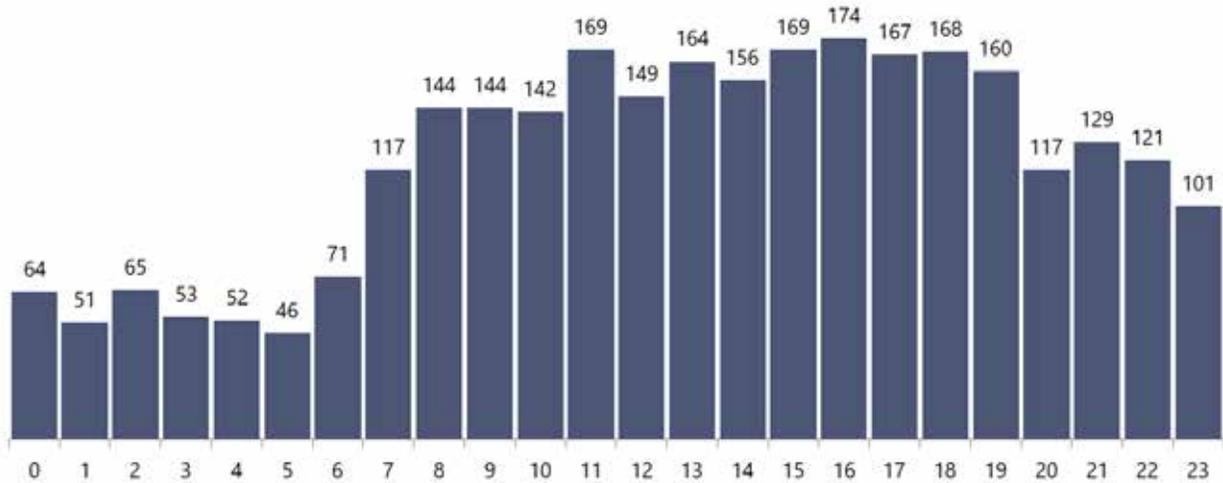
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	90	25	75	17	85	33	58	14	56	15
Overpressure	0	2	0	2	0	0	0	1	0	2
EMS/Rescue Call	532	521	635	530	731	606	469	398	338	283
Hazardous Condition	27	36	24	37	53	45	6	30	2	22
Service Call	38	50	44	54	52	84	84	64	59	35
Good Intent Call	82	98	5	97	13	126	0	71	0	62
False Call	0	46	0	55	0	48	0	39	0	36
Natural Condition	0	3	0	0	0	1	0	0	0	0
Other Situation	12	0	11	2	9	0	0	0	0	0
Total	781		794		943		617		455	

Station 58 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

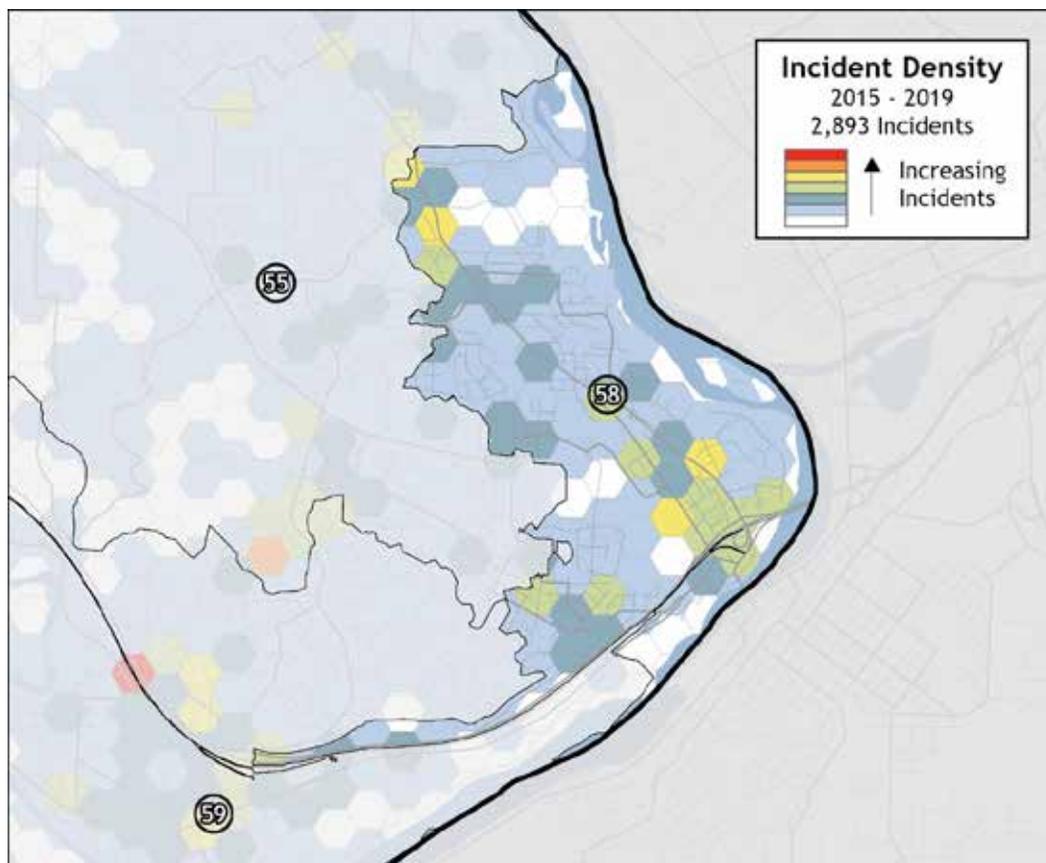


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 58 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 58 – Bolton, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10058 Station 58 Bolton						
5001 Salaries & Wages Union	\$ 901,205	\$ 950,977	\$ 960,992	\$1,034,461	\$1,034,461	\$1,034,461
5003 Vacation Taken Union	155,191	170,130	136,441	147,448	147,448	147,448
5005 Sick Leave Taken Union	26,320	11,725	24,065	26,653	26,653	26,653
5007 Personal Leave Taken Union	10,221	6,287	13,621	14,060	14,060	14,060
5016 Vacation Sold at Retirement			5,103	5,535	5,535	5,535
5017 PEHP Vac Sold at Retirement	2,486	2,139	8,618	13,544	13,544	13,544
5020 Deferred Comp Match Union	53,712	54,670	53,861	55,943	55,943	55,943
5101 Vacation Relief	203,165	226,763	145,142	149,456	149,456	149,456
5105 Sick Relief	32,841	34,578	24,379	25,910	25,910	25,910
5106 On the Job Injury Relief	15,555	5,970	7,370	7,066	7,066	7,066
5107 Short Term Disability Relief	2,326	4,909	1,134	2,473	2,473	2,473
5110 Personal Leave Relief	23,096	26,064	17,576	17,313	17,313	17,313
5115 Vacant Slot Relief	13,849	18,764				
5117 Regular Day Off Relief	30,855	31,981	39,120	32,035	32,035	32,035
5118 Standby Overtime	2,331	2,088	1,701	1,296	1,296	1,296
5120 Overtime Union	2,460	1,103	13,040	53,941	53,941	53,941
5201 PERS Taxes	323,921	398,187	381,483	545,440	545,440	545,440
5203 FICA/MEDI	104,224	108,498	111,091	121,416	121,416	121,416
5206 Worker's Comp	23,982	42,046	31,948	34,917	34,917	34,917
5207 TriMet/Wilsonville Tax	10,480	11,199	11,235	12,438	12,438	12,438
5208 OR Worker's Benefit Fund Tax	516	410	374	343	343	343
5210 Medical Ins Union	259,886	259,129	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,200	6,950	7,200	7,200	7,200	7,200
5270 Uniform Allowance	751	3,941	3,600	3,600	3,600	3,600
Personnel Services	2,206,573	2,378,508	2,281,622	2,613,880	2,613,880	2,613,880
5300 Office Supplies	62	232	480	480	480	480
5301 Special Department Supplies	3,606	3,488	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			100			
5307 Smoke Detector Program		119	200	200	200	200
5320 EMS Supplies	6,815	4,880	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	2,563	1,549	3,000	3,300	3,300	3,300
5325 Protective Clothing	4,167	5,785	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	3,000	2,816	1,800	900	900	900
5350 Apparatus Fuel/Lubricants	11,543	10,508	16,500	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	37,076	18,931	51,614			
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,148	1,182	1,650	1,650	1,650	1,650
5414 Other Professional Services	67	52	100	100	100	100
5415 Printing	19		25	25	25	25
5416 Building Services	1,287	1,339	1,340	16,372	16,372	16,372

Station 58 – Bolton, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	2,963	2,970	3,300	3,300	3,300	3,300
5433 Electricity	15,850	16,025	17,000	17,500	17,500	17,500
5434 Water/Sewer	4,433	2,820	4,500	4,500	4,500	4,500
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	448	243	480	480	480	480
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	341	175	600	600	600	600
5575 Laundry/Repair Expense	90	180	200	200	200	200
Materials and Services	95,566	73,370	116,289	73,607	73,607	73,607
Total Station 58 Bolton	\$2,302,139	\$2,451,878	\$2,397,911	\$2,687,487	\$2,687,487	\$2,687,487



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

The 7.6 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 20).



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 3,317,701	\$ 3,469,194	\$ 3,606,974	\$ 2,744,007
Materials and Services	88,643	109,293	144,083	84,073
Total Expenditures	\$ 3,406,345	\$ 3,578,488	\$ 3,751,057	\$ 2,828,080

Station 59 Station Zone Incident Count (Calendar Year)¹



¹ NOTE: Station zone 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, interfacility 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.

Station 59 – Willamette, continued

Station 59 Station Zone Incident Summary (Calendar Year)¹

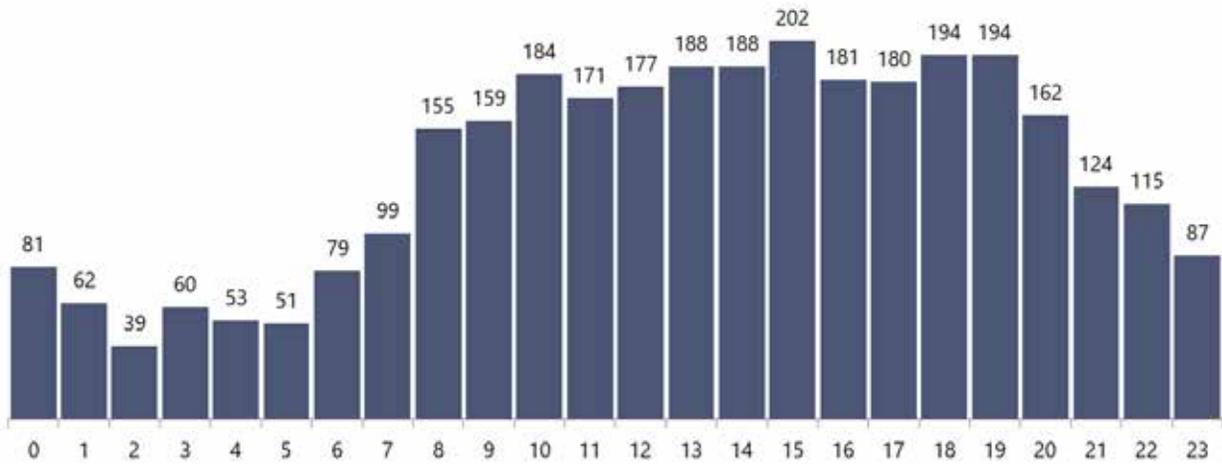
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	135	34	109	23	98	21	101	31	92	24
Overpressure	0	1	0	0	0	1	0	1	0	1
EMS/Rescue Call	493	455	643	566	662	576	470	424	601	540
Hazardous Condition	20	20	13	15	27	28	3	20	10	24
Service Call	38	30	43	48	29	38	78	44	100	48
Good Intent Call	34	130	4	93	11	116	0	76	0	98
False Call	0	63	0	78	0	53	0	55	0	69
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	13	0	11	0	7	0	0	1	1	0
Total	733		823		834		652		804	

Station 59 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

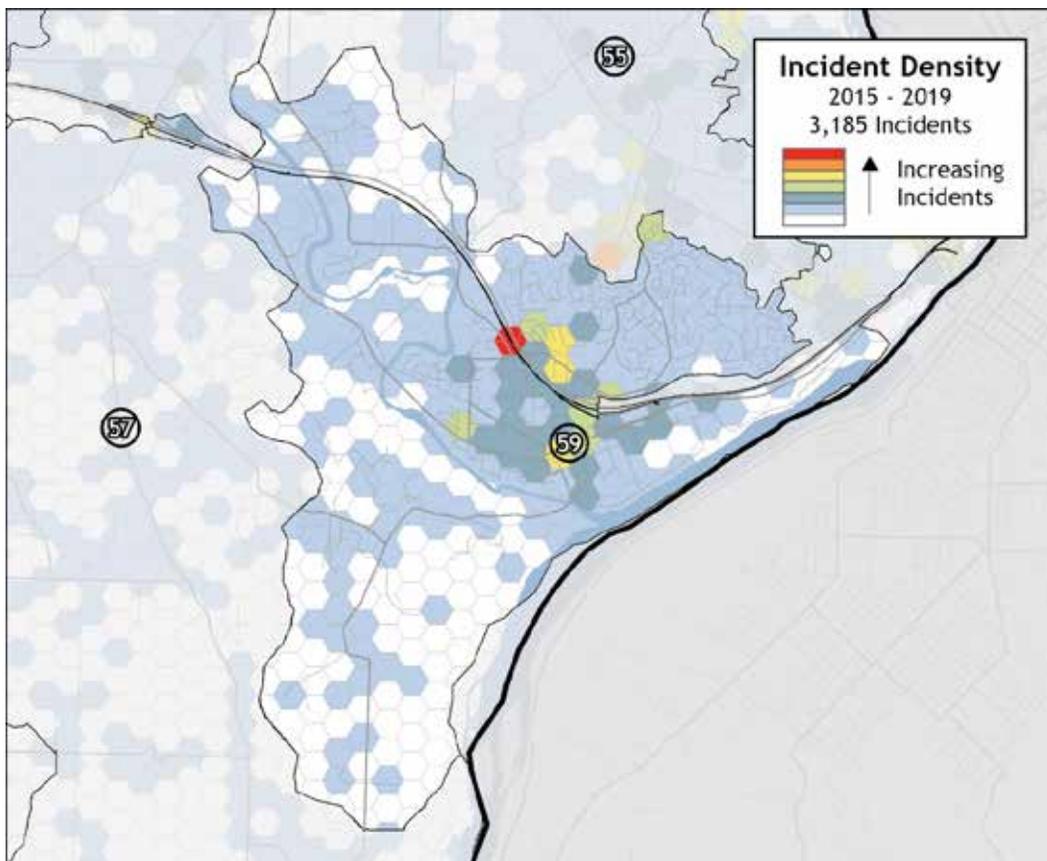


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 59 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 59 – Willamette, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10059 Station 59 Willamette						
5001 Salaries & Wages Union	\$1,400,078	\$1,307,609	\$1,536,426	\$1,090,281	\$1,090,281	\$1,090,281
5003 Vacation Taken Union	211,574	165,533	218,141	155,405	155,405	155,405
5005 Sick Leave Taken Union	32,639	31,360	38,474	28,091	28,091	28,091
5007 Personal Leave Taken Union	22,915	6,497	21,778	14,819	14,819	14,819
5016 Vacation Sold at Retirement		29,461	8,019	5,902	5,902	5,902
5017 PEHP Vac Sold at Retirement	2,108	110,149	13,543	14,442	14,442	14,442
5020 Deferred Comp Match Union	72,866	63,014	84,642	59,652	59,652	59,652
5101 Vacation Relief	274,681	238,088	228,089	159,366	159,366	159,366
5105 Sick Relief	36,861	62,716	38,312	27,628	27,628	27,628
5106 On the Job Injury Relief	13,853	6,721	11,583	7,535	7,535	7,535
5107 Short Term Disability Relief	2,537	10,930	1,782	2,637	2,637	2,637
5110 Personal Leave Relief	38,126	41,337	27,620	18,461	18,461	18,461
5115 Vacant Slot Relief	26,114	86,129				
5117 Regular Day Off Relief	74,362	93,345	61,477	34,159	34,159	34,159
5118 Standby Overtime	2,054	1,817	2,673	1,381	1,381	1,381
5120 Overtime Union	8,451	28,549	20,492	57,517	57,517	57,517
5201 PERS Taxes	488,810	566,488	607,639	575,839	575,839	575,839
5203 FICA/MEDI	153,032	146,257	176,948	128,312	128,312	128,312
5206 Worker's Comp	38,588	70,126	50,887	36,900	36,900	36,900
5207 TriMet/Wilsonville Tax	15,865	15,827	17,896	13,145	13,145	13,145
5208 OR Worker's Benefit Fund Tax	762	622	561	343	343	343
5210 Medical Ins Union	387,942	375,400	423,792	301,392	301,392	301,392
5220 Post Retire Ins Union	10,652	9,952	10,800	7,200	7,200	7,200
5270 Uniform Allowance	2,831	1,269	5,400	3,600	3,600	3,600
Personnel Services	3,317,701	3,469,194	3,606,974	2,744,007	2,744,007	2,744,007
5300 Office Supplies	123	352	720	480	480	480
5301 Special Department Supplies	4,275	3,210	5,400	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	423	119	200	200	200	200
5320 EMS Supplies	17,431	16,498	20,000	20,000	20,000	20,000
5321 Fire Fighting Supplies	1,486	2,840	4,500	3,300	3,300	3,300
5325 Protective Clothing	1,280	16,489	6,300	4,800	4,800	4,800
5330 Noncapital Furniture & Equip		3,390				
5350 Apparatus Fuel/Lubricants	11,273	12,370	12,250	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	28,028	32,108	68,050			
5365 M&R Firefight Equip		98	200	200	200	200
5367 M&R Office Equip	1,343	1,422	1,650	1,650	1,650	1,650
5414 Other Professional Services	67		100	100	100	100
5415 Printing		19	25	25	25	25
5416 Building Services	1,182	1,229	1,618	15,993	15,993	15,993

Station 59 – Willamette, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	1,759	1,665	2,000	2,000	2,000	2,000
5433 Electricity	15,665	14,563	15,800	15,800	15,800	15,800
5434 Water/Sewer	2,713	2,045	3,000	3,000	3,000	3,000
5480 Community/Open House	114	141	200	200	200	200
5481 Community Education Materials	524	154	500	500	500	500
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	593	203	900	600	600	600
5575 Laundry/Repair Expense	326	350	350	425	425	425
Materials and Services	88,643	109,293	144,083	84,073	84,073	84,073
Total Station 59 Willamette	\$3,406,345	\$3,578,488	\$3,751,057	\$2,828,080	\$2,828,080	\$2,828,080



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 6.9 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,022,936	\$ 2,285,082	\$ 2,279,979	\$ 2,579,349
Materials and Services	96,580	74,305	86,110	69,944
Total Expenditures	\$ 2,119,517	\$ 2,359,387	\$ 2,366,089	\$ 2,649,293

Station 60 Station Zone Incident Count (Calendar Year)¹



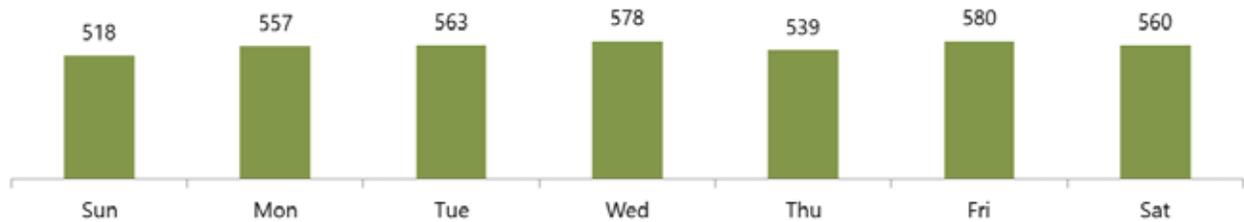
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 60 – Cornell Road, continued

Station 60 Station Zone Incident Summary (Calendar Year)¹

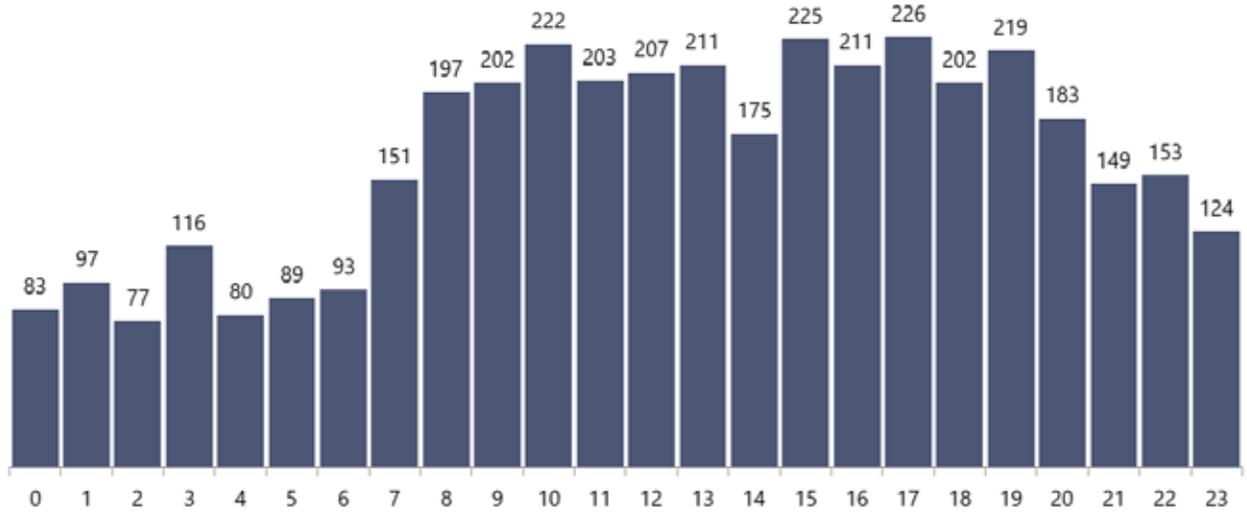
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	68	20	72	11	93	21	90	25	104	13
Overpressure	0	0	0	0	0	1	0	0	0	0
EMS/Rescue Call	544	467	668	578	618	515	600	544	840	777
Hazardous Condition	14	20	17	29	24	26	9	14	6	16
Service Call	30	43	34	35	42	52	67	41	90	41
Good Intent Call	3	80	5	97	5	108	0	82	0	100
False Call	0	36	0	51	0	65	0	60	0	92
Natural Condition	0	1	0	1	0	0	0	0	0	1
Other Situation	9	1	6	0	7	1	0	0	0	0
Total	668		802		789		766		1,040	

Station 60 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

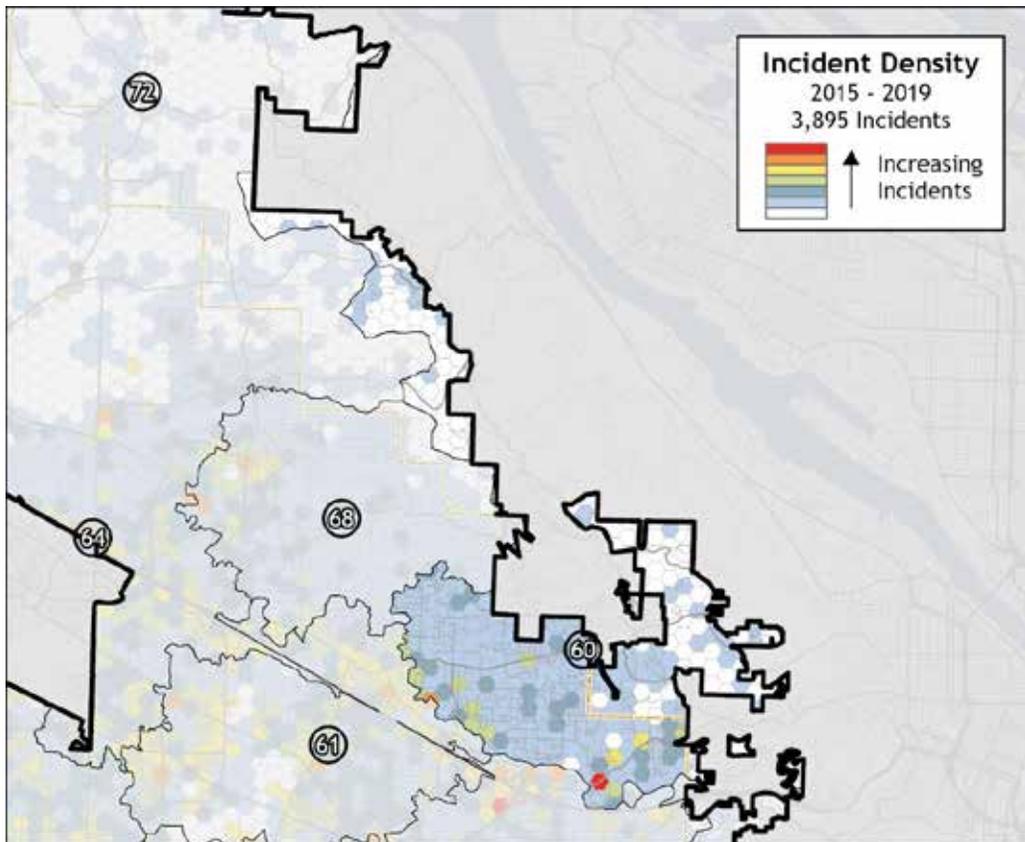


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 60 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 60 – Cornell Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10060 Station 60 Cornell Road						
5001 Salaries & Wages Union	\$ 848,995	\$ 946,098	\$ 959,976	\$1,018,763	\$1,018,763	\$1,018,763
5003 Vacation Taken Union	158,967	139,873	136,297	145,211	145,211	145,211
5005 Sick Leave Taken Union	57,825	14,037	24,039	26,249	26,249	26,249
5007 Personal Leave Taken Union	8,519	8,945	13,607	13,847	13,847	13,847
5016 Vacation Sold at Retirement			5,103	5,454	5,454	5,454
5017 PEHP Vac Sold at Retirement		37,378	8,618	13,345	13,345	13,345
5020 Deferred Comp Match Union	53,508	52,461	53,861	55,119	55,119	55,119
5101 Vacation Relief	115,993	153,201	145,142	147,254	147,254	147,254
5105 Sick Relief	19,247	29,445	24,379	25,529	25,529	25,529
5106 On the Job Injury Relief	21,492	1,920	7,370	6,962	6,962	6,962
5107 Short Term Disability Relief		6,981	1,134	2,437	2,437	2,437
5110 Personal Leave Relief	19,302	23,374	17,576	17,058	17,058	17,058
5115 Vacant Slot Relief	16,797	44,247				
5117 Regular Day Off Relief	9,750	17,226	39,120	31,563	31,563	31,563
5118 Standby Overtime	965	1,235	1,701	1,276	1,276	1,276
5120 Overtime Union	2,491	4,973	13,040	53,146	53,146	53,146
5201 PERS Taxes	290,342	386,414	381,168	537,373	537,373	537,373
5203 FICA/MEDI	94,767	101,162	110,999	119,586	119,586	119,586
5206 Worker's Comp	24,349	42,010	31,921	34,391	34,391	34,391
5207 TriMet/Wilsonville Tax	9,455	10,444	11,226	12,251	12,251	12,251
5208 OR Worker's Benefit Fund Tax	462	397	374	343	343	343
5210 Medical Ins Union	259,414	254,456	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,150	6,800	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,148	2,005	3,600	3,600	3,600	3,600
Personnel Services	2,022,936	2,285,082	2,279,979	2,579,349	2,579,349	2,579,349
5300 Office Supplies	93	253	480	480	480	480
5301 Special Department Supplies	3,789	4,170	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program			200	200	200	200
5320 EMS Supplies	5,202	5,780	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	1,192	1,930	3,000	3,507	3,507	3,507
5325 Protective Clothing	7,755	14,229	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	248	627	3,260	2,692	2,692	2,692
5350 Apparatus Fuel/Lubricants	7,389	10,161	9,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	47,081	13,507	27,695			
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,169	1,206	1,650	1,650	1,650	1,650
5414 Other Professional Services	37	19	100	100	100	100
5415 Printing	19		25	25	25	25
5416 Building Services	700	728	750	9,740	9,740	9,740
5432 Natural Gas	3,410	3,123	3,500	3,500	3,500	3,500

Station 60 – Cornell Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	7,575	7,074	8,500	8,500	8,500	8,500
5434 Water/Sewer	8,198	8,943	9,000	10,000	10,000	10,000
5436 Garbage	1,907	1,688	2,200	2,200	2,200	2,200
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	129	292	300	300	300	300
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	245	147	600	600	600	600
5575 Laundry/Repair Expense	355	348	450	450	450	450
Materials and Services	96,580	74,305	86,110	69,944	69,944	69,944
Total Station 60 Cornell Road	\$2,119,517	\$2,359,387	\$2,366,089	\$2,649,293	\$2,649,293	\$2,649,293



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 **14 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. Two additional EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 61**.

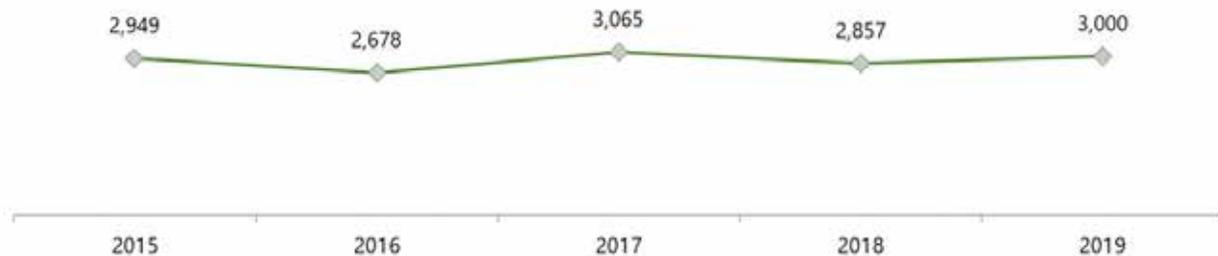
The 6.1 square miles of Station 61’s station zone includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,978,194	\$ 2,218,596	\$ 2,466,619	\$ 2,900,443
Materials and Services	88,309	98,742	99,220	97,854
Total Expenditures	\$ 2,066,503	\$ 2,317,338	\$ 2,565,839	\$ 2,998,297

Station 61 Station Zone Incident Count (Calendar Year)¹



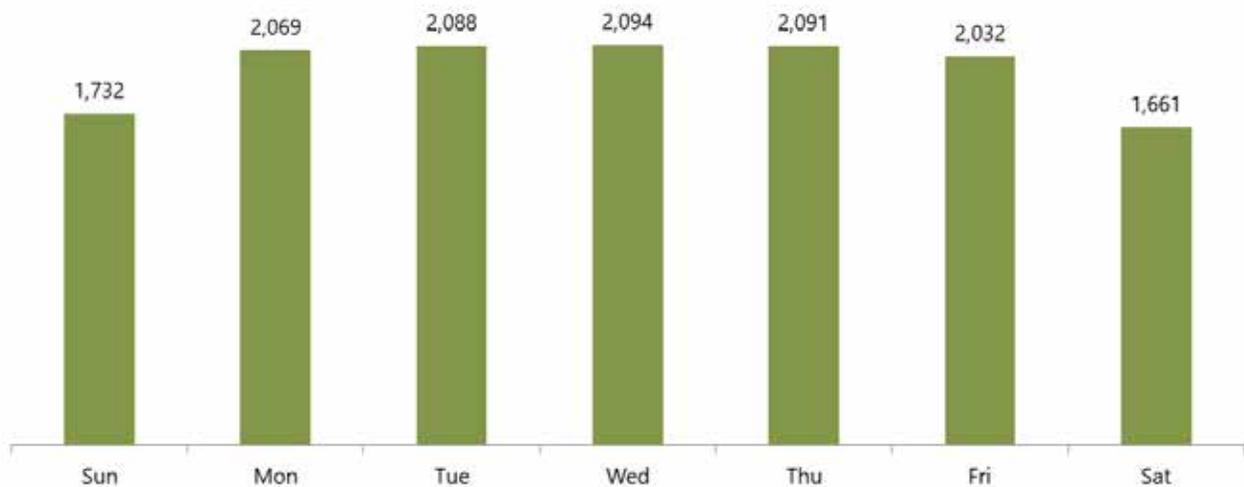
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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. 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)¹

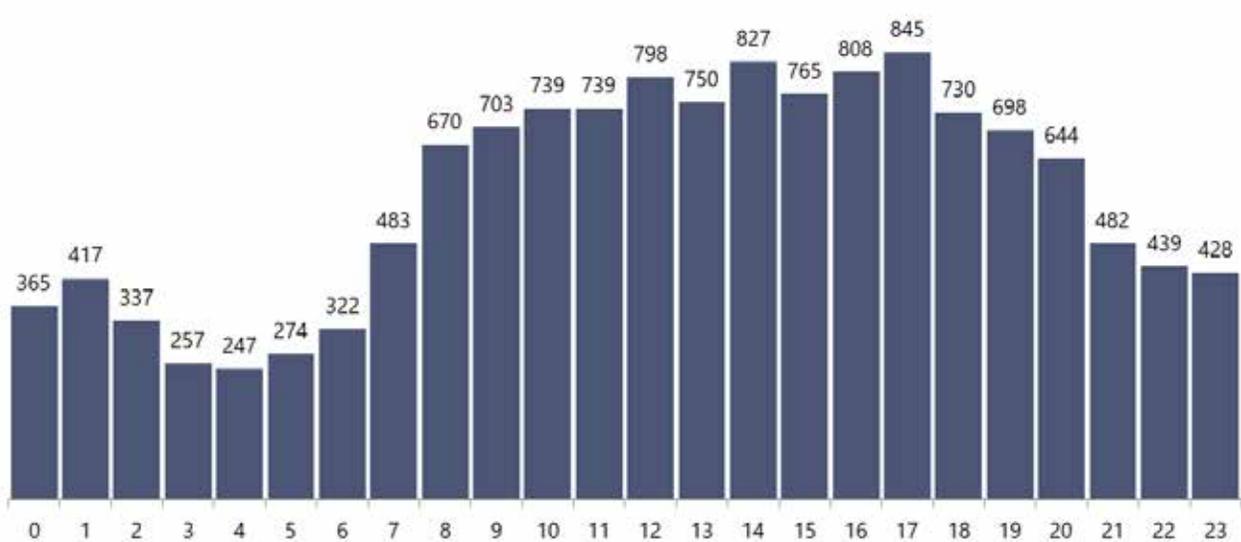
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	303	104	254	72	284	92	297	101	302	101
Overpressure	0	2	0	0	0	1	0	4	0	5
EMS/Rescue Call	2,451	1,985	2,223	1,793	2,584	2,087	2,326	1,960	2,411	1,987
Hazardous Condition	61	103	85	116	74	112	18	77	12	113
Service Call	87	139	73	177	85	206	216	128	275	141
Good Intent Call	20	474	13	388	11	411	0	439	0	480
False Call	0	142	0	132	0	154	0	148	0	173
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	27	0	30	0	27	1	0	0	0	0
Total	2,949		2,678		3,065		2,857		3,000	

Station 61 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

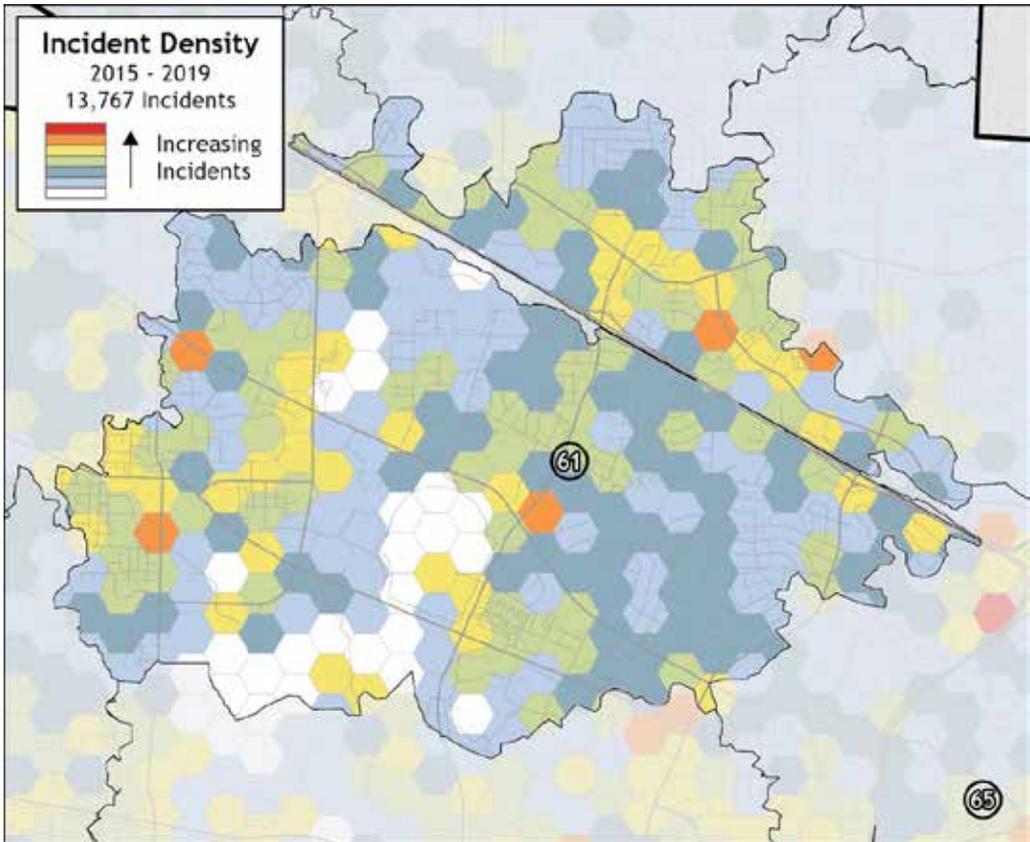


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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. 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 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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. 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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10061 Station 61 Butner Road						
5001 Salaries & Wages Union	\$ 795,743	\$ 931,165	\$1,038,351	\$1,133,051	\$1,133,051	\$1,133,051
5003 Vacation Taken Union	137,342	115,773	147,425	161,501	161,501	161,501
5005 Sick Leave Taken Union	22,696	29,802	26,002	29,193	29,193	29,193
5007 Personal Leave Taken Union	15,739	14,799	14,718	15,400	15,400	15,400
5016 Vacation Sold at Retirement			5,519	6,215	6,215	6,215
5017 PEHP Vac Sold at Retirement			9,321	15,206	15,206	15,206
5020 Deferred Comp Match Union	47,406	43,407	58,259	62,807	62,807	62,807
5101 Vacation Relief	155,867	164,446	156,991	167,794	167,794	167,794
5105 Sick Relief	31,466	31,951	26,370	29,090	29,090	29,090
5106 On the Job Injury Relief	15,768	10,221	7,972	7,934	7,934	7,934
5107 Short Term Disability Relief		4,843	1,226	2,777	2,777	2,777
5110 Personal Leave Relief	29,547	19,986	19,011	19,437	19,437	19,437
5115 Vacant Slot Relief	33,901	26,559				
5117 Regular Day Off Relief	24,334	41,282	42,314	35,965	35,965	35,965
5118 Standby Overtime	1,381	1,348	1,840	1,454	1,454	1,454
5120 Overtime Union	6,847	5,198	14,105	60,559	60,559	60,559
5201 PERS Taxes	287,451	328,446	412,287	601,519	601,519	601,519
5203 FICA/MEDI	94,104	101,832	120,061	133,751	133,751	133,751
5206 Worker's Comp	26,176	45,949	34,527	38,464	38,464	38,464
5207 TriMet/Wilsonville Tax	9,378	10,434	12,143	13,702	13,702	13,702
5208 OR Worker's Benefit Fund Tax	460	427	405	400	400	400
5210 Medical Ins Union	233,677	279,653	306,072	351,624	351,624	351,624
5220 Post Retire Ins Union	7,500	7,650	7,800	8,400	8,400	8,400
5270 Uniform Allowance	1,411	3,424	3,900	4,200	4,200	4,200
Personnel Services	1,978,194	2,218,596	2,466,619	2,900,443	2,900,443	2,900,443
5300 Office Supplies	296	218	520	560	560	560
5301 Special Department Supplies	4,061	4,068	3,900	4,200	4,200	4,200
5302 Training Supplies	335		100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	119	131	400	300	300	300
5320 EMS Supplies	13,316	16,968	16,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	4,173	2,813	3,250	3,850	3,850	3,850
5325 Protective Clothing	5,427	6,456	4,550	5,600	5,600	5,600
5330 Noncapital Furniture & Equip	614	2,244	4,020	4,024	4,024	4,024
5350 Apparatus Fuel/Lubricants	15,296	20,046	16,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	16,750	16,907	19,045			
5365 M&R Firefight Equip	323	98	200	200	200	200
5367 M&R Office Equip	1,230	1,239	1,650	1,650	1,650	1,650
5414 Other Professional Services	372	543	500	500	500	500
5415 Printing			25	25	25	25
5416 Building Services	776	1,086	1,090	11,145	11,145	11,145

Station 61 – Butner Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	3,875	3,129	4,000	4,000	4,000	4,000
5433 Electricity	9,655	9,422	10,000	10,000	10,000	10,000
5434 Water/Sewer	8,198	9,388	9,450	11,000	11,000	11,000
5436 Garbage	1,771	2,026	2,000	2,100	2,100	2,100
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	828	1,012	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	460	473	650	700	700	700
5575 Laundry/Repair Expense	394	447	450	600	600	600
Materials and Services	88,309	98,742	99,220	97,854	97,854	97,854
Total Station 61 Butner Road	\$2,066,503	\$2,317,338	\$2,565,839	\$2,998,297	\$2,998,297	\$2,998,297



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 **Heavy Brush 62 or Water Tenders 62A and 62B** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two Firefighter/EMT-Paramedics (each on a 12-hour, two-shift schedule) respond to incidents utilizing **Car 62**.

The 21.2 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,807,326	\$ 2,208,000	\$ 2,602,345	\$ 2,935,550
Materials and Services	112,153	119,616	123,978	111,278
Total Expenditures	\$ 1,919,479	\$ 2,327,617	\$ 2,726,323	\$ 3,046,828

Station 62 Station Zone Incident Count (Calendar Year)¹



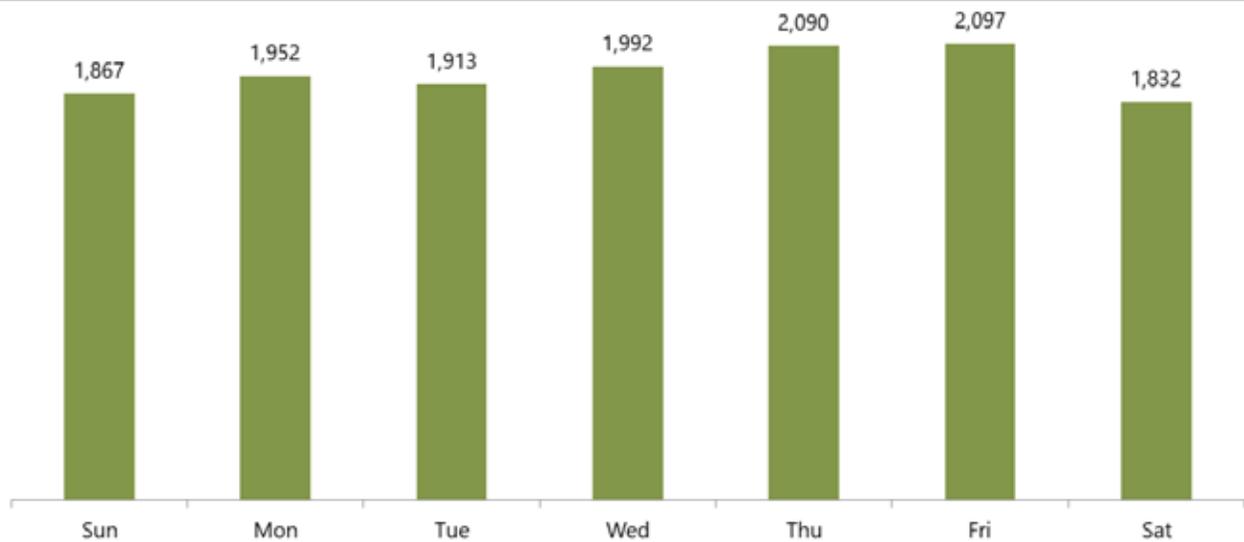
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 62 – Aloha, continued

Station 62 Station Zone Incident Summary (Calendar Year)¹

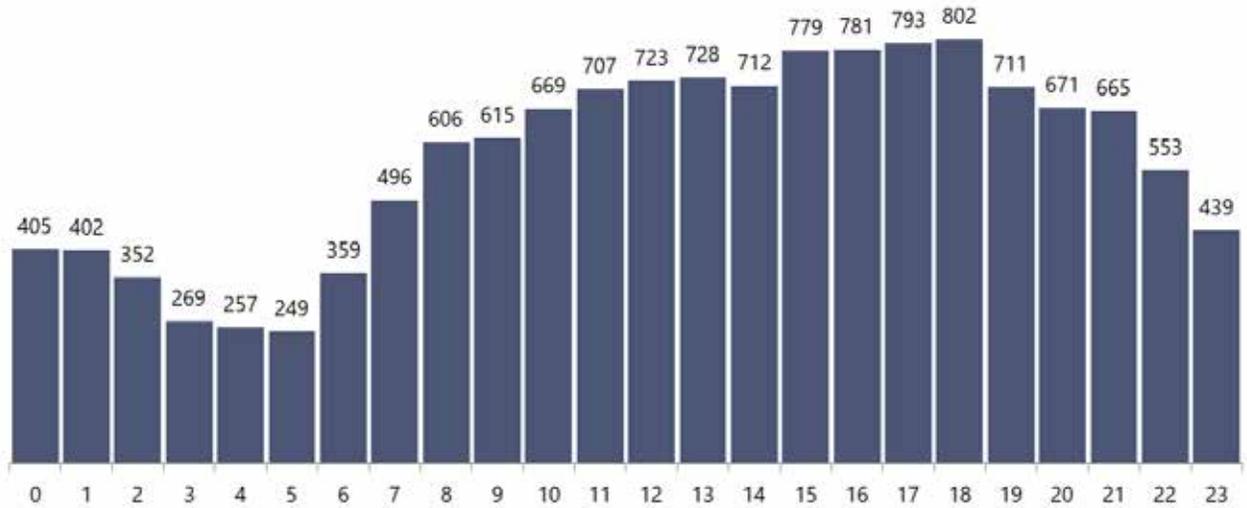
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	172	85	217	84	199	80	216	59	226	72
Overpressure	0	1	0	3	0	1	0	3	0	2
EMS/Rescue Call	2,112	1,739	2,480	1,943	2,611	2,097	2,374	1,939	2,445	1,934
Hazardous Condition	41	56	60	66	64	64	18	60	21	72
Service Call	113	138	125	213	156	232	287	194	298	218
Good Intent Call	17	367	16	486	21	470	0	498	0	571
False Call	0	94	0	128	0	125	0	142	0	121
Natural Condition	0	0	0	0	0	4	0	0	0	0
Other Situation	25	0	25	0	22	0	0	0	0	0
Total	2,480		2,923		3,073		2,895		2,990	

Station 62 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

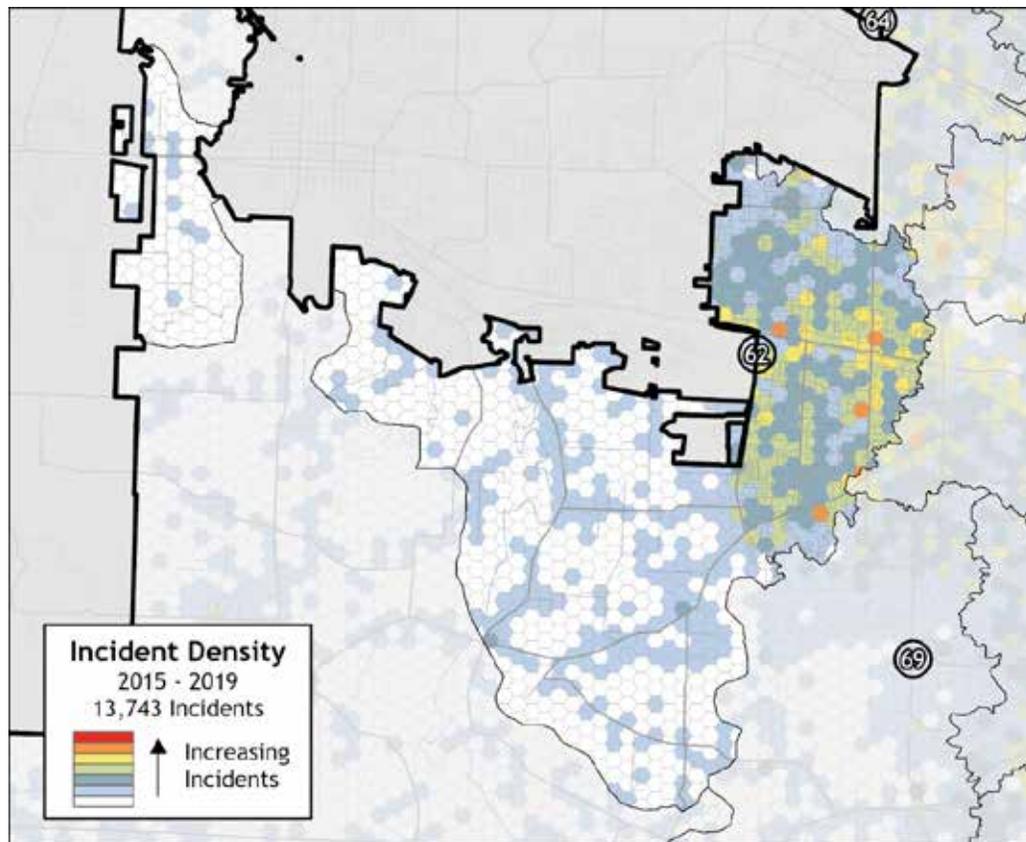


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 62 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 62 – Aloha, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10062 Station 62 Aloha						
5001 Salaries & Wages Union	\$ 829,832	\$ 978,883	\$1,093,898	\$1,148,299	\$1,148,299	\$1,148,299
5003 Vacation Taken Union	99,304	133,926	155,311	163,674	163,674	163,674
5005 Sick Leave Taken Union	22,503	25,535	27,393	29,586	29,586	29,586
5007 Personal Leave Taken Union	14,079	20,453	15,505	15,607	15,607	15,607
5016 Vacation Sold at Retirement		2,602	5,771	6,310	6,310	6,310
5017 PEHP Vac Sold at Retirement		2,186	9,747	15,440	15,440	15,440
5020 Deferred Comp Match Union	39,534	44,317	60,918	63,774	63,774	63,774
5101 Vacation Relief	93,059	105,847	164,159	170,377	170,377	170,377
5105 Sick Relief	12,509	19,629	27,574	29,537	29,537	29,537
5106 On the Job Injury Relief	3,571	6,202	8,336	8,056	8,056	8,056
5107 Short Term Disability Relief		7,704	1,282	2,819	2,819	2,819
5110 Personal Leave Relief	8,716	11,071	19,879	19,736	19,736	19,736
5115 Vacant Slot Relief	10,963	21,490				
5117 Regular Day Off Relief	38,093	37,865	44,246	36,519	36,519	36,519
5118 Standby Overtime	1,018	1,423	1,924	1,477	1,477	1,477
5120 Overtime Union	2,821	5,105	14,749	61,491	61,491	61,491
5201 PERS Taxes	254,615	305,915	433,637	609,720	609,720	609,720
5203 FICA/MEDI	83,977	103,071	126,278	135,612	135,612	135,612
5206 Worker's Comp	25,690	47,827	36,315	38,999	38,999	38,999
5207 TriMet/Wilsonville Tax	8,439	10,353	12,771	13,893	13,893	13,893
5208 OR Worker's Benefit Fund Tax	443	438	436	400	400	400
5210 Medical Ins Union	246,993	305,236	329,616	351,624	351,624	351,624
5220 Post Retire Ins Union	7,900	8,750	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,268	2,172	4,200	4,200	4,200	4,200
Personnel Services	1,807,326	2,208,000	2,602,345	2,935,550	2,935,550	2,935,550
5300 Office Supplies	504	591	560	560	560	560
5301 Special Department Supplies	5,050	3,792	4,200	4,200	4,200	4,200
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	356	289	600	500	500	500
5320 EMS Supplies	20,196	16,239	22,000	22,000	22,000	22,000
5321 Fire Fighting Supplies	3,354	3,059	3,500	3,850	3,850	3,850
5325 Protective Clothing	12,883	9,990	4,900	5,600	5,600	5,600
5330 Noncapital Furniture & Equip	1,100	4,982	1,140	600	600	600
5350 Apparatus Fuel/Lubricants	12,554	18,290	14,500	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	10,991	16,999	25,235			
5365 M&R Firefight Equip	147	98	200	200	200	200
5367 M&R Office Equip	1,240	1,232	1,650	1,650	1,650	1,650
5414 Other Professional Services	539	678	800	800	800	800
5415 Printing	19	19	25	25	25	25
5416 Building Services	1,576	1,639	1,640	9,065	9,065	9,065
5432 Natural Gas	6,474	6,032	9,000	9,000	9,000	9,000

Station 62 – Aloha, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	15,124	15,304	16,000	16,000	16,000	16,000
5434 Water/Sewer	15,609	16,935	13,300	17,500	17,500	17,500
5436 Garbage	2,573	1,809	2,228	2,228	2,228	2,228
5480 Community/Open House	143	39	200	200	200	200
5481 Community Education Materials	282	436	400	400	400	400
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	523	402	700	700	700	700
5575 Laundry/Repair Expense	877	735	1,000	1,000	1,000	1,000
Materials and Services	112,153	119,616	123,978	111,278	111,278	111,278
Total Station 62 Aloha	\$1,919,479	\$2,327,617	\$2,726,323	\$3,046,828	\$3,046,828	\$3,046,828



Station Description

Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970 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. 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 **Brush Rig 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**.

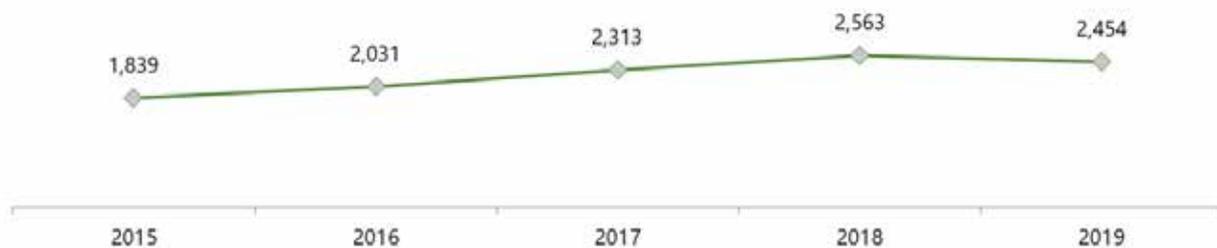
The 34.9 square miles of Station 64’s station zone includes portions of northern Aloha and Beaverton, as well as unincorporated Washington and Multnomah counties to the Columbia County border.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,937,672	\$ 2,225,533	\$ 2,438,776	\$ 2,778,530
Materials and Services	150,218	86,451	101,246	88,421
Total Expenditures	\$ 2,087,890	\$ 2,311,984	\$ 2,540,022	\$ 2,866,951

Station 64 Station Zone Incident Count (Calendar Year)¹



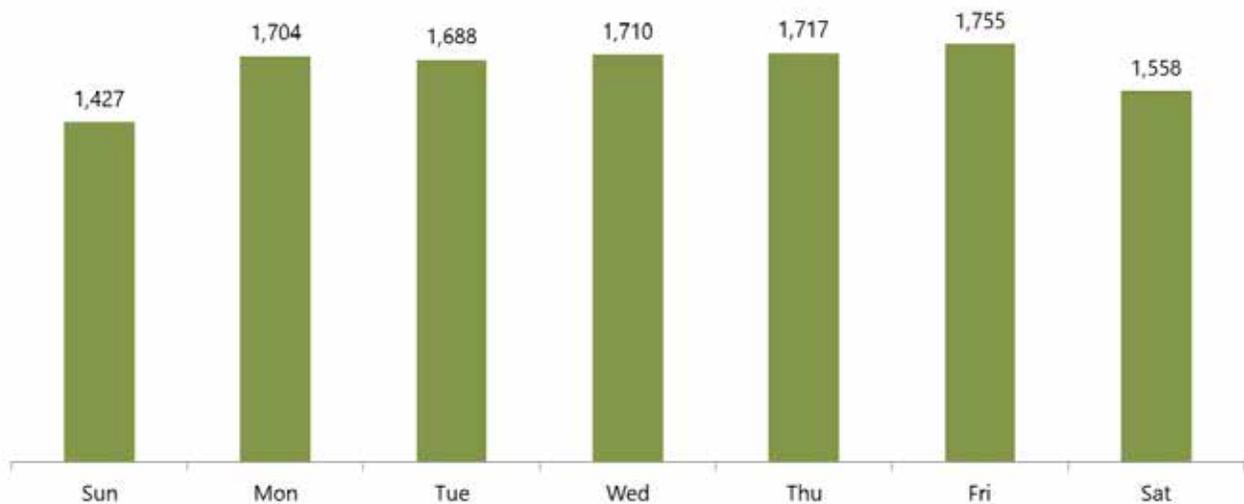
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 64 – Somerset, continued

Station 64 Station Zone Incident Summary (Calendar Year)¹

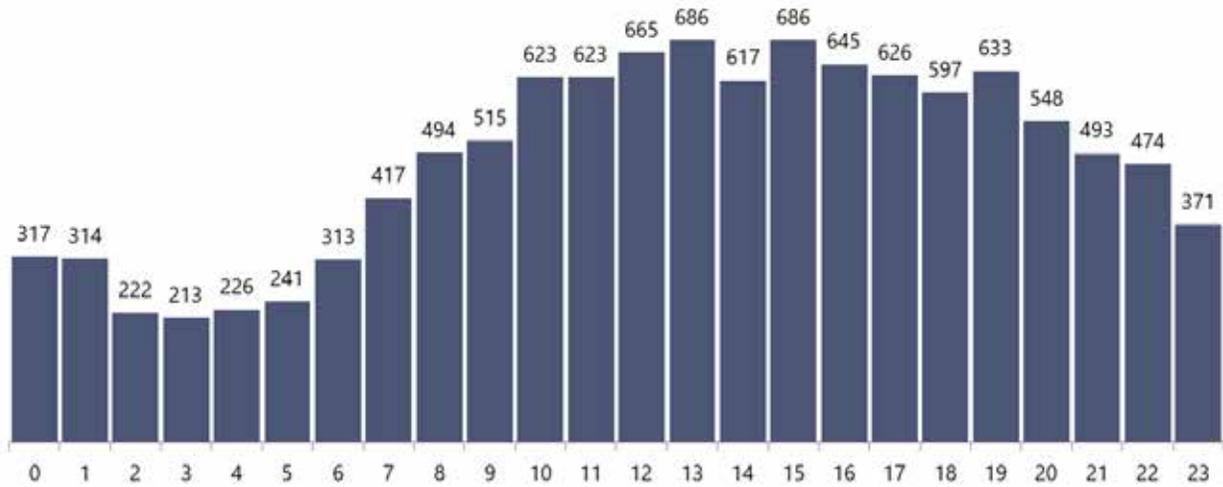
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	170	77	176	69	208	83	259	85	232	64
Overpressure	0	1	0	1	0	0	0	2	0	1
EMS/Rescue Call	1,500	1,231	1,708	1,404	1,896	1,523	1,977	1,673	1,918	1,609
Hazardous Condition	46	53	48	80	76	104	25	92	14	74
Service Call	79	96	75	110	95	146	301	182	290	200
Good Intent Call	21	289	4	264	12	337	0	381	0	377
False Call	0	92	0	100	0	117	0	148	0	128
Natural Condition	0	0	0	0	0	3	0	0	0	1
Other Situation	23	0	20	3	26	0	1	0	0	0
Total	1,839		2,031		2,313		2,563		2,454	

Station 64 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

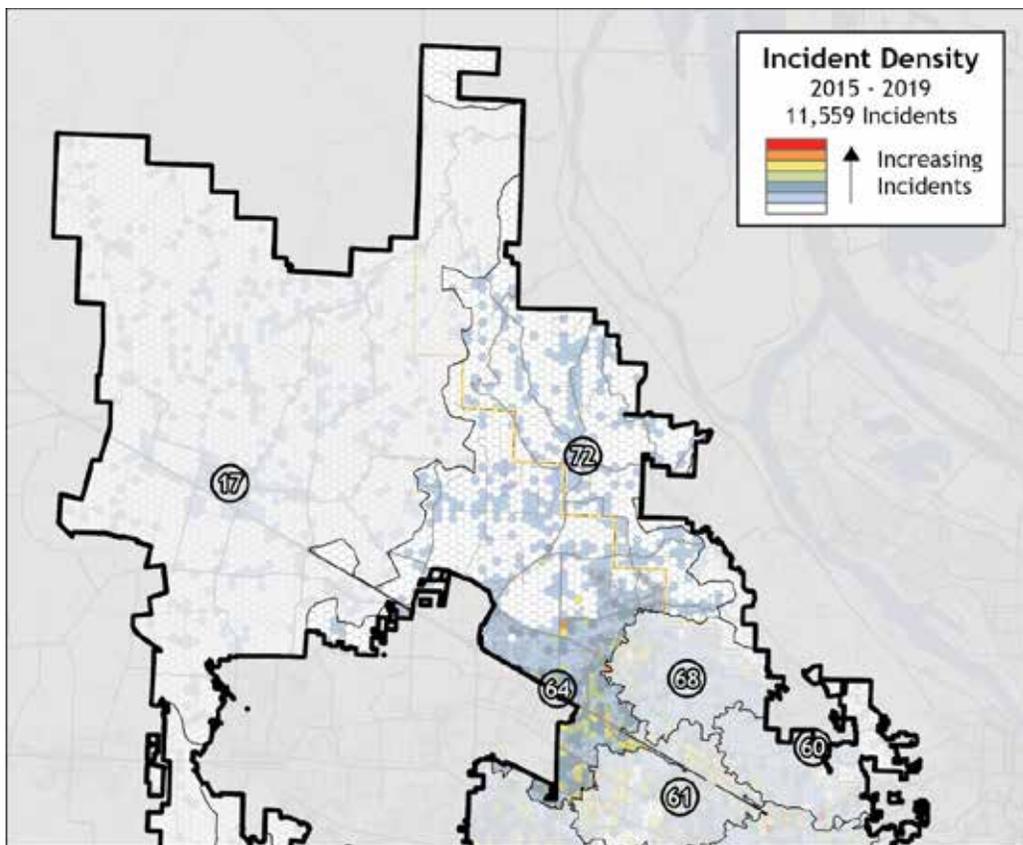


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 64 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 64 – Somerset, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10064 Station 64 Somerset						
5001 Salaries & Wages Union	\$ 839,830	\$ 974,154	\$1,025,117	\$1,092,479	\$1,092,479	\$1,092,479
5003 Vacation Taken Union	91,605	112,546	145,546	155,718	155,718	155,718
5005 Sick Leave Taken Union	10,980	16,492	25,670	28,148	28,148	28,148
5007 Personal Leave Taken Union	13,456	17,616	14,530	14,849	14,849	14,849
5016 Vacation Sold at Retirement			5,443	5,943	5,943	5,943
5017 PEHP Vac Sold at Retirement	3,937	6,602	9,193	14,542	14,542	14,542
5020 Deferred Comp Match Union	45,709	48,523	57,459	60,065	60,065	60,065
5101 Vacation Relief	164,026	153,476	154,837	160,467	160,467	160,467
5105 Sick Relief	16,710	15,952	26,008	27,819	27,819	27,819
5106 On the Job Injury Relief	6,268	7,254	7,863	7,587	7,587	7,587
5107 Short Term Disability Relief	2,283	3,076	1,210	2,655	2,655	2,655
5110 Personal Leave Relief	12,954	4,739	18,750	18,588	18,588	18,588
5115 Vacant Slot Relief	27,586	34,582				
5117 Regular Day Off Relief	47,093	41,996	41,733	34,395	34,395	34,395
5118 Standby Overtime	1,467	1,882	1,814	1,391	1,391	1,391
5120 Overtime Union	3,200	6,526	13,911	57,915	57,915	57,915
5201 PERS Taxes	279,548	331,158	406,945	578,472	578,472	578,472
5203 FICA/MEDI	90,400	101,680	118,505	128,716	128,716	128,716
5206 Worker's Comp	27,549	44,862	34,080	37,016	37,016	37,016
5207 TriMet/Wilsonville Tax	9,204	10,465	11,985	13,186	13,186	13,186
5208 OR Worker's Benefit Fund Tax	471	432	405	371	371	371
5210 Medical Ins Union	233,514	281,562	306,072	326,508	326,508	326,508
5220 Post Retire Ins Union	7,300	8,350	7,800	7,800	7,800	7,800
5270 Uniform Allowance	2,581	1,609	3,900	3,900	3,900	3,900
Personnel Services	1,937,672	2,225,533	2,438,776	2,778,530	2,778,530	2,778,530
5300 Office Supplies	270	73	520	520	520	520
5301 Special Department Supplies	6,333	3,465	3,900	3,900	3,900	3,900
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	178	161	200	200	200	200
5320 EMS Supplies	15,142	22,645	23,000	23,000	23,000	23,000
5321 Fire Fighting Supplies	2,640	3,056	3,250	3,575	3,575	3,575
5325 Protective Clothing	7,414	5,079	4,550	5,200	5,200	5,200
5330 Noncapital Furniture & Equip	7,078	599				
5350 Apparatus Fuel/Lubricants	15,301	15,637	16,500	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	66,692	11,680	27,275			
5365 M&R Firefight Equip	565	49	200	200	200	200
5367 M&R Office Equip	1,276	1,206	1,650	1,650	1,650	1,650
5414 Other Professional Services	756	501	800	800	800	800
5415 Printing		38	25	25	25	25
5416 Building Services	967	896	806	8,376	8,376	8,376

Station 64 – Somerset, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	3,871	2,915	2,850	3,500	3,500	3,500
5433 Electricity	7,908	6,749	7,300	7,300	7,300	7,300
5434 Water/Sewer	7,331	8,720	4,500	9,200	9,200	9,200
5436 Garbage	1,955	1,286	1,600	1,600	1,600	1,600
5445 Rent/Lease of Building	1,350					
5480 Community/Open House	1,069		200	200	200	200
5481 Community Education Materials	639	449	600	600	600	600
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	430	563	650	650	650	650
5575 Laundry/Repair Expense	1,015	656	550	725	725	725
Materials and Services	150,218	86,451	101,246	88,421	88,421	88,421
Total Station 64 Somerset	\$2,087,890	\$2,311,984	\$2,540,022	\$2,866,951	\$2,866,951	\$2,866,951



Station Description

Station 65, located on SW 103rd Avenue between Canyon Road (Highway 8) and Walker Road, was originally constructed in 1968 and completely rebuilt and relocated in 2012. The 10,111-square-foot station houses a total of 12 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.

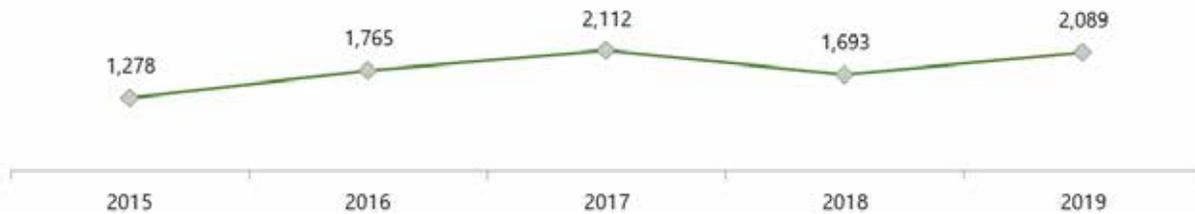
The 3.7 square miles of Station 65’s station zone primarily contains unincorporated territory in Washington county (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,766,792	\$ 2,170,299	\$ 2,451,875	\$ 2,547,823
Materials and Services	77,649	85,695	99,501	89,227
Total Expenditures	\$ 1,844,441	\$ 2,255,993	\$ 2,551,376	\$ 2,637,050

Station 65 Station Zone Incident Count (Calendar Year)¹



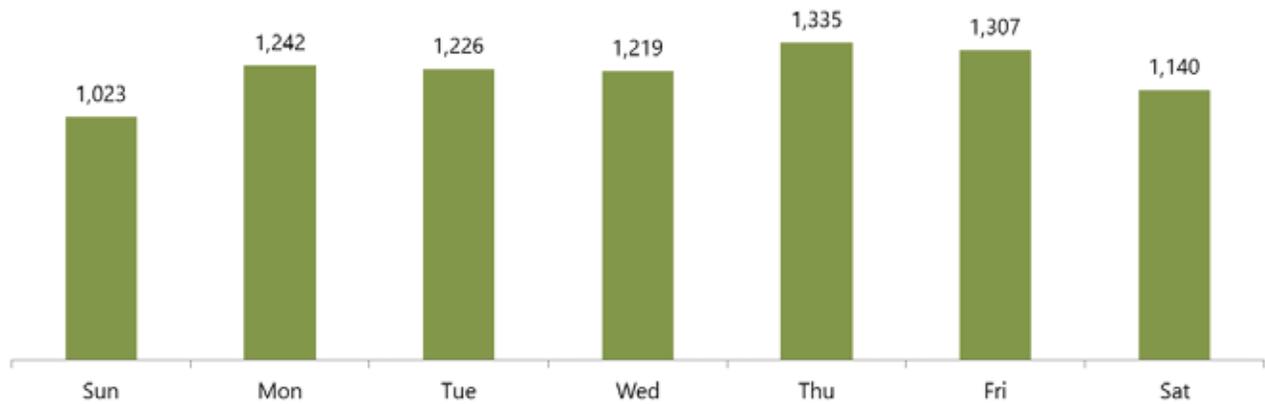
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 65 – West Slope, continued

Station 65 Station Zone Incident Summary (Calendar Year)¹

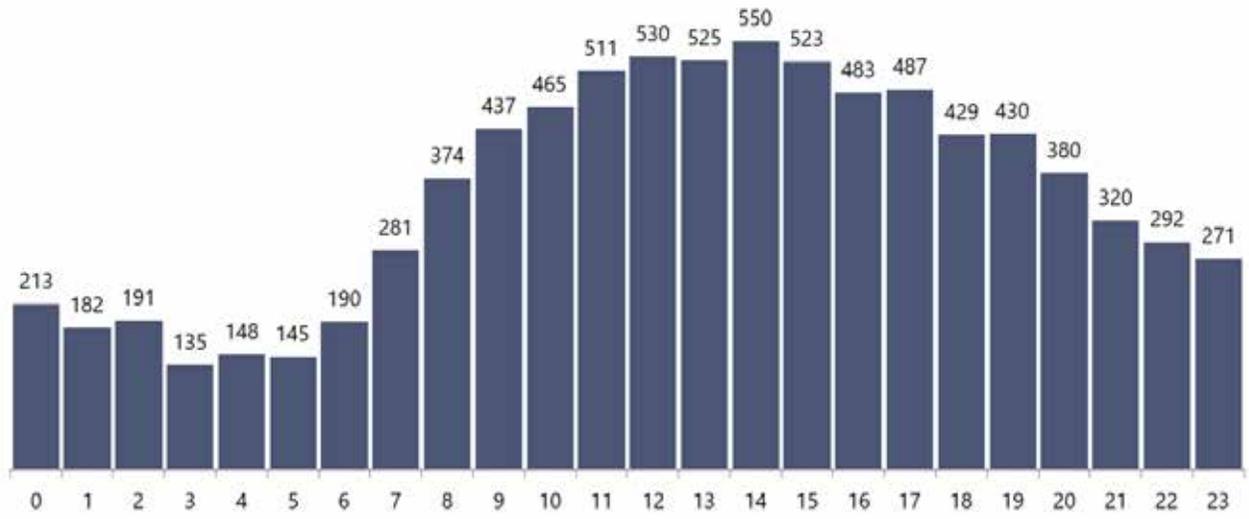
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	132	56	204	68	164	68	169	52	156	38
Overpressure	0	0	0	7	0	2	0	2	0	2
EMS/Rescue Call	1,061	828	1,439	1,093	1,805	1,399	1,387	1,068	1,744	1,351
Hazardous Condition	38	57	52	79	56	81	13	74	9	96
Service Call	21	73	39	93	54	123	124	87	180	121
Good Intent Call	8	210	9	319	9	367	0	327	0	405
False Call	0	54	0	106	0	72	0	83	0	76
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	18	0	22	0	24	0	0	0	0	0
Total	1,278		1,765		2,112		1,693		2,089	

Station 65 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

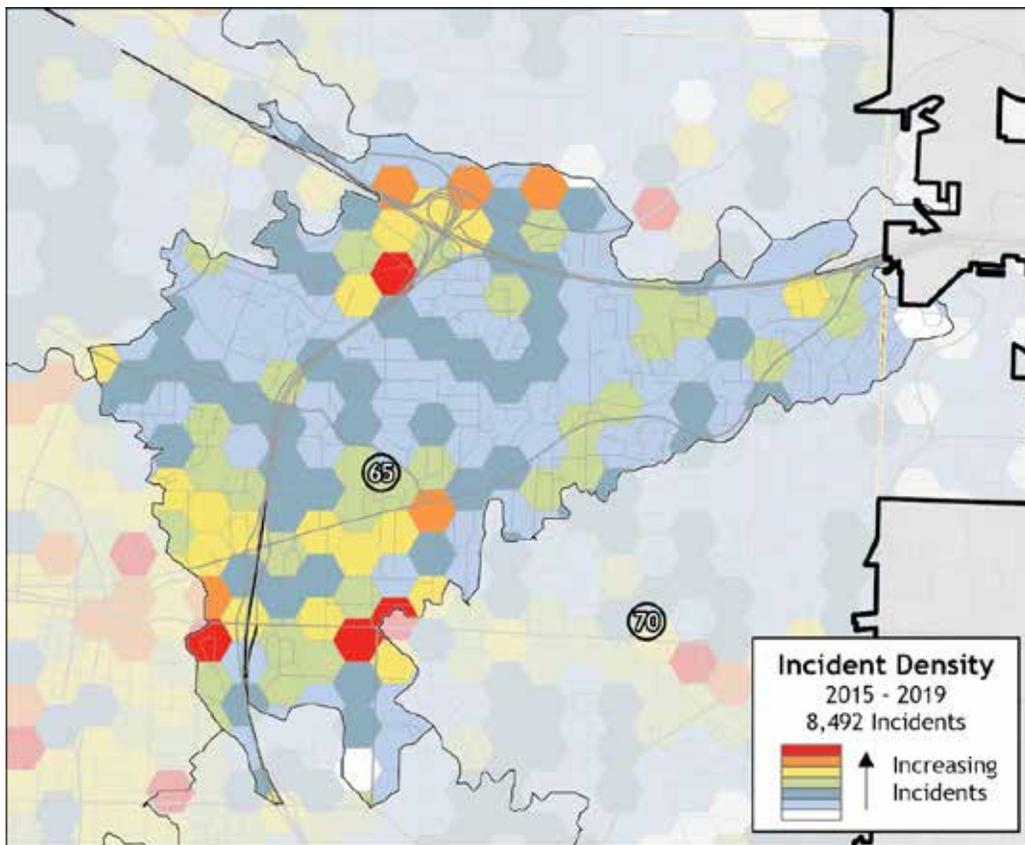


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 65 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 65 – West Slope, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10065 Station 65 West Slope						
5001 Salaries & Wages Union	\$ 744,267	\$ 938,759	\$1,031,226	\$1,000,286	\$1,000,286	\$1,000,286
5003 Vacation Taken Union	126,871	102,557	146,413	142,577	142,577	142,577
5005 Sick Leave Taken Union	33,499	37,647	25,823	25,773	25,773	25,773
5007 Personal Leave Taken Union	17,490	17,441	14,617	13,596	13,596	13,596
5016 Vacation Sold at Retirement			5,481	5,454	5,454	5,454
5017 PEHP Vac Sold at Retirement			9,257	13,345	13,345	13,345
5020 Deferred Comp Match Union	44,600	45,929	57,859	55,119	55,119	55,119
5101 Vacation Relief	124,396	143,834	155,914	147,254	147,254	147,254
5105 Sick Relief	15,961	35,482	26,189	25,529	25,529	25,529
5106 On the Job Injury Relief	5,861	10,002	7,918	6,962	6,962	6,962
5107 Short Term Disability Relief	1,272	9,483	1,218	2,437	2,437	2,437
5110 Personal Leave Relief	14,649	16,190	18,880	17,058	17,058	17,058
5115 Vacant Slot Relief	13,754	15,226				
5117 Regular Day Off Relief	22,218	21,470	42,024	31,563	31,563	31,563
5118 Standby Overtime	1,123	1,401	1,827	1,276	1,276	1,276
5120 Overtime Union	4,172	3,384	14,008	53,146	53,146	53,146
5201 PERS Taxes	255,357	315,614	409,458	530,008	530,008	530,008
5203 FICA/MEDI	82,653	99,655	119,237	117,915	117,915	117,915
5206 Worker's Comp	24,590	45,134	34,290	33,910	33,910	33,910
5207 TriMet/Wilsonville Tax	8,254	10,137	12,059	12,080	12,080	12,080
5208 OR Worker's Benefit Fund Tax	391	427	405	343	343	343
5210 Medical Ins Union	216,085	287,119	306,072	301,392	301,392	301,392
5220 Post Retire Ins Union	6,000	8,900	7,800	7,200	7,200	7,200
5270 Uniform Allowance	3,328	4,508	3,900	3,600	3,600	3,600
Personnel Services	1,766,792	2,170,299	2,451,875	2,547,823	2,547,823	2,547,823
5300 Office Supplies	146	297	520	480	480	480
5301 Special Department Supplies	3,574	2,948	3,900	3,600	3,600	3,600
5302 Training Supplies	25		100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	140		200	200	200	200
5320 EMS Supplies	11,608	12,374	15,000	15,000	15,000	15,000
5321 Fire Fighting Supplies	2,124	2,027	3,250	3,300	3,300	3,300
5325 Protective Clothing	1,571	1,330	4,550	4,800	4,800	4,800
5330 Noncapital Furniture & Equip			630			
5350 Apparatus Fuel/Lubricants	12,136	13,271	12,500	12,500	12,500	12,500
5361 M&R Bldg/Bldg Equip & Improv	15,702	22,499	24,385			
5365 M&R Firefight Equip	49	98	200	200	200	200
5367 M&R Office Equip	1,231	1,203	1,650	1,650	1,650	1,650
5414 Other Professional Services	241	339	300	300	300	300
5415 Printing		19	25	25	25	25
5416 Building Services	1,125	1,170	1,171	16,097	16,097	16,097

Station 65 – West Slope, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	1,954	1,563	2,000	2,000	2,000	2,000
5433 Electricity	12,718	12,453	13,000	13,000	13,000	13,000
5434 Water/Sewer	9,554	9,663	11,000	11,000	11,000	11,000
5436 Garbage	1,887	1,943	2,300	2,300	2,300	2,300
5480 Community/Open House		126	200	200	200	200
5481 Community Education Materials	359	657	500	500	500	500
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	930	1,011	1,200	1,150	1,150	1,150
5575 Laundry/Repair Expense	534	676	700	725	725	725
Materials and Services	77,649	85,695	99,501	89,227	89,227	89,227
Total Station 65 West Slope	\$1,844,441	\$2,255,993	\$2,551,376	\$2,637,050	\$2,637,050	\$2,637,050



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 **12 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.

The 4.7 square miles of Station 66’s First-Due Area includes south and southwest Beaverton (Murrayhill).



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,021,660	\$ 2,073,429	\$ 2,497,746	\$ 2,604,015
Materials and Services	86,618	108,720	93,833	84,289
Total Expenditures	\$ 2,108,278	\$ 2,182,149	\$ 2,591,579	\$ 2,688,304

Station 66 Station Zone Incident Count (Calendar Year)¹



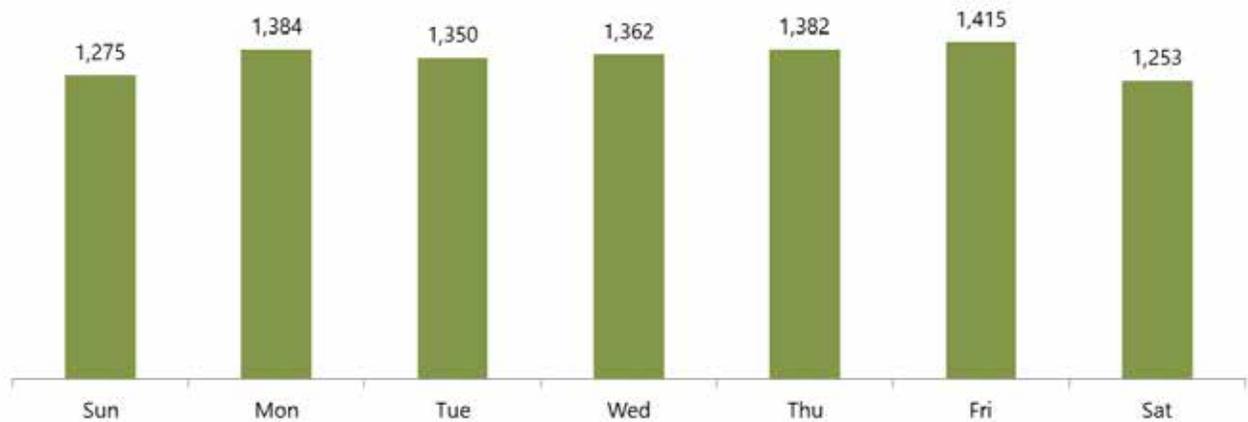
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 66 – Brockman Road, continued

Station 66 Station Zone Incident Summary (Calendar Year)¹

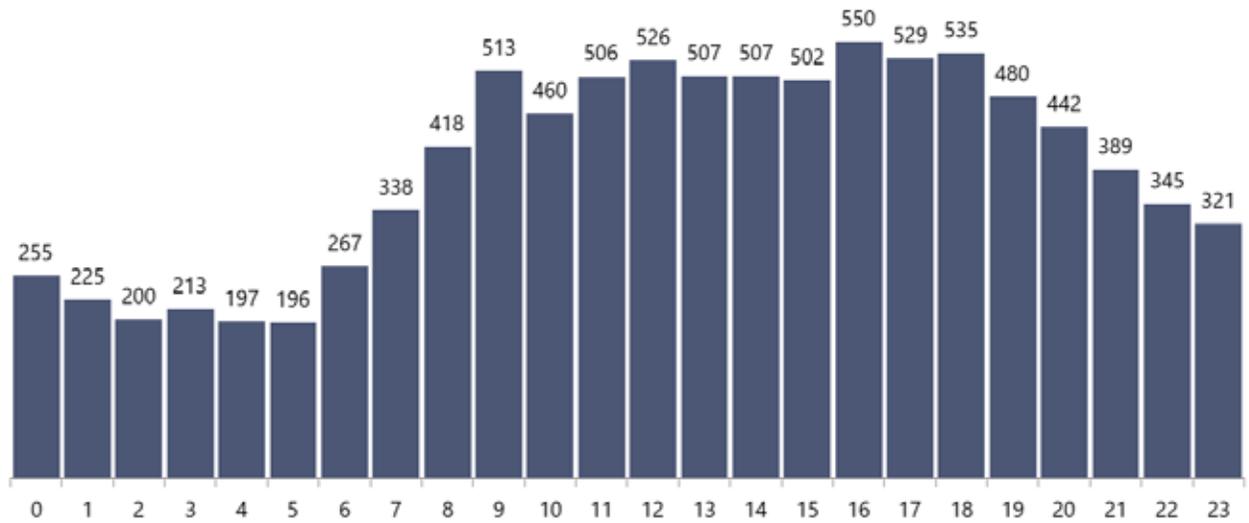
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	190	66	174	59	161	49	140	47	137	38
Overpressure	0	3	0	0	0	0	0	0	0	0
EMS/Rescue Call	1,670	1,462	1,706	1,474	1,835	1,555	1,582	1,416	1,566	1,391
Hazardous Condition	20	54	40	58	38	47	12	43	8	34
Service Call	65	128	83	157	97	154	181	135	191	139
Good Intent Call	10	163	8	179	7	221	0	169	0	191
False Call	0	107	0	99	0	127	0	103	0	108
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	29	1	17	1	15	0	0	2	0	1
Total	1,984		2,028		2,153		1,915		1,902	

Station 66 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

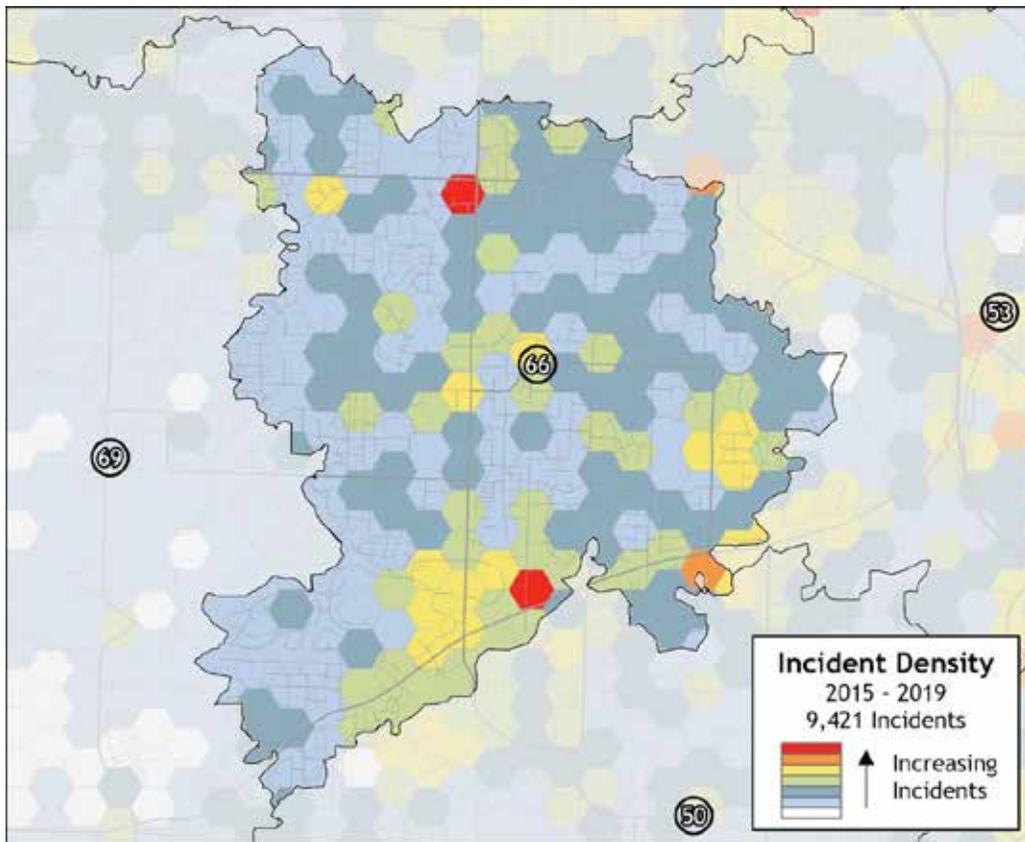


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Station 66 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



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Station 66 – Brockman Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10066 Station 66 Brockman Road						
5001 Salaries & Wages Union	\$ 856,309	\$ 835,482	\$1,053,616	\$1,026,406	\$1,026,406	\$1,026,406
5003 Vacation Taken Union	129,275	134,351	149,592	146,300	146,300	146,300
5005 Sick Leave Taken Union	27,379	55,442	26,384	26,446	26,446	26,446
5007 Personal Leave Taken Union	14,549	16,274	14,934	13,951	13,951	13,951
5016 Vacation Sold at Retirement			5,595	5,576	5,576	5,576
5017 PEHP Vac Sold at Retirement			9,449	13,644	13,644	13,644
5020 Deferred Comp Match Union	50,200	49,713	59,058	56,355	56,355	56,355
5101 Vacation Relief	146,034	122,283	159,146	150,557	150,557	150,557
5105 Sick Relief	22,765	27,911	26,732	26,101	26,101	26,101
5106 On the Job Injury Relief	8,798	4,660	8,082	7,119	7,119	7,119
5107 Short Term Disability Relief	1,163	6,031	1,243	2,491	2,491	2,491
5110 Personal Leave Relief	13,499	18,307	19,272	17,440	17,440	17,440
5115 Vacant Slot Relief	32,764	31,097				
5117 Regular Day Off Relief	30,950	25,457	42,895	32,271	32,271	32,271
5118 Standby Overtime	1,352	828	1,865	1,305	1,305	1,305
5120 Overtime Union	4,444	2,242	14,298	54,338	54,338	54,338
5201 PERS Taxes	292,522	326,252	418,261	543,135	543,135	543,135
5203 FICA/MEDI	94,286	94,817	121,800	120,893	120,893	120,893
5206 Worker's Comp	23,768	46,333	35,028	34,767	34,767	34,767
5207 TriMet/Wilsonville Tax	9,554	9,621	12,319	12,385	12,385	12,385
5208 OR Worker's Benefit Fund Tax	480	360	405	343	343	343
5210 Medical Ins Union	252,254	256,267	306,072	301,392	301,392	301,392
5220 Post Retire Ins Union	7,450	6,889	7,800	7,200	7,200	7,200
5270 Uniform Allowance	1,863	2,813	3,900	3,600	3,600	3,600
Personnel Services	2,021,660	2,073,429	2,497,746	2,604,015	2,604,015	2,604,015
5300 Office Supplies	368	311	520	480	480	480
5301 Special Department Supplies	4,059	4,007	3,900	3,600	3,600	3,600
5302 Training Supplies		56	100	100	100	100
5307 Smoke Detector Program	511	581	600	600	600	600
5320 EMS Supplies	17,855	17,002	19,000	19,000	19,000	19,000
5321 Fire Fighting Supplies	4,590	1,935	3,457	3,300	3,300	3,300
5325 Protective Clothing	1,172	12,479	4,550	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	632	702	550	1,868	1,868	1,868
5350 Apparatus Fuel/Lubricants	10,971	10,260	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	19,743	34,843	21,961			
5365 M&R Firefight Equip		239	200	200	200	200
5367 M&R Office Equip	1,365	1,402	1,650	1,650	1,650	1,650
5414 Other Professional Services	446	531	500	500	500	500
5415 Printing	38		25	25	25	25
5416 Building Services	1,010	1,050	1,051	10,952	10,952	10,952
5432 Natural Gas	3,771	3,319	5,000	5,000	5,000	5,000

Station 66 – Brockman Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	9,572	9,523	10,000	10,000	10,000	10,000
5434 Water/Sewer	7,042	6,741	6,405	7,100	7,100	7,100
5436 Garbage	1,771	2,038	1,914	1,914	1,914	1,914
5450 Rental of Equip		10				
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	749	959		800	800	800
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	440	335	650	600	600	600
5575 Laundry/Repair Expense	474	367	500	500	500	500
Materials and Services	86,618	108,720	93,833	84,289	84,289	84,289
Total Station 66 Brockman Road	\$2,108,278	\$2,182,149	\$2,591,579	\$2,688,304	\$2,688,304	\$2,688,304



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 **25 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. One Firefighter/EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 67**. **Battalion Chief (C5)** also responds from and maintains quarters at Station 67.

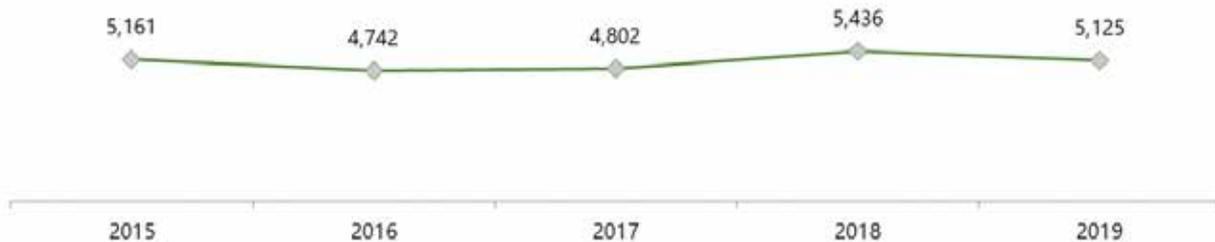
The 5.9 square miles of Station 67’s station zone includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 4,499,292	\$ 4,613,304	\$ 4,940,707	\$ 5,394,737
Materials and Services	146,468	163,409	196,285	137,137
Total Expenditures	\$ 4,645,760	\$ 4,776,713	\$ 5,136,992	\$ 5,531,874

Station 67 Station Zone Incident Count (Calendar Year)¹



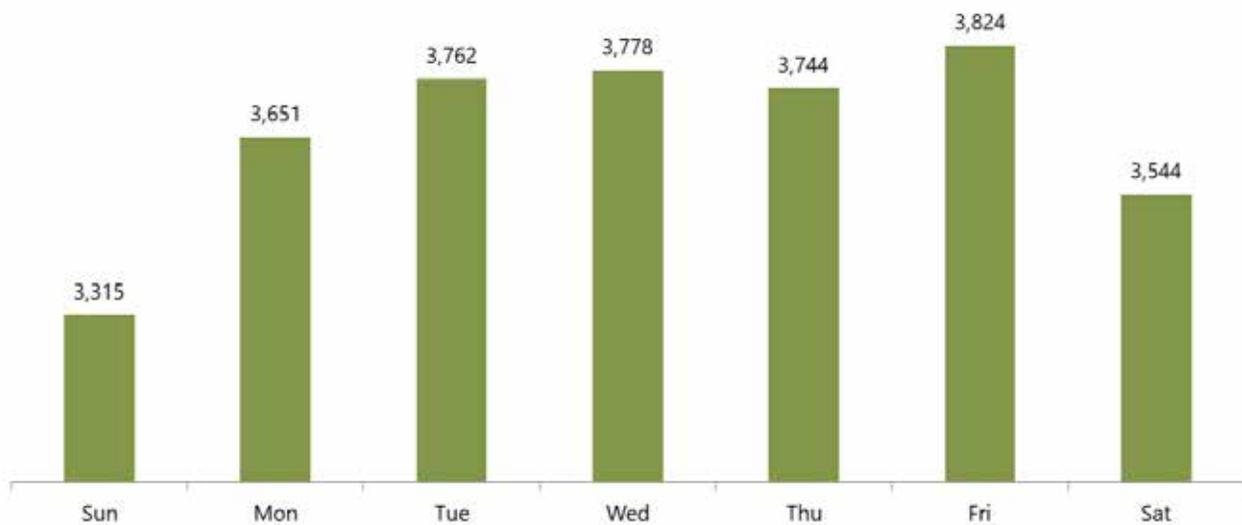
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R’s jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R’s 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.

Station 67 – Farmington Road, continued

Station 67 Station Zone Incident Summary (Calendar Year)¹

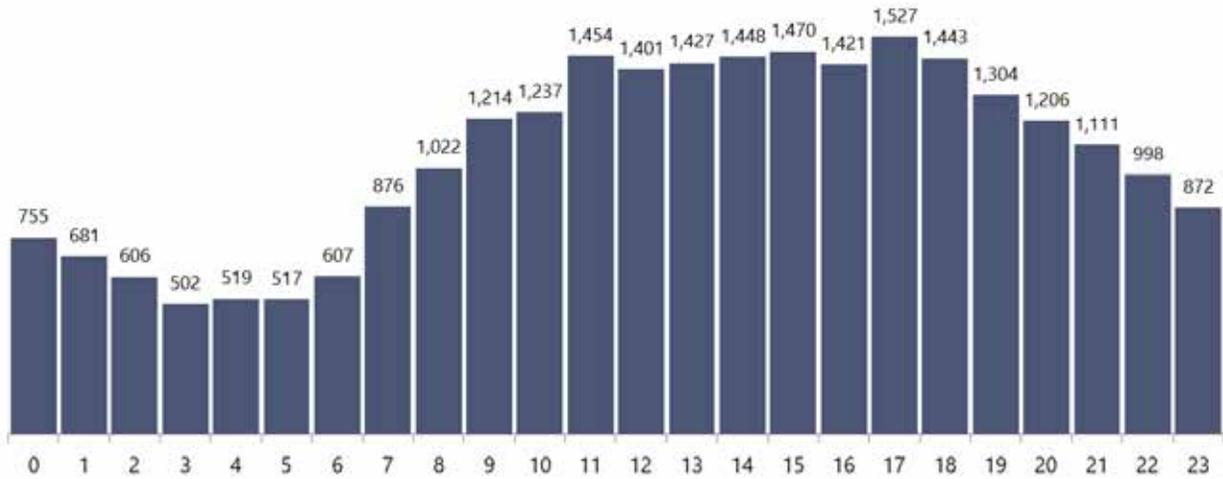
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	360	176	356	132	337	131	429	169	371	165
Overpressure	0	3	0	2	0	2	0	4	0	3
EMS/Rescue Call	4,503	3,567	4,152	3,225	4,187	3,283	4,595	3,764	4,337	3,434
Hazardous Condition	94	128	70	105	102	119	24	112	17	102
Service Call	136	321	111	367	124	344	388	320	400	349
Good Intent Call	15	787	16	701	15	748	0	856	0	894
False Call	0	177	0	210	0	175	0	210	0	178
Natural Condition	0	0	0	0	0	0	0	0	0	0
Other Situation	53	2	37	0	37	0	0	1	0	0
Total	5,161		4,742		4,802		5,436		5,125	

Station 67 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

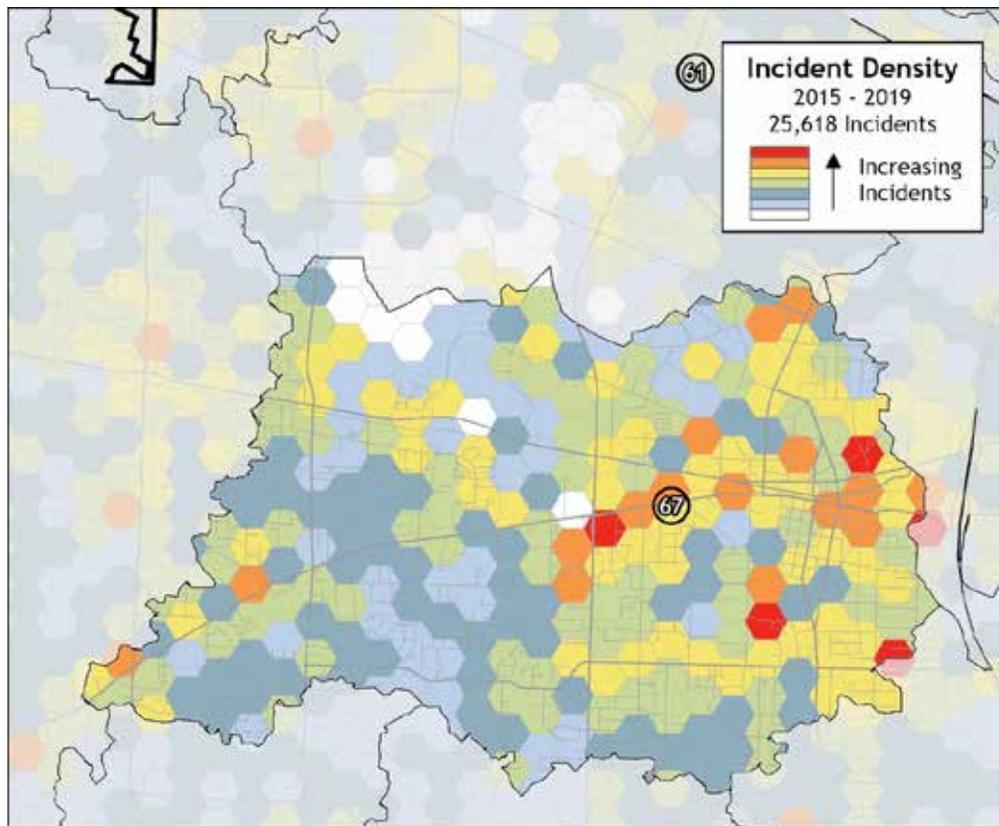


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 67 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 67 – Farmington Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10067 Station 67 Farmington Road						
5001 Salaries & Wages Union	\$1,861,476	\$1,890,763	\$2,082,313	\$2,124,101	\$2,124,101	\$2,124,101
5003 Vacation Taken Union	277,023	287,602	295,646	302,762	302,762	302,762
5005 Sick Leave Taken Union	60,946	75,224	52,144	54,728	54,728	54,728
5007 Personal Leave Taken Union	29,663	22,961	29,515	28,870	28,870	28,870
5016 Vacation Sold at Retirement			11,020	11,554	11,554	11,554
5017 PEHP Vac Sold at Retirement	3,877		18,611	28,271	28,271	28,271
5018 Comp Time Sold Union		36				
5020 Deferred Comp Match Union	107,374	108,263	116,318	116,770	116,770	116,770
5101 Vacation Relief	348,380	328,202	313,447	311,959	311,959	311,959
5105 Sick Relief	66,319	61,494	52,649	54,083	54,083	54,083
5106 On the Job Injury Relief	27,605	29,867	15,917	14,750	14,750	14,750
5107 Short Term Disability Relief	3,894	10,593	2,449	5,162	5,162	5,162
5110 Personal Leave Relief	31,283	24,514	37,956	36,137	36,137	36,137
5115 Vacant Slot Relief	56,990	69,674				
5117 Regular Day Off Relief	99,246	88,842	84,484	66,866	66,866	66,866
5118 Standby Overtime	3,816	2,595	3,673	2,704	2,704	2,704
5120 Overtime Union	11,597	11,665	28,161	112,590	112,590	112,590
5201 PERS Taxes	649,411	698,443	826,009	1,124,455	1,124,455	1,124,455
5203 FICA/MEDI	212,266	213,589	240,539	250,255	250,255	250,255
5206 Worker's Comp	50,715	92,378	69,175	71,969	71,969	71,969
5207 TriMet/Wilsonville Tax	21,243	21,875	24,327	25,637	25,637	25,637
5208 OR Worker's Benefit Fund Tax	1,078	837	810	714	714	714
5210 Medical Ins Union	555,532	552,842	612,144	627,900	627,900	627,900
5220 Post Retire Ins Union	15,800	15,589	15,600	15,000	15,000	15,000
5270 Uniform Allowance	3,756	5,455	7,800	7,500	7,500	7,500
Personnel Services	4,499,292	4,613,304	4,940,707	5,394,737	5,394,737	5,394,737
5300 Office Supplies	945	851	1,040	1,000	1,000	1,000
5301 Special Department Supplies	8,247	8,321	7,800	7,500	7,500	7,500
5302 Training Supplies	79	119	100	100	100	100
5303 Physical Fitness		25				
5307 Smoke Detector Program	546	956	500	600	600	600
5320 EMS Supplies	30,855	31,038	32,000	32,000	32,000	32,000
5321 Fire Fighting Supplies	6,887	8,658	7,500	8,125	8,125	8,125
5325 Protective Clothing	26,243	19,511	9,100	10,000	10,000	10,000
5330 Noncapital Furniture & Equip	981	2,603	10,760	7,030	7,030	7,030
5350 Apparatus Fuel/Lubricants	17,153	19,954	19,000	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	18,783	36,621	71,285			
5365 M&R Firefight Equip	2,318	204	750	750	750	750
5367 M&R Office Equip	1,879	1,851	1,650	1,650	1,650	1,650
5414 Other Professional Services	562	780	800	800	800	800
5415 Printing	19	38	25	25	25	25

Station 67 – Farmington Road, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5416 Building Services	1,415	1,489	1,800	15,307	15,307	15,307
5432 Natural Gas	5,494	5,373	5,500	5,500	5,500	5,500
5433 Electricity	12,313	12,210	13,000	13,000	13,000	13,000
5434 Water/Sewer	7,732	8,754	7,875	9,000	9,000	9,000
5436 Garbage	1,907	2,023	2,400	2,400	2,400	2,400
5480 Community/Open House	28		200	200	200	200
5481 Community Education Materials	694	744	1,200	1,200	1,200	1,200
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	827	851	1,300	1,250	1,250	1,250
5575 Laundry/Repair Expense	517	406	600	600	600	600
Materials and Services	146,468	163,409	196,285	137,137	137,137	137,137
Total Station 67 Farmington	\$4,645,760	\$4,776,713	\$5,136,992	\$5,531,874	\$5,531,874	\$5,531,874



Station 68 – Bethany

Fund 10 • Directorate 04 • Division 60 • Department 068

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 or Heavy Brush 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,055,560	\$ 2,210,803	\$ 2,294,823	\$ 2,612,265
Materials and Services	93,626	97,178	104,953	98,224
Total Expenditures	\$ 2,149,186	\$ 2,307,981	\$ 2,399,776	\$ 2,710,489

Station 68 Station Zone Incident Count (Calendar Year)¹



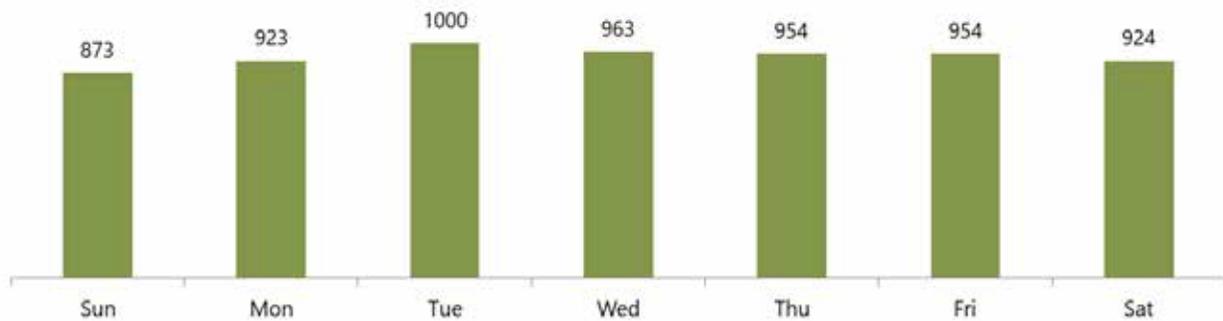
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 68 – Bethany, continued

Station 68 Station Zone Incident Summary (Calendar Year)¹

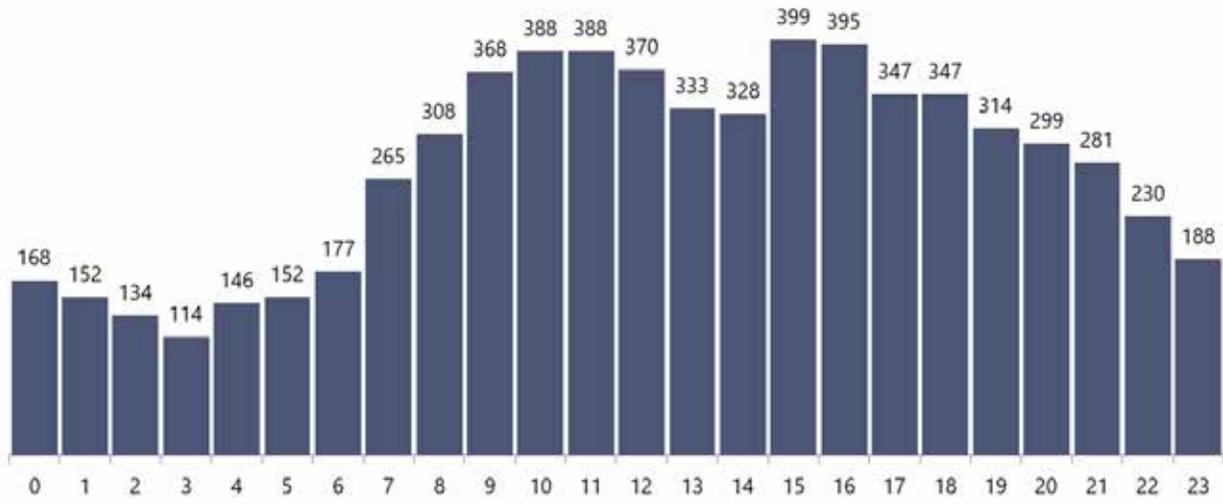
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	84	28	85	22	92	23	96	28	101	24
Overpressure	0	0	0	2	0	0	0	0	0	0
EMS/Rescue Call	814	695	986	855	1,168	1,026	1,035	946	1,084	992
Hazardous Condition	18	14	23	16	36	23	10	19	14	25
Service Call	61	95	61	86	68	97	211	135	171	103
Good Intent Call	6	80	6	104	9	123	0	133	0	124
False Call	0	82	0	83	0	96	0	91	0	102
Natural Condition	0	0	0	1	0	0	0	0	0	0
Other Situation	11	0	8	0	15	0	0	0	0	0
Total	994		1,169		1,388		1,352		1,370	

Station 68 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

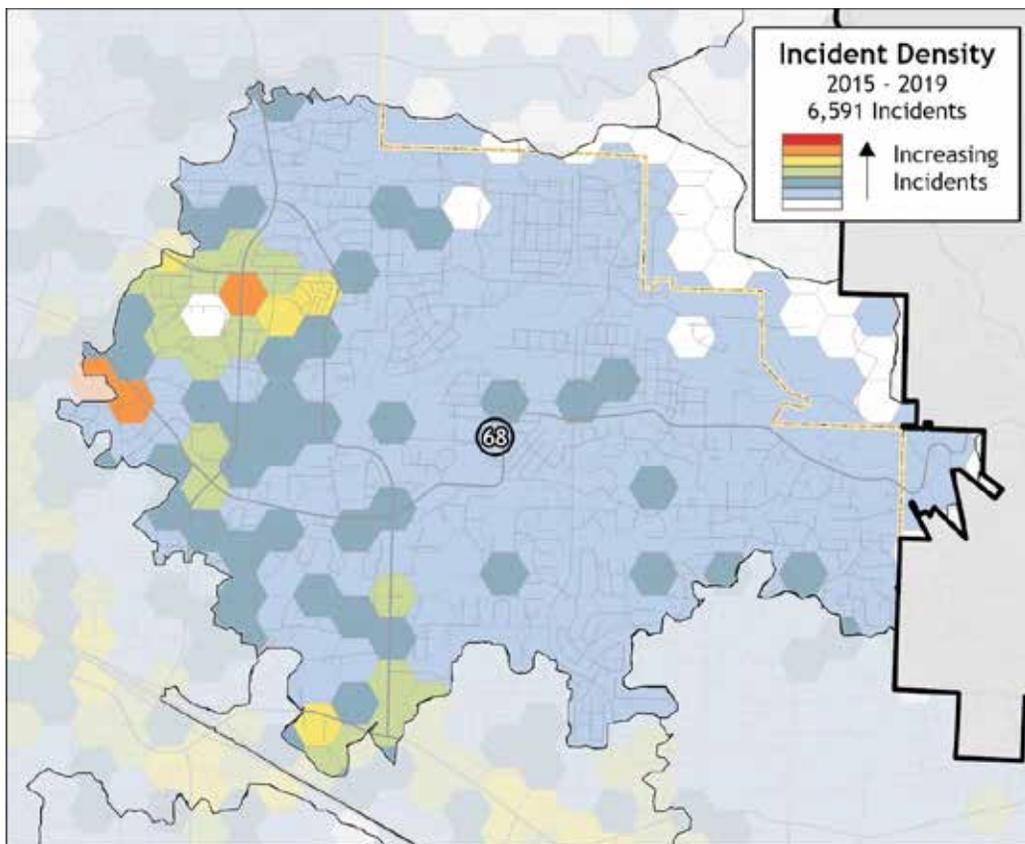


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 68 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 68 – Bethany, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10068 Station 68 Bethany						
5001	Salaries & Wages Union	\$ 880,090	\$ 941,710	\$ 967,149	\$1,033,496	\$1,033,496
5003	Vacation Taken Union	152,503	178,948	137,316	147,311	147,311
5005	Sick Leave Taken Union	18,167	14,971	24,219	26,628	26,628
5007	Personal Leave Taken Union	10,949	9,596	13,709	14,047	14,047
5016	Vacation Sold at Retirement			5,141	5,536	5,536
5017	PEHP Vac Sold at Retirement	40,543	4,345	8,682	13,545	13,545
5020	Deferred Comp Match Union	52,485	55,612	54,264	55,946	55,946
5101	Vacation Relief	119,047	136,539	146,226	149,464	149,464
5105	Sick Relief	12,392	26,627	24,561	25,912	25,912
5106	On the Job Injury Relief	10,323	9,053	7,426	7,067	7,067
5107	Short Term Disability Relief		2,607	1,142	2,473	2,473
5110	Personal Leave Relief	11,565	5,906	17,707	17,314	17,314
5115	Vacant Slot Relief	20,820	16,625			
5117	Regular Day Off Relief	36,363	25,508	39,413	32,036	32,036
5118	Standby Overtime	1,174	1,349	1,714	1,296	1,296
5120	Overtime Union	2,574	1,998	13,138	53,944	53,944
5201	PERS Taxes	295,391	346,032	384,016	545,063	545,063
5203	FICA/MEDI	95,776	103,131	111,828	121,330	121,330
5206	Worker's Comp	21,661	44,320	32,160	34,892	34,892
5207	TriMet/Wilsonville Tax	9,444	10,225	11,310	12,430	12,430
5208	OR Worker's Benefit Fund Tax	478	385	374	343	343
5210	Medical Ins Union	255,100	267,114	282,528	301,392	301,392
5220	Post Retire Ins Union	7,000	7,150	7,200	7,200	7,200
5270	Uniform Allowance	1,715	1,053	3,600	3,600	3,600
	Personnel Services	2,055,560	2,210,803	2,294,823	2,612,265	2,612,265
5300	Office Supplies	511	385	480	480	480
5301	Special Department Supplies	3,526	3,388	3,600	3,600	3,600
5302	Training Supplies	68	46	100	100	100
5305	Fire Extinguisher			180		
5307	Smoke Detector Program	143	285	300	300	300
5320	EMS Supplies	8,477	9,187	10,000	10,000	10,000
5321	Fire Fighting Supplies	5,286	4,465	4,000	4,300	4,300
5325	Protective Clothing	7,084	4,420	4,200	4,800	4,800
5330	Noncapital Furniture & Equip	254	300	630	1,696	1,696
5350	Apparatus Fuel/Lubricants	14,822	12,268	12,400	13,000	13,000
5361	M&R Bldg/Bldg Equip & Improv	19,028	28,600	32,329		
5365	M&R Firefight Equip	392	147	750	750	750
5367	M&R Office Equip	1,308	1,257	1,650	1,650	1,650
5414	Other Professional Services	216	140	200	200	200
5415	Printing		19	25	25	25
5416	Building Services	1,186	1,233	1,234	23,798	23,798

Station 68 – Bethany, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	1,741	1,736	2,125	2,125	2,125	2,125
5433 Electricity	13,861	14,631	14,000	14,500	14,500	14,500
5434 Water/Sewer	11,124	10,076	11,000	11,000	11,000	11,000
5436 Garbage	1,943	2,165	2,400	2,400	2,400	2,400
5450 Rental of Equip		322				
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	744	49	750	750	750	750
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	1,267	1,537	1,800	1,800	1,800	1,800
5575 Laundry/Repair Expense	607	491	500	650	650	650
Materials and Services	93,626	97,178	104,953	98,224	98,224	98,224
Total Station 68 Bethany	\$2,149,186	\$2,307,981	\$2,399,776	\$2,710,489	\$2,710,489	\$2,710,489



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 13.2 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,077,171	\$ 2,414,516	\$ 2,329,261	\$ 2,632,069
Materials and Services	85,179	81,436	83,239	66,386
Total Expenditures	\$ 2,162,350	\$ 2,495,952	\$ 2,412,500	\$ 2,698,455

Station 69 Station Zone Incident Count (Calendar Year)¹



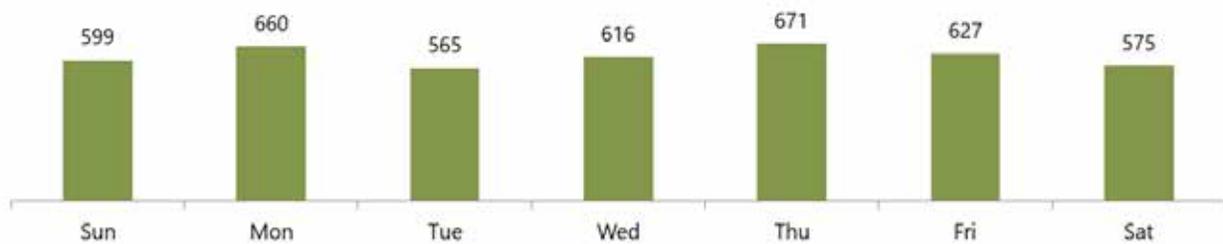
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 69 – Cooper Mountain, continued

Station 69 Station Zone Incident Summary (Calendar Year)¹

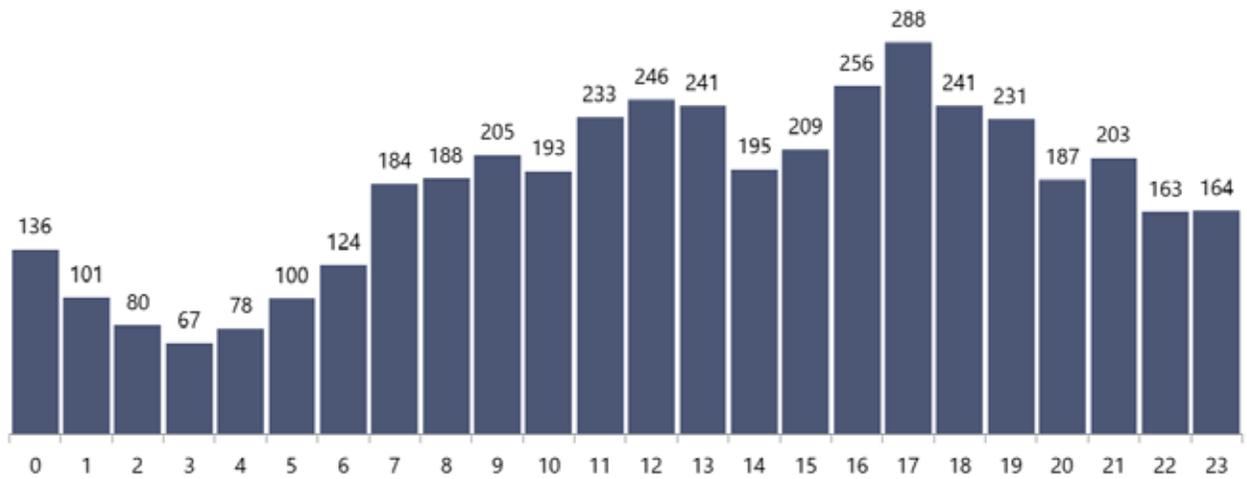
NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	48	15	41	11	52	13	105	23	99	29
Overpressure	0	0	0	0	0	0	0	1	0	0
EMS/Rescue Call	411	345	390	330	463	388	693	585	711	607
Hazardous Condition	8	20	11	15	12	17	13	37	5	37
Service Call	17	26	19	22	23	36	84	46	118	60
Good Intent Call	10	70	1	64	5	76	0	151	0	128
False Call	0	22	0	28	0	35	0	52	0	72
Natural Condition	0	0	0	0	0	1	0	0	0	0
Other Situation	4	0	8	0	11	0	0	0	0	0
Total	498		470		566		895		933	

Station 69 Station Zone Incident Count by Day of Week, Calendar Years 2015-2019¹

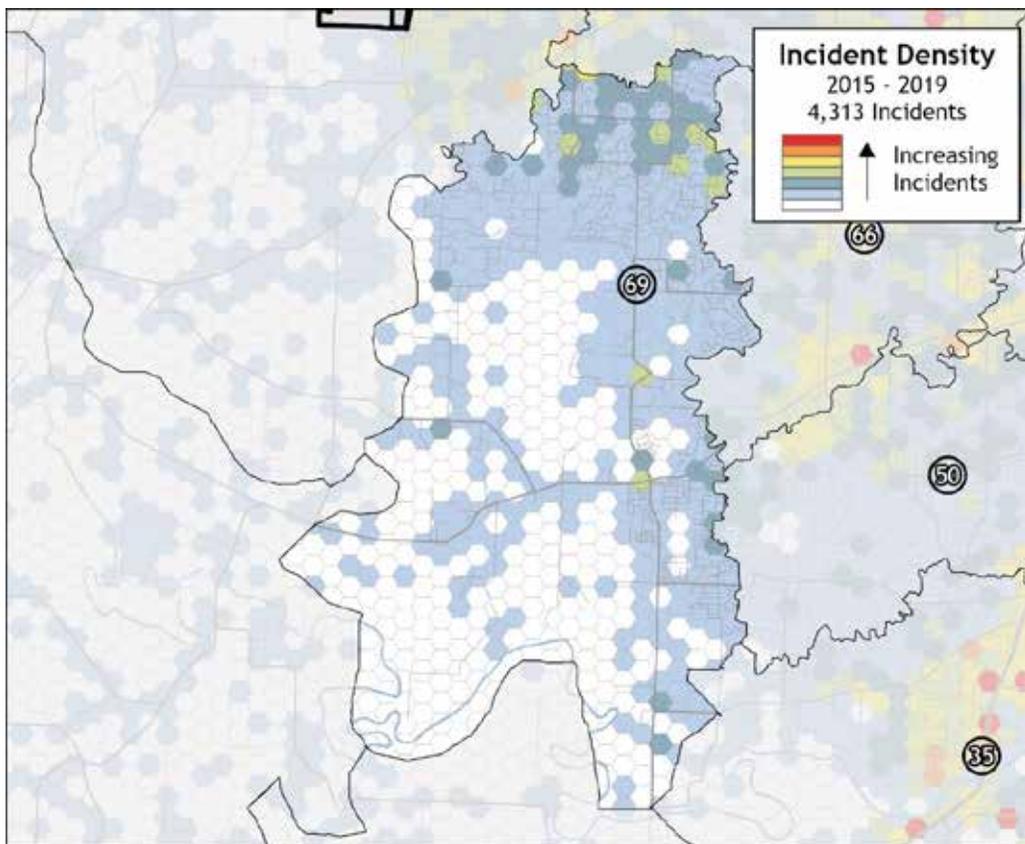


¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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.

Station 69 Station Zone Incident Count by Hour of Day, Calendar Years 2015-2019¹



Incident Density 2015-2019¹



¹ NOTE: Station zone 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, interfacility 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.

Station 69 – Cooper Mountain, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10069 Station 69 Cooper Mountain						
5001 Salaries & Wages Union	\$ 872,858	\$1,008,318	\$ 990,454	\$1,047,393	\$1,047,393	\$1,047,393
5003 Vacation Taken Union	148,607	158,442	140,624	149,292	149,292	149,292
5005 Sick Leave Taken Union	30,836	12,986	24,802	26,986	26,986	26,986
5007 Personal Leave Taken Union	12,727	12,578	14,039	14,236	14,236	14,236
5016 Vacation Sold at Retirement			5,103	5,495	5,495	5,495
5017 PEHP Vac Sold at Retirement		2,376	8,618	13,444	13,444	13,444
5020 Deferred Comp Match Union	53,218	55,312	53,861	55,531	55,531	55,531
5101 Vacation Relief	130,579	185,156	145,142	148,355	148,355	148,355
5105 Sick Relief	33,551	36,084	24,379	25,720	25,720	25,720
5106 On the Job Injury Relief	15,674	7,237	7,370	7,014	7,014	7,014
5107 Short Term Disability Relief	1,163	10,009	1,134	2,455	2,455	2,455
5110 Personal Leave Relief	21,786	14,915	17,576	17,185	17,185	17,185
5115 Vacant Slot Relief	17,756	20,438				
5117 Regular Day Off Relief	34,384	40,184	39,120	31,799	31,799	31,799
5118 Standby Overtime	1,209	1,440	1,701	1,286	1,286	1,286
5120 Overtime Union	4,516	2,060	13,040	53,543	53,543	53,543
5201 PERS Taxes	300,891	402,816	390,625	549,689	549,689	549,689
5203 FICA/MEDI	98,458	113,137	113,753	122,380	122,380	122,380
5206 Worker's Comp	21,887	42,276	32,713	35,194	35,194	35,194
5207 TriMet/Wilsonville Tax	9,751	11,300	11,505	12,537	12,537	12,537
5208 OR Worker's Benefit Fund Tax	491	415	374	343	343	343
5210 Medical Ins Union	258,870	267,506	282,528	301,392	301,392	301,392
5220 Post Retire Ins Union	7,152	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	808	2,331	3,600	3,600	3,600	3,600
Personnel Services	2,077,171	2,414,516	2,329,261	2,632,069	2,632,069	2,632,069
5300 Office Supplies	141	179	480	480	480	480
5301 Special Department Supplies	8,739	3,440	3,600	3,600	3,600	3,600
5302 Training Supplies			100	100	100	100
5305 Fire Extinguisher			120			
5307 Smoke Detector Program	59	285	200	200	200	200
5320 EMS Supplies	4,691	6,010	6,000	6,000	6,000	6,000
5321 Fire Fighting Supplies	1,482	3,241	3,000	3,507	3,507	3,507
5325 Protective Clothing	4,253	14,671	4,200	4,800	4,800	4,800
5330 Noncapital Furniture & Equip	3,874		4,260	3,150	3,150	3,150
5350 Apparatus Fuel/Lubricants	7,917	8,041	10,000	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	28,283	13,225	24,602			
5365 M&R Firefight Equip	9	49	200	200	200	200
5367 M&R Office Equip	1,159	1,170	1,650	1,650	1,650	1,650
5414 Other Professional Services	241	144	300	300	300	300
5415 Printing		19	25	25	25	25
5416 Building Services	836	869	870	8,461	8,461	8,461

Station 69 – Cooper Mountain, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5432 Natural Gas	4,060	4,092	3,144	4,300	4,300	4,300
5433 Electricity	7,550	6,378	7,700	7,700	7,700	7,700
5434 Water/Sewer	7,350	16,724	7,992	7,992	7,992	7,992
5436 Garbage	2,555	1,834	3,096	3,096	3,096	3,096
5445 Rent/Lease of Building	540					
5480 Community/Open House	667		200	200	200	200
5481 Community Education Materials	141	225	300	300	300	300
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	189	318	600	600	600	600
5575 Laundry/Repair Expense	403	493	500	625	625	625
Materials and Services	85,179	81,436	83,239	66,386	66,386	66,386
Total Station 69 Cooper Mtn.	\$2,162,350	\$2,495,952	\$2,412,500	\$2,698,455	\$2,698,455	\$2,698,455



Station 70 – Raleigh Hills

Fund 10 • Directorate 04 • Division 60 • Department 070

Station Description

Station 70, located on SW Beaverton Hillsdale Highway and SW Laurelwood Avenue, opened its doors on October 1, 2015. This 1,951-square-foot station houses a total of **four full-time personnel**. Two personnel (on a 12-hour, two-shift schedule) respond to incidents utilizing **Squad 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 42-hour per week schedule. When the station is not staffed, the station zone is primarily serviced by neighboring stations 53 and 65.

The 3.4 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 448,577	\$ 452,925	\$ 412,806	\$ 875,949
Materials and Services	24,460	22,387	37,389	33,289
Total Expenditures	\$ 473,037	\$ 475,313	\$ 450,195	\$ 909,238

Station 70 Station Zone Incident Count (Calendar Year)¹



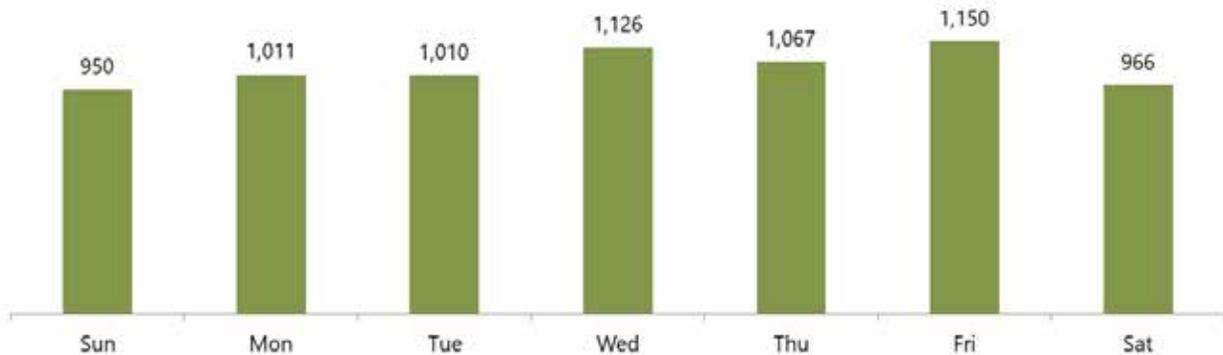
¹ NOTE: Station zone incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, interfacility transports, or incidents that occurred within TVF&R's 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. Station 70 opened on October 1, 2015. Incident totals for the area serviced by Station 70 are included for all of 2015-2019.

Station 70 – Raleigh Hills, continued

Station 70 Station Zone Incident Summary (Calendar Year)¹

NFIRS Series	2015		2016		2017		2018		2019	
	<i>Disp Call Type</i>	<i>Sit Found</i>								
Fire, Explosion	161	46	134	30	117	24	149	24	139	29
Overpressure	0	1	0	3	0	0	0	2	0	2
EMS/Rescue Call	1,212	973	1,289	1,076	1,320	1,121	1,296	1,136	1,179	1,027
Hazardous Condition	27	28	28	41	42	33	11	31	7	35
Service Call	32	96	32	83	35	102	103	81	118	84
Good Intent Call	6	208	7	191	3	180	0	198	0	186
False Call	0	100	0	75	0	70	0	87	0	80
Natural Condition	0	1	0	0	0	0	0	0	0	0
Other Situation	15	0	9	0	13	0	0	0	0	0
Total	1,453		1,499		1,530		1,559		1,443	

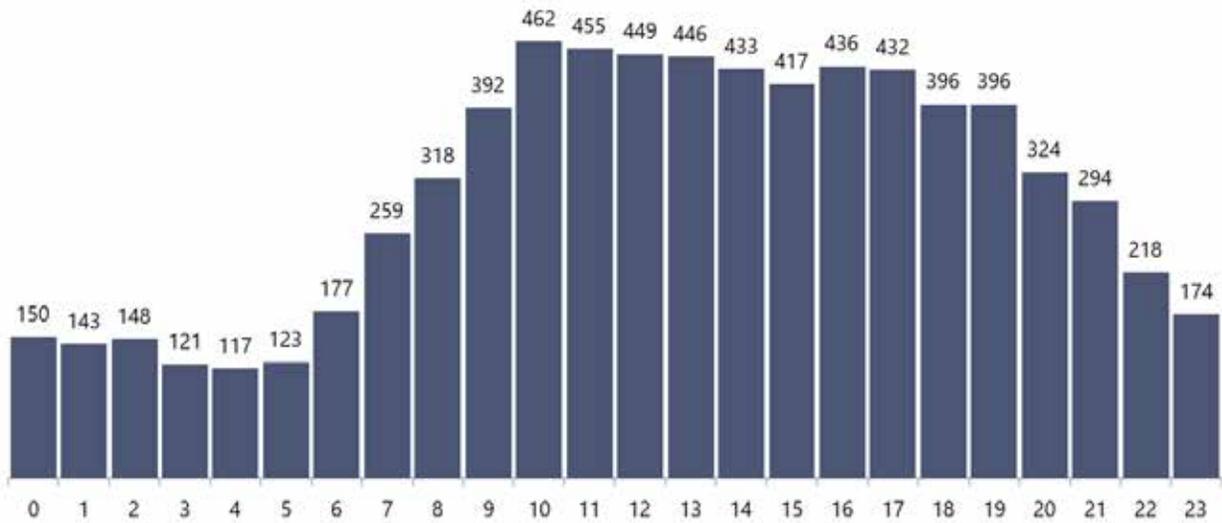
Station 70 Station Zone¹ Incident Count by Day of Week, Calendar Years 2015-2019²



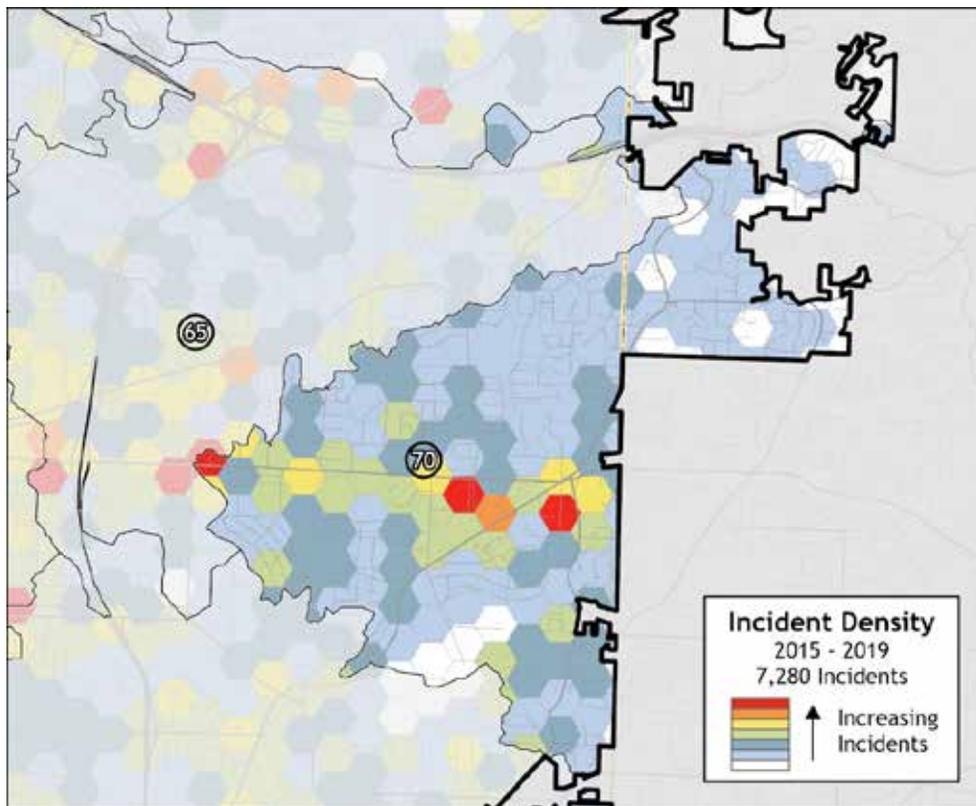
¹ NOTE: This is the District's first station that operates on a 40-hour per week schedule. When the station is not staffed, the Station Zone is serviced by neighboring stations 53 and 65.

² 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 2015-2019.

Station 70 Station Zone¹ Incident Count by Hour of Day, Calendar Year 2015-2019²



Incident Density 2015-2019¹



¹ NOTE: This is the District’s first station that operates on a 40-hour per week schedule. When the station is not staffed, the Station Zone is serviced by neighboring stations 53 and 65.

² 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 2015-2019.

Station 70 – Raleigh Hills, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10070 Station 70 Raleigh Hills						
5001 Salaries & Wages Union	\$ 146,797	\$ 173,881	\$ 175,852	\$ 345,369	\$ 345,369	\$ 345,369
5003 Vacation Taken Union	26,029	30,023	24,967	49,228	49,228	49,228
5005 Sick Leave Taken Union	19,353	3,663	4,404	8,899	8,899	8,899
5007 Personal Leave Taken Union	5,670	2,669	2,493	4,694	4,694	4,694
5016 Vacation Sold at Retirement			935	1,884	1,884	1,884
5017 PEHP Vac Sold at Retirement	6,423		1,579	4,610	4,610	4,610
5020 Deferred Comp Match Union	9,820	10,000	9,867	19,043	19,043	19,043
5101 Vacation Relief	59,456	30,193	26,588	50,875	50,875	50,875
5105 Sick Relief	8,320	17,108	4,466	8,820	8,820	8,820
5106 On the Job Injury Relief	4,682	1,134	1,350	2,405	2,405	2,405
5107 Short Term Disability Relief		1,563	208	842	842	842
5110 Personal Leave Relief	6,808	8,836	3,220	5,893	5,893	5,893
5115 Vacant Slot Relief	3,032	7,985				
5117 Regular Day Off Relief	9,692	7,582	7,166	10,905	10,905	10,905
5118 Standby Overtime	409	73	312	441	441	441
5120 Overtime Union	3,298	1,164	2,389	18,362	18,362	18,362
5201 PERS Taxes	66,574	79,432	69,824	182,901	182,901	182,901
5203 FICA/MEDI	20,161	20,746	20,333	40,719	40,719	40,719
5206 Worker's Comp	5,417	7,686	5,847	11,710	11,710	11,710
5207 TriMet/Wilsonville Tax	2,143	2,128	2,056	4,171	4,171	4,171
5208 OR Worker's Benefit Fund Tax	71	58	62	114	114	114
5210 Medical Ins Union	42,942	44,374	47,088	100,464	100,464	100,464
5220 Post Retire Ins Union	1,200	1,200	1,200	2,400	2,400	2,400
5270 Uniform Allowance	279	1,428	600	1,200	1,200	1,200
Personnel Services	448,577	452,925	412,806	875,949	875,949	875,949
5300 Office Supplies	45	57	80	160	160	160
5301 Special Department Supplies	780	733	1,500	1,200	1,200	1,200
5302 Training Supplies			100	100	100	100
5307 Smoke Detector Program	119		200	200	200	200
5320 EMS Supplies	3,818	3,667	8,000	8,000	8,000	8,000
5321 Fire Fighting Supplies	1,560	261	1,500	1,100	1,100	1,100
5325 Protective Clothing	569	365	700	1,600	1,600	1,600
5330 Noncapital Furniture & Equip	599	679				
5350 Apparatus Fuel/Lubricants	1,025	1,178	2,200	3,000	3,000	3,000
5361 M&R Bldg/Bldg Equip & Improv	10,124	9,739	14,999			
5365 M&R Firefight Equip	49		100	100	100	100
5367 M&R Office Equip	128	130	500	500	500	500
5414 Other Professional Services	16	36	100	100	100	100
5415 Printing	19		25	25	25	25
5416 Building Services	196	204	400	9,919	9,919	9,919
5432 Natural Gas	515	500	710	710	710	710

Station 70 – Raleigh Hills, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5433 Electricity	2,651	2,693	2,900	2,900	2,900	2,900
5434 Water/Sewer	2,100	2,089	2,925	2,925	2,925	2,925
5480 Community/Open House			200	200	200	200
5481 Community Education Materials	50		50	50	50	50
5500 Dues & Subscriptions	40	29	100	100	100	100
5570 Misc Business Exp	56	28	100	400	400	400
Materials and Services	24,460	22,387	37,389	33,289	33,289	33,289
Total Station 70 Raleigh Hills	\$ 473,037	\$ 475,313	\$ 450,195	\$ 909,238	\$ 909,238	\$ 909,238



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 20, 33, and 50. **Volunteer Company 372** operates out of Station 72, responding out of **Engine 372, Squad 372, and Van 372.**



Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services		\$ 22,693	\$ 43,233	\$ 32,523
Total Expenditures		\$ 22,693	\$ 43,233	\$ 32,523

Station 72 – Skyline, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10072 Station 72 Skyline						
5305 Fire Extinguisher			\$ 100	\$ 100	\$ 100	\$ 100
5321 Fire Fighting Supplies		\$ 65				
5350 Apparatus Fuel/Lubricants		1,758	3,000	3,000	3,000	3,000
5361 M&R Bldg/Bldg Equip & Improv		11,763	28,633			
5367 M&R Office Equip		27				
5416 Building Services		430	600	18,523	18,523	18,523
5432 Natural Gas		2,203	3,600	3,600	3,600	3,600
5433 Electricity		5,579	6,400	6,400	6,400	6,400
5436 Garbage		840	900	900	900	900
5500 Dues & Subscriptions		29				
Materials and Services		22,693	43,233	32,523	32,523	32,523
Total Station 72 Skyline		\$ 22,693	\$ 43,233	\$ 32,523	\$ 32,523	\$ 32,523

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,108,912	\$ 1,322,391	\$ 1,657,487	\$ 1,786,998
Materials and Services	336,622	337,598	350,129	487,196
Total Expenditures	\$ 1,445,534	\$ 1,659,988	\$ 2,007,616	\$ 2,274,194

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Division Chief	1.00	1.00	1.00	1.00
Medical Services Chief	1.00	1.00	1.00	1.00
Medical Services Officer	3.00	3.00	3.00	3.00
EMS Specialist	1.00	1.00	1.00	1.00
EMS Assistant			1.00	1.00
Total Full-Time Equivalent (FTE)	6.00	6.00	7.00	7.00

2020-21 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.

Materials and Services expenses for 5320 EMS Supplies includes EMS supplies for new protocols and District-wide supplies and equipment. The increase is due to replacement of cardiac monitor batteries and defib pads (\$70,750) 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 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.

Status: → Ongoing
Status Report: Safes were purchased and will be delivered in batches. Fleet will need to hard wire each safe into the apparatus and this may take up to a year to complete. Related SOG updates are in progress.

- 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.
Status: → Ongoing
Status Report: Phase one of this is complete. The protocol has been written and approval is pending final stakeholder input. The training plan for implementation is ongoing.

- 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.
Status: ✓ Complete
Status Report: EMS key performance indicators have been written and implemented in the system. This tactic is complete but work with and on the KPIs will be ongoing as part of continuous quality improvement.

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: A limited duration assignment has been established and filled to move this tactic forward. Related work will continue into the next budget year and include study, research, development and preparation for program implementation.

- 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.

Status: ≠ No Longer Relevant

Status Report: Some work was done on this tactic, but re-evaluation of this tactic and its intent led EMS in a different direction.

- 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.

Status: → Ongoing

Status Report: Work continues toward improving the 2iS interface and operability for field use, including to improve this product and expand its capabilities.

Emergency Medical Services, continued

Status of 2019-20 Tactics, continued

- 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.
 Status: → Ongoing
 Status Report: Five systems were installed into TVF&R's ambulances. Another will be installed in a new build ambulance. Four more will need to be purchased to outfit the rest of the front line and reserve fleet.

- 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
 Status: ✓ Complete
 Status Report: Five ventilators were recently purchased; four were placed into service in February, and one unit was sent to the Training Division.

Additional Accomplishments

- Video laryngoscopes were successfully deployed in 2019 and data collection and review are underway.
- Several protocol and equipment upgrades were implemented.
- Successful collaborative efforts with both Washington and Clackamas partner agencies are taking place specific to quality improvement and EMS strategic planning.

Activities Summary

EMS Service Measures (Calendar year)	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Patient Care Reports Written	26,517	27,313	26,523	25,755	26,528
Number of EMS Responses	39,450	40,634	41,027	42,306	43,575
Cardiac Arrest Survival % V-Fib / Overall	38%/14%	40%/16%	36%/16%	38%/18%	40%/20%

2020-21 Tactics

- Conduct research for the development of a Community Paramedic/Community Wellness program with a focus on patient advocacy, mental health, and other community wellness initiatives in our service areas. Development of formalized processes for current patient advocacy initiatives and future service delivery.

Goal/Strategy: Goal 1; Goal 2 - Strategy 2.2, 2.5; Goal 3 – Strategy 3.1, 3.2

Timeframe: 24 months

Partner(s): Fire Chief's Office, Training, Operations, Finance, partner counties, neighboring response agencies, private ambulance, primary care providers, licensed clinical social workers, TC911, hospitals

Budget Impact: Increase required

Measured By: Related job description(s) developed. Data analysis for service modeling/hypotheticals. Opportunities created for partnerships, funding sources and grants. Analysis of other regional and national Community Paramedic models conducted. In-field Community Paramedic deployment model and related policies and procedures developed.

- Create and deploy an EMS in-field supervisor/officer position to manage field EMS initiatives, specialized programs, narcotic distribution, interfacility transfers, community paramedic initiatives.

Goal/Strategy: Goal 1; Goal 2 - Strategy 2.2, 2.5; Goal 3 - 3.2

Timeframe: 24 months

Partner(s): Fire Chief's Office, Training, Operations, Finance, neighboring response agencies, private ambulance, primary care providers, licensed clinical social workers, TC911, hospitals.

Budget Impact: Increase required

Measured By: Related job description(s) developed. Data analysis for service modeling/hypotheticals. Analysis of other regional and national EMS Field supervisor programs conducted. In-field EMS Supervisor deployment model and related policies and procedures developed.

- Develop and implement an EMS Quality Improvement Strategic Plan Initiative that focuses on internal improvement and external collaboration with partner agencies.

Goal/Strategy: Goal 2 - Strategy 2.1, 2.2, 2.5; Goal 3 - Strategy 3.1

Timeframe: 24 months

Partner(s): Fire Chief's Office, Training, partner agencies, counties, hospitals

Budget Impact: Increase required

Measured By: Automated data reporting developed, data software improved, feedback to crews increased and timely, district KPI and changes in delivery in EMS patient care measured. County EMS QI initiatives participation and input.

- Update security and accountability policy and procedures for controlled medications and implement new safes/lockboxes with tracking capabilities.

Goal/Strategy: Goal 1 - Strategy 1.1, 1.2; Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Fleet Maintenance, Supply, Training, Operations Administration

Budget Impact: Increase required Project is budgeted for 19/20. Some may need to be for 20/21

Measured By: Safes hard-wired and installed in all apparatus, narcotic tracking is taking place with RFID, and policy updated.

2020-21 Tactics, continued

- Revise and implement improvements to policy and procedures for interhospital transfers.

Goal/Strategy: Goal 1 - Strategy 1.5; Goal 2 - Strategy 2.1, 2.2, 2.5; Goal 3 - Strategy 3.1, 3.2
Timeframe: 12 months
Partner(s): Operations, Administration, Medical Director, Operations personnel, hospitals, regional EMS providers
Budget Impact: Increase required
Measured By: Personnel trained on the protocols. Critical care transports from hospital successfully implemented with positive patient outcomes. Continued program development and service expansion offered and provided.

- Create processes and policy to manage vulnerable populations and high 9-1-1 utilization groups.

Goal/Strategy: Goal 2 Strategy - 2.1, 2.2, 2.5, 2.6; Goal 3 - Strategy 3.1, 3.2
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: Program created and process defined to identify and track vulnerable population and high 9-1-1 users. Partnerships with external agencies in relation to this work. Ability to track successful instances of reducing 9-1-1 use with high utilizers and increase in overall community health.

- Implement advanced technologies to enable crews to perform work more efficiently

Goal/Strategy: Goal 1 - Strategy 1.1; Goal 2 - Strategy 2.1, 2.2; Goal 3 - Strategy 3.1, 3.2
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: Continued advances and improvements within the current platform (2iS application). Partner agencies successfully integrated, including hospitals and ambulance providers. Improved user experience with increase in participation among crews; 100% use is the objective.

- 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 1 - Strategy 1.4; Goal 2 - Strategy 2.1
Timeframe: 24 months
Partner(s): Operations, Fleet Services, Training, OHW
Budget Impact: Increase required
Measured By: A Stryker Power-load system and gurney installed in all front-line ambulances and three reserve ambulances.

Emergency Medical Services, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10520 Emergency Medical Services						
5001 Salaries & Wages Union	\$ 267,863	\$ 291,154	\$ 296,308	\$ 312,269	\$ 312,269	\$ 312,269
5002 Salaries & Wages Nonunion	326,152	341,778	383,920	426,705	426,705	426,705
5003 Vacation Taken Union	48,465	45,039	38,485	39,810	39,810	39,810
5004 Vacation Taken Nonunion	18,840	33,672	31,088	35,522	35,522	35,522
5005 Sick Leave Taken Union	5,840	6,156	6,788	7,196	7,196	7,196
5006 Sick Taken Nonunion	4,101	2,336	8,980	9,764	9,764	9,764
5007 Personal Leave Taken Union	2,409	1,242	3,842	3,796	3,796	3,796
5008 Personal Leave Taken Nonunion	327	192	3,635	3,810	3,810	3,810
5009 Comp Taken Union	262					
5010 Comp Taken Nonunion	124	244				
5015 Vacation Sold	16,672	17,190	19,567	20,023	20,023	20,023
5017 PEHP Vac Sold at Retirement			15,393			
5018 Comp Time Sold Union		728				
5020 Deferred Comp Match Union	16,191	16,829	16,009	16,505	16,505	16,505
5021 Deferred Comp Match Nonunion	30,409	31,952	35,711	39,525	39,525	39,525
5120 Overtime Union	3,104	85,299	204,420	208,080	208,080	208,080
5121 Overtime Nonunion	3,260	357	3,200	3,500	3,500	3,500
5201 PERS Taxes	153,433	200,790	289,936	367,284	367,284	367,284
5203 FICA/MEDI	48,393	56,925	81,744	86,269	86,269	86,269
5206 Worker's Comp	11,045	27,427	16,967	17,889	17,889	17,889
5207 TriMet/Wilsonville Tax	5,080	6,049	8,267	8,838	8,838	8,838
5208 OR Worker's Benefit Fund Tax	168	162	218	255	255	255
5210 Medical Ins Union	64,643	66,966	70,632	75,348	75,348	75,348
5211 Medical Ins Nonunion	66,019	67,790	96,764	72,972	72,972	72,972
5212 Medical Ins Nonu VEBA				12,179	12,179	12,179
5220 Post Retire Ins Union	1,799	1,799	1,800	1,800	1,800	1,800
5221 Post Retire Ins Nonunion	2,700	2,775	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	5,711	6,036	8,646	7,176	7,176	7,176
5240 Life/Disability Insurance	2,959	3,170	3,767	4,183	4,183	4,183
5270 Uniform Allowance	1,742	2,162	1,800	1,500	1,500	1,500
5290 Employee Tuition Reimburse		4,971	4,800			
5295 Vehicle/Cell Allowance	1,200	1,200	1,200	1,200	1,200	1,200
Personnel Services	1,108,912	1,322,391	1,657,487	1,786,998	1,786,998	1,786,998
5300 Office Supplies	392	57	600	600	600	600
5301 Special Department Supplies	13	267				
5302 Training Supplies	19		800	2,000	2,000	2,000
5320 EMS Supplies	108,360	81,327	37,700	102,626	102,626	102,626
5321 Fire Fighting Supplies	201	160	1,350	1,125	1,125	1,125
5325 Protective Clothing	439	95	1,500	1,250	1,250	1,250
5330 Noncapital Furniture & Equip	1,671	1,515				
5350 Apparatus Fuel/Lubricants	5,229	6,490	4,320	3,600	3,600	3,600

Emergency Medical Services, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5366 M&R EMS Equip	55,105	41,764	42,816	45,791	45,791	45,791
5400 Insurance Premium			500	500	500	500
5413 Consultant Fees	91,931	91,585	168,000	168,000	168,000	168,000
5414 Other Professional Services	41,550	33,060	46,200	30,000	30,000	30,000
5461 External Training	5,384	4,315	11,030	11,030	11,030	11,030
5462 Travel and Per Diem	13,788	14,292	23,472	23,472	23,472	23,472
5471 Citizen Awards			100	100	100	100
5472 Employee Recog & Awards		2,903	1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping	54	117				
5500 Dues & Subscriptions	4,697	4,322	5,791	5,542	5,542	5,542
5502 Certifications & Licensing	6,335	54,310	2,750	86,060	86,060	86,060
5570 Misc Business Exp	1,189	940	900	2,600	2,600	2,600
5571 Planning Retreat Expense	266	80	400	1,000	1,000	1,000
Materials and Services	336,622	337,598	350,129	487,196	487,196	487,196
Total Emergency Medical Services	\$1,445,534	\$1,659,988	\$2,007,616	\$2,274,194	\$2,274,194	\$2,274,194

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 2,222,302	\$ 1,851,743	\$ 2,020,799	\$ 2,339,555
Materials and Services	416,424	408,516	563,784	513,165
Total Expenditures	\$ 2,638,726	\$ 2,260,258	\$ 2,584,583	\$ 2,852,720

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Division Chief	2.00	1.00	1.00	1.00
Training Officers	6.00	6.00	6.00	6.00
Operations Technician	1.00			
Training Division Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	11.00	9.00	9.00	9.00

2020-21 Significant Changes

Within Personnel Services, Union Overtime provides for company officer in-service (\$31,488) apparatus operator in-service (\$29,464), training of 12 TDA operators (\$20,880), \$22,272 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 \$21,450 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 5361, Maintenance and Repair for Building and Building Improvements, was transferred to the facilities department to facilitate centralized management Account 5414, Other Professional Services, includes funding for outside instructor fees (\$36,000), and DPSST finger printing requirements (\$4,160) and \$125,000 for a site plan for the training center.

Status of 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.
Status: → Ongoing
Status Report: The Training Division in partnership with Operations defined several KPIs related to the fire ground. The command and control build-out of 2IS incorporates these data points. Partnered with the EMS Division to define KPIs through ongoing improvements in industry best practices and data analysis.

- 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.
Status: → Ongoing
Status Report: Significant contributions were made to operational professional development, including implementation of the captain development process and TVF&R specific officer manual. Through careful analysis, the apparatus development program increased hands-on training and one-on-one instruction. No purposeful work has been completed on the battalion or division chief development process.

- 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 In-services.

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.
Status: → Ongoing
Status Report: TVF&R's first apparatus operator in-service was completed in 2019. The program design addressed emerging AO performance trends at the operations level. Hands-on EVOC training was completed for all personnel. Classroom instruction targeted incident trends and several national case reviews. District leadership identified firefighter carcinogen exposure as a significant safety issue. In partnership, Training and Operations created a cross-divisional team to address the issue, which resulted in a full overhaul of the firefighter contaminant control program.

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: The Fire Training Trailer was designed, built, and deployed in 2019. The trailer design targets four critical engine company KPIs. The Trailer is deployed at various stations for two weeks, increasing individual unit response reliability. Delivered EMS block and critical skills training to crews using the EMS mobile training unit.

- 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.

Status: → Ongoing

Status Report: Ventilator training was initiated quarterly for transporting paramedics. The third-rider program for probationary paramedics was lengthened to ensure District familiarity and improve individual performance.

- 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.

Status: → Ongoing

Status Report: No funding was allocated for a formal site plan in fiscal year 2019-20. An internal needs assessment is ongoing and future funding for a site plan is being pursued.

Additional Accomplishments

- Conducted multiple Acquired Structures trainings and other training burns.
- Formalized the Academy Process and completed the Truck Manual.
- Completed Training Performance Documents at all levels.
- Decluttered the Training Center.
- Initiated first phase IMT Training.

Activities Summary

Training Hours by Method of Delivery

Method of Delivery	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Fire				
Lecture	10,292	8,678	9,857	10,161
Practical	25,374	39,336	43,215	46,222
Self-Study	6,403	6,788	7,134	7,580
Video	4,647	4,913	15,781	12,687
Webinar	124	101	236	259
EMS				
Lecture	5,173	4,258	5,854	6,907
Practical	8,435	13,054	12,985	13,415
Self-Study	3,927	3,541	1,859	2,081
Video	2,533	3,873	4,187	4,603
Webinar	27	59	982	874
Academy				
Lecture	2,057	1,812	2,119	2,248
Practical	2,372	5,689	5,803	5,698
Self-Study	2,221	819	1,143	1,260
Video	255	307	488	536
Webinar	0	0	0	0
Specialty				
Lecture	2,853	2,661	1,477	1,796
Practical	8,530	3,724	5,719	5,937
Self-Study	284	229	134	283
Video	509	765	2,295	2,114
Webinar	0	4	7	38
Total Hours Delivered	86,016	100,611	121,275	124,699

2020-21 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 2.1
 Timeframe: 24 months
 Partner(s): Operations, Ops QI, EMS Division, EMS QI, 2IS, RGIS
 Budget Impact: Increase required
 Measured By: KPIs collected on fire incidents without human intervention. Arrival, pump initiated, water application, and fire under control benchmarks. Continued data evaluation of EMS KPIs which capture emerging scientific trends.
- Additional improvement of existing promotional development programs (AODP, LTDP, CDP). Establish development programs for Battalion and Division Chief with a focus on change management and business operations.

Goal/Strategy: Goal 2 - Strategy 2.4
 Timeframe: 24 months
 Partner(s): HR, Local 1660, Business Operations, Logistics, Operations
 Budget Impact: Increase required
 Measured By: Battalion Chief Development Process implemented. Evaluate outsourced business operations curriculum for divisional / director level leaders.

2020-21 Tactics, continued

- Support training programs that address safety trends or gaps. Focus will remain on vehicle and equipment damage through EVOC driver training, AODP, case studies, and AO Inservice's. Evaluate and implement mid and long-term contaminant control strategies.

Goal/Strategy: Goal 2 - Strategy 1.4

Timeframe: 24 months

Partner(s): Organizational Health, Operations, Business Operations, Logistics, Fleet

Budget Impact: Increase required

Measured By: Trainings conducted. Continued reduction of vehicular accidents. A cultural shift in Training and Operations towards generalized acceptance of contaminant control procedures during and post-emergency incidents.

- Continue plan development to decentralize training. Spec, build, and deploy one additional engine company operations training trailer. Continued enhancements in the functionality and fidelity of the mobile EMS training unit.

Goal/Strategy: Goal 2 - Strategy 2.2

Timeframe: 12 months

Partner(s): Fleet/ Training/ Operations

Budget Impact: Increase required

Measured By: Continued performance in basic engine company operations.

- EMS training initiatives tailored to the EMS Divisions deployment strategy to include critical care paramedic curriculum, and EMS supervisor training.

Goal/Strategy: Goal 2 - Strategy 2.4; Goal 3 - Strategy 3.1, 3.2

Timeframe: 24 months

Partner(s): EMS Division, Operations, Logistics, Business Operations

Budget Impact: Increase

Measured By: Agile training curriculum in place that responds to the EMS Divisions deployment and performance needs.

- Training center site plan to inform business and organizational financial allocation decisions.

Goal/Strategy: Goal 2 - Strategy 2.3

Timeframe: 24 months

Partner(s): Operations, Business Operations, Finance

Budget Impact: Increase

Measured By: Reputable consulting firm hired to assist in the creation of a Training Division master plan that identifies location and capital improvement recommendations.

- Increase fire ground performance in the vertical environment through expanded training in aerial operations and highrise engine company operations.

Goal/Strategy: Goal 2 - Strategy 2.2

Timeframe: 24 months

Partner(s): Operations, Logistics

Budget Impact: Increase required

Measured By: Expanded aerial operations knowledge and capability of Truck operations program. Increase engine company knowledge and skill in the vertical environment. Create and implement updated high-rise protocol.

2020-21 Tactics, continued

- Implement weekly command and control simulation training for Incident command staff.

Goal/Strategy: Goal 2 - Strategy 2.2

Timeframe: 24 months

Partner(s): Operations, Logistics, Comms, IT

Budget Impact: Increase required

Measured By: Implementation of command and control simulation lab that builds increasing resistance in the dynamic emergency environment. Baseline testing will occur. Regular testing of performance will take place to validate the training.



Training, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10540 Training						
5001 Salaries & Wages Union	\$ 551,835	\$ 652,789	\$ 570,315	\$ 596,339	\$ 596,339	\$ 596,339
5002 Salaries & Wages Nonunion	403,055	212,460	273,908	287,360	287,360	287,360
5003 Vacation Taken Union	83,267	64,564	76,970	79,620	79,620	79,620
5004 Vacation Taken Nonunion	40,722	16,693	22,180	23,802	23,802	23,802
5005 Sick Leave Taken Union	1,325	533	13,575	14,392	14,392	14,392
5006 Sick Taken Nonunion	6,395	1,813	6,407	6,454	6,454	6,454
5007 Personal Leave Taken Union	3,496	6,450	7,684	7,592	7,592	7,592
5008 Personal Leave Taken Nonunion	5,681	1,628	2,593	2,519	2,519	2,519
5009 Comp Taken Union	5,458					
5015 Vacation Sold	27,015	17,190	20,009	18,167	18,167	18,167
5016 Vacation Sold at Retirement	12,195	2,576				
5017 PEHP Vac Sold at Retirement	67,766	7,703				
5018 Comp Time Sold Union	191	1,384				
5020 Deferred Comp Match Union	29,427	34,827	32,018	33,010	33,010	33,010
5021 Deferred Comp Match Nonunion	33,909	16,242	29,387	23,897	23,897	23,897
5120 Overtime Union	231,372	183,806	231,629	373,066	373,066	373,066
5201 PERS Taxes	360,103	303,815	382,132	510,658	510,658	510,658
5203 FICA/MEDI	93,426	81,452	98,477	112,212	112,212	112,212
5206 Worker's Comp	27,499	33,803	22,893	25,463	25,463	25,463
5207 TriMet/Wilsonville Tax	9,970	8,667	9,960	11,495	11,495	11,495
5208 OR Worker's Benefit Fund Tax	362	261	287	335	335	335
5210 Medical Ins Union	128,795	139,638	141,264	145,452	145,452	145,452
5211 Medical Ins Nonunion	73,823	47,186	61,161	43,776	43,776	43,776
5212 Medical Ins Nonu VEBA				7,166	7,166	7,166
5220 Post Retire Ins Union	3,399	3,778	3,600	3,600	3,600	3,600
5221 Post Retire Ins Nonunion	3,300	2,325	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	6,474	4,259	5,518	4,272	4,272	4,272
5240 Life/Disability Insurance	3,101	1,999	2,732	2,808	2,808	2,808
5270 Uniform Allowance	3,180	3,903	2,800	2,800	2,800	2,800
5295 Vehicle/Cell Allowance	5,760		600	600	600	600
Personnel Services	2,222,302	1,851,743	2,020,799	2,339,555	2,339,555	2,339,555
5300 Office Supplies	2,447	1,888	1,800	2,500	2,500	2,500
5301 Special Department Supplies	8,165	9,230	6,840	6,840	6,840	6,840
5302 Training Supplies	68,530	53,420	81,180	88,080	88,080	88,080
5305 Fire Extinguisher	1,703	2,745	4,355	4,355	4,355	4,355
5320 EMS Supplies	8,162	21,225	329	19,500	19,500	19,500
5321 Fire Fighting Supplies	5,917	578	1,750	1,750	1,750	1,750
5325 Protective Clothing	6,269	3,170	10,885	2,885	2,885	2,885
5330 Noncapital Furniture & Equip		4,888				
5350 Apparatus Fuel/Lubricants	15,300	15,495	16,000	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	156,171	133,318	273,621			

Training, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5367 M&R Office Equip	6,861	5,681	5,472	5,472	5,472	5,472
5400 Insurance Premium	281		550	550	550	550
5414 Other Professional Services	6,702	16,002	14,560	165,160	165,160	165,160
5415 Printing	357	895	600	600	600	600
5416 Building Services	34,119	31,467	34,314	87,795	87,795	87,795
5432 Natural Gas	17,244	13,823	15,475	15,475	15,475	15,475
5433 Electricity	42,862	58,232	48,500	48,500	48,500	48,500
5436 Garbage	16,180	14,865	16,871	16,871	16,871	16,871
5450 Rental of Equip	3,935	3,242	5,000	5,000	5,000	5,000
5461 External Training	1,150	5,017	7,460	7,460	7,460	7,460
5462 Travel and Per Diem	8,112	7,262	12,066	12,066	12,066	12,066
5484 Postage UPS & Shipping	63	243	250	250	250	250
5500 Dues & Subscriptions	950	543	1,166	1,166	1,166	1,166
5502 Certifications & Licensing	964	495	350	500	500	500
5570 Misc Business Exp	3,276	3,852	3,260	3,260	3,260	3,260
5571 Planning Retreat Expense	305	406	650	650	650	650
5575 Laundry/Repair Expense	401	533	480	480	480	480
Materials and Services	416,424	408,516	563,784	513,165	513,165	513,165
Total Training	\$2,638,726	\$2,260,258	\$2,584,583	\$2,852,720	\$2,852,720	\$2,852,720

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 895,514	\$ 949,408	\$ 1,229,165	\$ 1,344,104
Materials and Services	123,293	104,232	176,440	187,160
Total Expenditures	\$ 1,018,807	\$ 1,053,640	\$ 1,405,605	\$ 1,531,264

2020-21 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.

The budget reflects plans for the training of 16 new recruits and training officer time allocated for instruction. The number of recruits needed reflects the estimated amount necessary to fill additional units and replace projected retirements. Uniforms and protective clothing budgets reflect the costs of outfitting each recruit and for their training supplies. EMS supplies also includes \$16,000 for a cadaver lab for the recruit academy, in addition to disposable EMS supplies used in the academy. Protective Clothing provides for standard firefighting turnouts, wildland firefighter protective clothing, and SCBA masks and helmets for all 16 recruits.



Status of 2019-20 Tactics

- 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.

Status: **✓ Complete**

Status Report: Recruit academy 1901 was the first combine TVF&R academy. Paramedics, promoted firefighters and firefighters were all trained in the same setting. Cost was reduced with this model, but curriculum suffered.

Additional Accomplishments:

- Formalized the Academy process.
- Academy Handbook Rough Draft outlined

2020-21 Tactics

- Deliver recruit academy instruction in a manner that fully prepares recruits for operational and cultural success during the field training evaluation process and beyond, and imparts organizational expectations in support of positive, respectful and inclusive work environments.

Goal/Strategy: Goal 1; Goal 2 – Strategy 2.4, 2.6

Timeframe: 12 months

Partner(s): Fire Chief's Office, EMS, Operations, Fleet, Facilities, Organizational Health

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.

Recruits, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10545 Recruits						
5001 Salaries & Wages Union	\$ 461,801	\$ 477,015	\$ 564,592	\$ 581,751	\$ 581,751	\$ 581,751
5003 Vacation Taken Union	5,095	9,151	80,161	82,921	82,921	82,921
5005 Sick Leave Taken Union	3,498	2,126	14,138	14,989	14,989	14,989
5007 Personal Leave Taken Union			8,003	7,907	7,907	7,907
5016 Vacation Sold at Retirement		6,548	640	690	690	690
5017 PEHP Vac Sold at Retirement			1,081	1,687	1,687	1,687
5020 Deferred Comp Match Union	6,094	12,310	6,759	6,969	6,969	6,969
5101 Vacation Relief			18,214	18,618	18,618	18,618
5105 Sick Relief			3,059	3,228	3,228	3,228
5106 On the Job Injury Relief			925	880	880	880
5107 Short Term Disability Relief			142	308	308	308
5110 Personal Leave Relief			2,206	2,157	2,157	2,157
5117 Regular Day Off Relief			4,909	3,991	3,991	3,991
5118 Standby Overtime			213	161	161	161
5120 Overtime Union	45,464	60,828	52,032	53,888	53,888	53,888
5121 Overtime Nonunion	52					
5201 PERS Taxes	52,936	93,635	198,884	269,981	269,981	269,981
5203 FICA/MEDI	38,596	42,119	57,916	59,681	59,681	59,681
5206 Worker's Comp	18,010	19,722	16,656	17,163	17,163	17,163
5207 TriMet/Wilsonville Tax	3,784	4,182	5,857	6,114	6,114	6,114
5208 OR Worker's Benefit Fund Tax	224	181	208	190	190	190
5210 Medical Ins Union	221,250	188,802	156,960	167,440	167,440	167,440
5220 Post Retire Ins Union	795	1,848	4,000	4,000	4,000	4,000
5270 Uniform Allowance	37,915	30,942	31,610	39,390	39,390	39,390
Personnel Services	895,514	949,408	1,229,165	1,344,104	1,344,104	1,344,104
5300 Office Supplies	213	123	640	640	640	640
5301 Special Department Supplies	1,010	1,734	4,560	4,560	4,560	4,560
5302 Training Supplies	4,212	6,098	11,170	11,170	11,170	11,170
5305 Fire Extinguisher			1,120	1,120	1,120	1,120
5320 EMS Supplies	12,524	13,323	22,500	22,500	22,500	22,500
5321 Fire Fighting Supplies	12,364	6,196	16,400	16,400	16,400	16,400
5325 Protective Clothing	87,920	74,428	110,800	120,320	120,320	120,320
5365 M&R Firefight Equip	2,911	749	3,000	3,000	3,000	3,000
5415 Printing	235	254	300	300	300	300
5450 Rental of Equip		141				
5570 Misc Business Exp	1,903	1,185	2,350	2,350	2,350	2,350
5575 Laundry/Repair Expense			3,600	4,800	4,800	4,800
Materials and Services	123,293	104,232	176,440	187,160	187,160	187,160
Total Recruits	\$1,018,807	\$1,053,640	\$1,405,605	\$1,531,264	\$1,531,264	\$1,531,264



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 191,261	\$ 246,553	\$ 210,503	\$ 205,425
Materials and Services	21,308	23,318	28,578	24,841
Total Expenditures	\$ 212,569	\$ 269,871	\$ 239,081	\$ 230,266

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	1.00	1.00	1.00	1.00



2020-21 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 2019-2020 Tactics

- Outline and initiate implementation plan for District security improvements.

Goal/Strategy: Goal 1 – 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

Status: Ongoing

Status report: Phased planning elements reviewed with executive leadership team. Policy review conducted. Initial enhancements enacted in policy and infrastructure, including new security fencing at Station 66. Instituted regular email with preparedness tips for employees. Before the end of the fiscal year, will have conducted more thorough implementation and testing of the Send Word Now notification application.

2020-21 Tactics

- Ongoing phased implementation of District security Initiatives

Goal/Strategy: Goal 1 - Strategy 1.2

Timeframe: 12 months

Partner(s): Logistics, Facilities, Operations

Budget Impact: Increase required (in 10582)

Measured By: Physical improvements completed. Engagement with personnel on workplace security policies, procedures and best practices. Enhanced safety for all employees.

- Increase in staff participation in personal preparedness actions.

Goal/Strategy: Goal 1

Timeframe: 12 months

Partner(s): All divisions

Budget Impact: None

Measured By: Increased interactive programming delivered to personnel. Enhanced preparedness for all employees and families

Emergency Management, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10755 Emergency Management						
5002 Salaries & Wages Nonunion	\$ 103,617	\$ 104,319	\$ 103,020	\$ 105,653	\$ 105,653	\$ 105,653
5004 Vacation Taken Nonunion	4,802	7,413	8,342	8,916	8,916	8,916
5006 Sick Taken Nonunion			2,410	2,418	2,418	2,418
5008 Personal Leave Taken Nonunion	157		975	943	943	943
5015 Vacation Sold	6,264	6,446	6,620			
5017 PEHP Vac Sold at Retirement		46,728				
5021 Deferred Comp Match Nonunion	5,429	5,587	5,737	5,896	5,896	5,896
5120 Overtime Union	6,332	4,106	5,890	5,890	5,890	5,890
5121 Overtime Nonunion		10	250	250	250	250
5201 PERS Taxes	33,657	39,387	42,235	33,338	33,338	33,338
5203 FICA/MEDI	8,933	8,999	10,193	9,923	9,923	9,923
5206 Worker's Comp	1,223	2,184	1,699	1,654	1,654	1,654
5207 TriMet/Wilsonville Tax	847	874	1,031	1,017	1,017	1,017
5208 OR Worker's Benefit Fund Tax	33	25	25	29	29	29
5211 Medical Ins Nonunion	16,540	17,190	18,485	21,888	21,888	21,888
5212 Medical Ins Nonu VEBA				3,583	3,583	3,583
5221 Post Retire Ins Nonunion	900	825	900	900	900	900
5230 Dental Ins Nonunion	1,456	1,577	1,678	2,136	2,136	2,136
5240 Life/Disability Insurance	1,032	886	1,013	991	991	991
5270 Uniform Allowance	39					
Personnel Services	191,261	246,553	210,503	205,425	205,425	205,425
5300 Office Supplies	29	19	150	150	150	150
5301 Special Department Supplies		778	1,500	1,500	1,500	1,500
5302 Training Supplies	167		150	150	150	150
5320 EMS Supplies	35		25	25	25	25
5350 Apparatus Fuel/Lubricants	144					
5414 Other Professional Services	16,816	16,816	18,816	18,816	18,816	18,816
5415 Printing	776	19	325	325	325	325
5461 External Training	510	1,075	1,275	285	285	285
5462 Travel and Per Diem	1,552	3,350	4,797	2,050	2,050	2,050
5481 Community Education Materials			100	100	100	100
5500 Dues & Subscriptions	269	305	440	440	440	440
5570 Misc Business Exp	1,011	956	1,000	1,000	1,000	1,000
Materials and Services	21,308	23,318	28,578	24,841	24,841	24,841
Total Emergency Management	\$ 212,569	\$ 269,871	\$ 239,081	\$ 230,266	\$ 230,266	\$ 230,266



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.

In addition, this program accounts for the District’s Chaplains. 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 experience a tragic event or loss. These services are provided on an on-call basis by chaplains in the District.

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 56,701	\$ 41,491	\$ 67,850	\$ 67,850
Materials and Services	136,197	134,457	188,040	190,065
Total Expenditures	\$ 192,898	\$ 175,948	\$ 255,890	\$ 257,915



2020-21 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.

Status of 2019-20 Tactics

- 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: With HR support, recruited 16 Incident Support Volunteers and 8 Auxiliary Volunteers. Anticipate providing the training academy by the end of the fiscal year or early in next, dependent on the length of the COVID-19 impact on daily operations.

Additional Accomplishments

- Three Volunteers transitioned to Career FTE.
- Five new Chaplains added to the roster for increased response availability.

2020-21 Tactics

- Recruit Volunteers to meet the District's operational need.

Goal/Strategy: Goal 2 - Strategy 2.2
Timeframe: 12 months
Partner(s): Operations, Logistics and Human Resources
Budget Impact: None
Measured By: Number of additional volunteers on boarded, consistent with the continued ability to support volunteer functions.

- Support staff and the community with effective Chaplain services.

Goal/Strategy: Goal 1
Timeframe: 12 months
Partner(s): Human Resources, Public Safety Chaplaincy
Budget Impact: None
Measured By: Annual assessment of Chaplains' response to incidents and evaluation of individual contributions.

Volunteers & Chaplains, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10550 Volunteers/Chaplains						
5150 Pension Benefit	\$ 25,830	\$ 19,330	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
5206 Worker's Comp	536	299				
5240 Life/Disability Insurance	14,582	13,633	15,300	15,300	15,300	15,300
5270 Uniform Allowance	5,915	8,229	17,550	17,550	17,550	17,550
5290 Employee Tuition Reimburse	9,837		5,000	5,000	5,000	5,000
Personnel Services	56,701	41,491	67,850	67,850	67,850	67,850
5300 Office Supplies	37	174	540	540	540	540
5301 Special Department Supplies	5,677	4,166	6,210	6,210	6,210	6,210
5302 Training Supplies			600	600	600	600
5305 Fire Extinguisher			150	150	150	150
5307 Smoke Detector Program		29				
5320 EMS Supplies	1,556	8,281	4,000	4,000	4,000	4,000
5321 Fire Fighting Supplies	3,369	6,239	6,500	6,500	6,500	6,500
5325 Protective Clothing	23,568	38,462	26,800	26,800	26,800	26,800
5330 Noncapital Furniture & Equip	819	691	750	750	750	750
5350 Apparatus Fuel/Lubricants	5,528	3,135	4,000	4,000	4,000	4,000
5361 M&R Bldg/Bldg Equip & Improv	18,744	498				
5363 Vehicle Maintenance	7,052	7,862	8,000	8,000	8,000	8,000
5365 M&R Firefight Equip			200	200	200	200
5367 M&R Office Equip			1,650	1,650	1,650	1,650
5414 Other Professional Services	675					
5415 Printing			225	225	225	225
5416 Building Services	413					
5417 Temporary Services	9,309	13,239	48,000	48,000	48,000	48,000
5432 Natural Gas	2,787	465	400			
5433 Electricity	5,967	835				
5434 Water/Sewer	98	102	125			
5436 Garbage	1,160					
5461 External Training	8,005	4,788	13,900	16,900	16,900	16,900
5462 Travel and Per Diem	13,276	14,093	26,200	26,200	26,200	26,200
5472 Employee Recog & Awards	970	842	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	8,463	8,708	9,500	9,500	9,500	9,500
5480 Community/Open House	552		200	200	200	200
5481 Community Education Materials	524	1,203	2,000	2,000	2,000	2,000
5500 Dues & Subscriptions	1,131	867	1,940	1,740	1,740	1,740
5501 Volunteer Assn Dues	12,000	16,000	16,000	16,000	16,000	16,000
5502 Certifications & Licensing	496	1,668	2,000	2,000	2,000	2,000
5570 Misc Business Exp	4,022	2,110	6,200	6,200	6,200	6,200
5571 Planning Retreat Expense			750	500	500	500
5575 Laundry/Repair Expense			200	200	200	200
Materials and Services	136,197	134,457	188,040	190,065	190,065	190,065
Total Volunteers	\$ 192,898	\$ 175,948	\$ 255,890	\$ 257,915	\$ 257,915	\$ 257,915



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 9,020	\$ 66,908	\$ 74,220	\$ 75,871
Materials and Services	32,184	32,122	5,040	5,040
Total Expenditures	\$ 41,204	\$ 99,030	\$ 79,260	\$ 80,911

2020-21 Budget Highlights

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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10560 Incident Management Team						
5120 Overtime Union	\$ 6,042	\$ 48,304	\$ 52,486	\$ 52,558	\$ 52,558	\$ 52,558
5121 Overtime Nonunion			1,000	1,000	1,000	1,000
5201 PERS Taxes	1,465	13,432	14,051	15,618	15,618	15,618
5203 FICA/MEDI	458	3,188	4,092	4,097	4,097	4,097
5206 Worker's Comp	365	1,112	1,177	1,178	1,178	1,178
5207 TriMet/Wilsonville Tax	43	358	414	420	420	420
5208 OR Worker's Benefit Fund Tax	2	12				
5210 Medical Ins Union	114					
5270 Uniform Allowance	531	501	1,000	1,000	1,000	1,000
Personnel Services	9,020	66,908	74,220	75,871	75,871	75,871
5301 Special Department Supplies	20		200	200	200	200
5321 Fire Fighting Supplies	119	68	140	140	140	140
5325 Protective Clothing	26		400	400	400	400
5350 Apparatus Fuel/Lubricants			500	500	500	500
5414 Other Professional Services	1,000					
5417 Temporary Services	22,785	24,071				
5461 External Training		1,271	400	400	400	400
5462 Travel and Per Diem	7,381	5,978	2,800	2,800	2,800	2,800
5500 Dues & Subscriptions	100	100				
5570 Misc Business Exp	753	634	600	600	600	600
Materials and Services	32,184	32,122	5,040	5,040	5,040	5,040
Total Incident Management Team	\$ 41,204	\$ 99,030	\$ 79,260	\$ 80,911	\$ 80,911	\$ 80,911

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 3,141,617	\$ 3,627,280	\$ 4,543,790	\$ 4,795,597
Materials and Services	40,461	39,517	185,441	178,800
Total Expenditures	\$ 3,182,078	\$ 3,666,797	\$ 4,729,231	\$ 4,974,397

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Fire Marshal			1.00	1.00
Assistant Fire Marshal	1.00	1.00	3.00	3.00
Division Chief	1.00	1.00		
Battalion Chief	3.00	3.00		
Deputy Fire Marshal/Inspectors	8.00	8.00	14.00	14.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00		
Community Affairs Specialist			1.00	1.00
Administrative Assistant	4.00	3.00	3.00	3.00
Total Full-Time Equivalents (FTE)	19.00	18.00	23.00	23.00

2020-21 Significant Changes

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 (\$10,000) 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.

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.

Status of 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.
Status: **v Complete**
Status Report: F&LS continued routine participation in local land use and development reviews. Regional land use planning participation was handled by a combination of Community Services, Government Affairs and the FCO.

- 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.
Status: **→ Ongoing**
Status Report: F&LS personnel completed the initial research, met with numerous stakeholders and presented findings to Executive Staff. Training materials, data packages and comprehensive planning were finalized; to prepare for implementation of meetings between the first due crews and their care facilities. We anticipate conducting one or more visits with every care facility during fiscal year 2020-21.



Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: F&LS personnel beta-tested and proved out electronic plan review capability. This is a significant step and should significantly increase efficiency, customer service, record keeping and permit tracking. Customers are now submitting plans electronically through a portal at www.tvfr.com, greatly increasing the ease and speed at which customers can submit and at which plans are routed. We started the process in a single City (Beaverton) and have since expanded to include North Plains and Washington County. DFMs assigned to new construction review now have monitors, PCs, and software that support this function. We expect to expand this service to several more cities and counties in fiscal year 2020-21. Process Improvements continue specific to the Metro/ OSRMS Occupancy Data Refresh.

- 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.

Status: → Ongoing

Status Report: Progress toward this strategy was delayed due to reprioritization of workload and other components of the platform. Business Strategy has had and will continue the lead on this effort moving forward. F&LS personnel will support the initiative as needed.

Additional Accomplishments

- Restructured F&LS in January 2020 to better reflect the new organizational structure and leadership. Consolidated from four managers to three, and redistributed work and resources across the division to provide more direct assignment and accountability for each program and manager.
- Code enforcement managers redistributed inspection assignments based on zones, which allowed for increased efficiency in the expanded service area.

Activities Summary

Calendar Year	2016-17 Actual	2017-18 Actual	2018 -19 Actual	2019-20 Actual	2020-21 Estimated*
Code Enforcement					
Inspections	4,891	4,394	3,727	3,674	2,750
Re-inspections	2,696	3,252	1,769	1,859	1,300
Night Inspections	198	246	175	242	160
Violations Found	4,209	2,679	2,168	2,985	1,975
Investigations					
Total Number of Incidents Investigated	243	206	223	218	215
Arson Investigations	42	23	20	19	15
Public Education					
Hands-Only CPR in Schools –Students Trained	7,979	5,720	4,151	4,170	2,500
Apartment Program – Number of Trainees	130	163	128	65	100
Adult Foster Care Program – Number of Trainees	70	35	38	17	30
Fire Safety House Events	24	20	8	8	5
Total Attendance – Safety House	10,620	8,380	3,625	6,523	2,500
Total Public Education Events	717	834	887	833	450
Total Attendance – Public Education Events	70,685	70,231	71,335	60,865	30,000

* Estimated activity for calendar year 2020 reflects the projected reduction because of the COVID-19 pandemic limiting work involving events, gatherings and direct contact.

2020-21 Tactics

- Develop, implement, and evaluate the Adult Care Facility targeted community risk reduction program.
 - Goal/Strategy: Goal 2 - Strategy 2.5
 - Timeframe: 12 months
 - Partner(s): EMS, Operations, FCO, Business Strategy, Government Affairs
 - Budget Impact: None
 - Measured By: Meetings conducted with care facilities, number, type and duration of incidents per facility, pre-and post-facility surveys.

- Identify and expand Fire & Life Safety technology workflow improvements.
 - Goal/Strategy: Goal 2
 - Timeframe: 24 months
 - Partner(s): Business Strategy, Information Technology
 - Budget Impact: Increase required
 - Measured By: Duration and success of OSRMS Metro Refresh updates. Implementation of 2iS Inspection module. Research and selection of new mobile technology (laptop replacement).

2020-21 Tactics, continued

- Implement and expand centralized plan review services, including electronic plan review.

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.1

Timeframe: 24 months

Partner(s): Business Strategy, Information Technology

Budget Impact: None

Measured By: Expanding number of cities and counties utilizing centralized and electronic plan review. Measured by number of permits issued and number of electronic plan reviews. Goal is to increase efficiency of plan review services, reduce travel, increase consistency, customer service and turnaround time.

- Update and reorganize the Fire & Life Safety sections of www.tvfr.com and DistrictNet to provide improved communications and access to relevant and necessary information and materials.

Goal/Strategy: Goal 1 Strategy 1.1; Goal 3 – Strategy 3.1

Timeframe: 12 months

Partner(s): Media Services, Government Affairs

Budget Impact: None

Measured By: Feedback on improved access for internal and external customers and website hits.

- Implement and refine code enforcement and plan review fee billing and collection systems for efficiency.

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.1

Timeframe: 12 months

Partner(s): Finance

Budget Impact: None

Measured By: Established systems for billing and collection for delinquent re-inspection fees, plan review, and fireworks fees. Established procedures and systems for accepting applications and checks.

- Expand the District's Safety Education Team (SET)

Goal/Strategy: Goal 2

Timeframe: 24 months

Partner(s): Government Affairs, all divisions and departments

Budget Impact: None

Measured By: Expanding the number of district employees and volunteers trained in and participating on the Safety Education Team, including drivers.

Fire & Life Safety, continued

		2017-18	2018-19	2019-20	2020-21	2020-21	2020-21
		Actual	Actual	Budget	Proposed Budget	Approved Budget	Adopted Budget
10165	Fire & Life Safety						
5001	Salaries & Wages Union	\$ 927,495	\$1,003,239	\$1,207,193	\$1,272,313	\$1,272,313	\$1,272,313
5002	Salaries & Wages Nonunion	572,124	725,104	897,462	941,022	941,022	941,022
5003	Vacation Taken Union	142,443	146,076	171,397	176,404	176,404	176,404
5004	Vacation Taken Nonunion	88,737	109,973	72,673	79,209	79,209	79,209
5005	Sick Leave Taken Union	29,542	17,314	30,230	31,887	31,887	31,887
5006	Sick Taken Nonunion	11,315	6,019	20,992	21,479	21,479	21,479
5007	Personal Leave Taken Union	10,129	11,900	17,111	16,821	16,821	16,821
5008	Personal Leave Taken Nonunion	3,419	7,288	8,497	8,382	8,382	8,382
5009	Comp Taken Union	6,611					
5010	Comp Taken Nonunion	66	754				
5015	Vacation Sold	6,175		16,683	33,860	33,860	33,860
5016	Vacation Sold at Retirement	9,948	7,951	57,786			
5017	PEHP Vac Sold at Retirement	6,898	10,159	53,879	4,232	4,232	4,232
5018	Comp Time Sold Union	20,131	5,639				
5020	Deferred Comp Match Union	51,226	51,750	71,297	73,136	73,136	73,136
5021	Deferred Comp Match Nonunion	52,966	66,544	86,867	90,766	90,766	90,766
5101	Vacation Relief	70,375	74,238				
5106	On the Job Injury Relief	3,617					
5110	Personal Leave Relief	3,315	38				
5117	Regular Day Off Relief	1,808	12,001				
5118	Standby Overtime	245	442				
5120	Overtime Union	60,748	104,470	154,348	154,287	154,287	154,287
5121	Overtime Nonunion	1,062	42,079	6,000	6,000	6,000	6,000
5201	PERS Taxes	507,955	594,384	840,256	999,529	999,529	999,529
5203	FICA/MEDI	137,024	157,140	220,759	224,013	224,013	224,013
5206	Worker's Comp	34,731	71,702	50,769	51,902	51,902	51,902
5207	TriMet/Wilsonville Tax	14,458	16,951	22,327	22,949	22,949	22,949
5208	OR Worker's Benefit Fund Tax	530	488	686	800	800	800
5210	Medical Ins Union	223,977	233,679	306,072	341,136	341,136	341,136
5211	Medical Ins Nonunion	104,807	109,788	171,225	153,936	153,936	153,936
5212	Medical Ins Nonu VEBA				26,215	26,215	26,215
5220	Post Retire Ins Union	6,200	6,113	8,400	8,400	8,400	8,400
5221	Post Retire Ins Nonunion	6,375	7,500	8,100	8,100	8,100	8,100
5230	Dental Ins Nonunion	9,201	9,865	14,552	14,388	14,388	14,388
5240	Life/Disability Insurance	5,931	7,449	8,779	9,451	9,451	9,451
5270	Uniform Allowance	3,071	1,684	6,130	6,500	6,500	6,500
5295	Vehicle/Cell Allowance	6,960	7,560	13,320	18,480	18,480	18,480
	Personnel Services	3,141,617	3,627,280	4,543,790	4,795,597	4,795,597	4,795,597
5300	Office Supplies	71	190	2,200	2,000	2,000	2,000
5301	Special Department Supplies	252	445	7,475	11,275	11,275	11,275
5302	Training Supplies			4,400	4,000	4,000	4,000

Fire & Life Safety, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
5304 Hydrant Maintenance			5,500	4,000	4,000	4,000
5305 Fire Extinguisher			500	1,000	1,000	1,000
5307 Smoke Detector Program			4,600	2,600	2,600	2,600
5320 EMS Supplies	422	1,174	800	800	800	800
5321 Fire Fighting Supplies	397	316	3,750	4,000	4,000	4,000
5325 Protective Clothing	126	321	8,550	9,050	9,050	9,050
5330 Noncapital Furniture & Equip	1,031		500			
5350 Apparatus Fuel/Lubricants	21,429	21,416	21,375	25,300	25,300	25,300
5367 M&R Office Equip			5,880	5,880	5,880	5,880
5400 Insurance Premium	266	266	250	250	250	250
5414 Other Professional Services	1,100		44,620	35,330	35,330	35,330
5415 Printing	842	796	4,500	3,500	3,500	3,500
5450 Rental of Equip			250	250	250	250
5461 External Training			20,300	20,300	20,300	20,300
5462 Travel and Per Diem	828	725	15,400	15,400	15,400	15,400
5471 Citizen Awards	216	119				
5480 Community/Open House	3,688	3,716				
5481 Community Education Materials	3,439	3,188	13,666	13,580	13,580	13,580
5484 Postage UPS & Shipping	1		4,250	3,250	3,250	3,250
5500 Dues & Subscriptions	4,015	5,137	6,695	7,525	7,525	7,525
5502 Certifications & Licensing	240	385	2,000	2,000	2,000	2,000
5570 Misc Business Exp	1,979	1,322	6,530	6,060	6,060	6,060
5571 Planning Retreat Expense	97		1,150	1,150	1,150	1,150
5575 Laundry/Repair Expense	22		300	300	300	300
Materials and Services	40,461	39,517	185,441	178,800	178,800	178,800
Total Fire & Life Safety	\$3,182,078	\$3,666,797	\$4,729,231	\$4,974,397	\$4,974,397	\$4,974,397



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services			\$ 1,099,066	\$ 1,088,718
Materials and Services			195,796	220,796
Total Expenditures			\$ 1,294,862	\$ 1,309,514

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Division Chief			1.00	1.00
Public Affairs Chief			1.00	1.00
Public Affairs Officer			2.00	2.00
Public Affairs Coordinator			1.00	1.00
Total Full-Time Equivalents (FTE)			5.00	5.00

2020-21 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, 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.



Status of 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.
Status: → Ongoing
Status Report: Staff participated in dozens of activities ranging from city/county forums, chamber of commerce or business alliance meetings, public safety gatherings and community events. This created dialogue, productive partnerships, promotion of TVF&R's mission and insight for leadership.

- 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
Status: → Ongoing
Status Report: Staff participated in public safety advisory boards, urban renewal committees, government affairs councils, legislative groups, technical working groups, visioning processes and regional planning activities. These activities yielded insight for leadership, operations and policy makers. They also helped promote awareness about the Fire District's mission.

- 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.
Status: → Ongoing
Status Report: Several mass and social media campaigns were conducted on kitchen fire safety, home fire escape planning, disaster preparedness and hands-only CPR garnering more than two million impressions or views. We also received positive feedback from stakeholders and media partners.

Status of 2019-20 Tactics, continued

- 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.

Status: → Ongoing

Status Report: A general recruitment video commercial aired for four weeks in English and Spanish garnering thousands of impressions. A "Do My Job" segment featuring female firefighters also aired on KPTV during high-peak viewing times. Radio advertisements aired on Pandora and traditional radio outlets. Additional social media advertising featured video and specific outreach event materials. Materials were also shared via dozens of newsletter outlets as well as print media stories and advertisements. There has been a modest increase in the number of diverse applicants.

- 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).

Status: → Ongoing

Status Report: Several public education and outreach items have been updated with new graphics and messaging. Work will continue through the next budget cycle.

Additional Accomplishments

- Facilitated several opportunities to introduce the new fire chief to TVF&R's communities via city council visits, business forums, newsletter articles and television segments or public safety messages.
- Conducted several recognitions of law enforcement partners for AED or CPR use.
- Facilitate access by all law enforcement partners to use fire stations for report writing, etc.
- Held the fourth annual Survivors' Breakfast to reunite responders, dispatchers, clinicians and sudden cardiac arrest victims.
- Conducted two community academies to build relationships with elected leaders and key partners.

Activities Summary

Service Measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Public Attitude Survey Conducted¹	n/a	Ü ¹	Ü ²	n/a	1
<i>Percentage of Residents Identifying TVF&R as Their Fire Department</i>	n/a	69%	81% ³	n/a	80%
<i>Percentage of Residents Identifying TVF&R as Their EMS Provider²</i>	n/a	48%	61%	n/a	65%
Ad Equivalency of News Stories Calculated³	\$525,000	\$496,491 ⁴	\$352,289 ⁵	\$320,000	\$400,000
Community Academy Graduates	18	17	18	5 ⁶	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 were 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 named TVF&R for fire and 61% for medical, both of which were 10-year highs.

⁴ The District contracted 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 did a considerable amount of digital, social and web media. Amount based on 2017 calendar year.

⁵ Amount based on 2018 calendar year.

⁶ The total graduates for 2019-20 is lower than number due to a significant number of cancellations in the Fall 2019 academy and the cancellation of the Spring 2020 academy due to the COVID-19 pandemic.

2020-21 Tactics

- Engage regularly within governmental, community, and civic networks to support positive and constructive relationships, promote key TVF&R initiatives, maintain accountability and foster collaboration.

Goal/Strategy: Vision Statement; Goal 3 -Strategy 3.2

Timeframe: 24 months

Partner(s): Fire Chief’s Office, Fire and Life Safety, various partner agencies and civic groups

Budget Impact: None

Measured By: Staff participation at local community and government events, collaboration with partner agencies, feedback and recommendations to leadership.

- Participate in advisory 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 TVF&R’s service area.

Goal/Strategy: Vision Statement, Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.2; Goal 3 -Strategy 3.2

Timeframe: 24 months

Partner(s): Fire Chief’s Office, Operations Administration, Fire and Life Safety

Budget Impact: None

Measured By: Staff participation on committees and task forces, briefings to leadership and board members and insights for infrastructure and deployment planning.

2020-21 Tactics, continued

- Conduct research, planning and outreach for potential bond measure in 2022.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2

Timeframe: 24 months

Partner(s): Fire Chief's Office

Budget Impact: None

Measured By: Staff participation on committees and task forces, briefings to leadership and board members and insights for infrastructure and deployment planning.

- Conduct mass and social media campaigns to create awareness about disaster preparedness, fire prevention, recruitment and hands-only CPR.

Goal/Strategy: Mission and Vision Statements; Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.2

Timeframe: 24 months

Partner(s): Fire and Life Safety, EMS, Human Resources, partner counties, fire agencies, hospitals, utilities, the American Red Cross, 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 at least one fire operations center drill with a focus on joint information systems to increase proficiency for the public information team.

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.3

Timeframe: 12 months

Partner(s): None

Budget Impact: None

Measured By: Ability for PIOs to perform critical tasks in advance of disaster operations, audit of fire operations materials, update of protocols and FOC resources.



Government Affairs, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10160 Government Affairs						
5002 Salaries & Wages Nonunion			\$ 535,454	\$ 570,390	\$ 570,390	\$ 570,390
5004 Vacation Taken Nonunion			42,594	46,643	46,643	46,643
5006 Sick Taken Nonunion			12,304	12,648	12,648	12,648
5008 Personal Leave Taken Nonunion			4,980	4,936	4,936	4,936
5015 Vacation Sold			16,599	1,034	1,034	1,034
5016 PEHP Vac Sold at Retirement			50,000			
5021 Deferred Comp Match Nonunion			44,392	46,559	46,559	46,559
5120 Overtime Union			44,896	44,896	44,896	44,896
5121 Overtime Nonunion			500			
5201 PERS Taxes			188,609	218,907	218,907	218,907
5203 FICA/MEDI			54,388	56,330	56,330	56,330
5206 Worker's Comp			9,065	9,388	9,388	9,388
5207 TriMet/Wilsonville Tax			5,501	5,771	5,771	5,771
5208 OR Worker's Benefit Fund Tax			150	175	175	175
5211 Medical Ins Nonunion			56,710	42,336	42,336	42,336
5212 Medical Ins Nonu VEBA				5,013	5,013	5,013
5221 Post Retire Ins Nonunion			4,500	3,600	3,600	3,600
5230 Dental Ins Nonunion			6,437	4,224	4,224	4,224
5240 Life/Disability Insurance			5,172	5,428	5,428	5,428
5270 Uniform Allowance			7,575	1,200	1,200	1,200
5295 Vehicle/Cell Allowance			9,240	9,240	9,240	9,240
Personnel Services			1,099,066	1,088,718	1,088,718	1,088,718
5300 Office Supplies			1,000	1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants			5,000	5,000	5,000	5,000
5400 Insurance Premium			800	800	800	800
5414 Other Professional Services			2,400	27,400	27,400	27,400
5415 Printing			22,000	22,000	22,000	22,000
5461 External Training			3,575	4,055	4,055	4,055
5462 Travel and Per Diem			6,000	6,325	6,325	6,325
5471 Citizen Awards			900	900	900	900
5480 Community/Open House			36,815	36,815	36,815	36,815
5484 Postage UPS & Shipping			48,800	54,800	54,800	54,800
5500 Dues & Subscriptions			6,656	6,561	6,561	6,561
5570 Misc Business Exp			1,500	1,500	1,500	1,500
5571 Planning Retreat Expense			350	350	350	350
5572 Advertis/Public Notice			60,000	53,290	53,290	53,290
Materials and Services			195,796	220,796	220,796	220,796
Total Government Affairs			\$1,294,862	\$1,309,514	\$1,309,514	\$1,309,514

Program Description

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

Programming highlights include:

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

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 313,462	\$ 321,745	\$ 354,480	\$ 360,637
Materials and Services	10,044	9,925	37,344	34,980
Total Expenditures	\$ 323,505	\$ 331,670	\$ 391,824	\$ 395,617

Personnel Summary

Position	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2020-21 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 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 2019-20 Tactics

- Provide communication, training and media support (e.g., media consulting, video scripting, shooting, editing, still photography, AV integration and 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.

Status: → Ongoing

Status Report: 244 videos were added to our database in this time period, bringing our total to more than 1075 since the most recent video collection started in the year 2014. These productions vary in complexity from simple point-n-shoots to more comprehensive scripted and edited pieces. Overall, the demand for media content creation has increased during the past five years. In addition, we've increased the amount of imagery we capture for Government Affairs staff on a variety of events, which is important as staff recognizes the value of images within social media posts and how it drives community engagement.

Sample - Internal Analytics Dashboard



- 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, Fire & Life Safety

Budget Impact: None

Measured By: Website analytics and service calls.

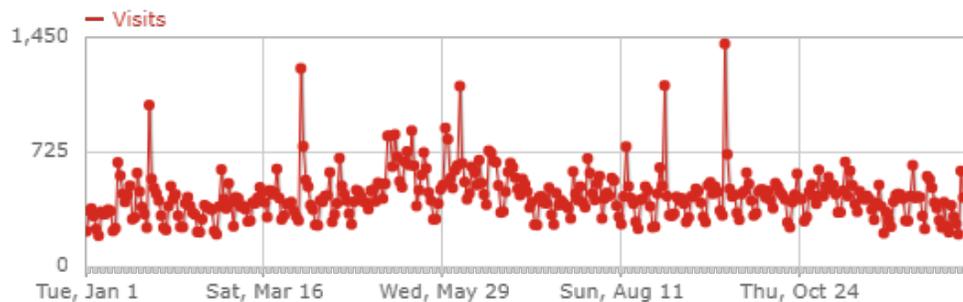
Status: → Ongoing

Status of 2019-20 Tactics, continued

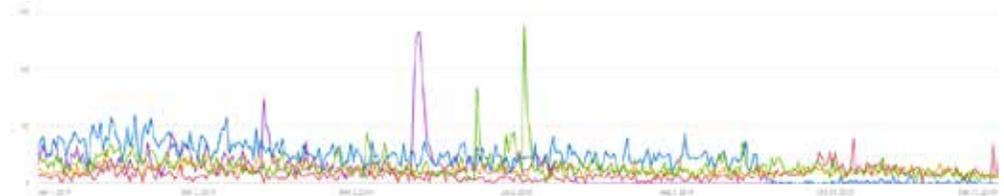
Status Report: TVFR had 162,346 visits on www.tvfr.com in 2019 with 311,575 pageviews and 52,083 document downloads. For visits, this was an increase of 17% over the previous year. We also continue to find ways to utilize the platform to simplify external customers experience with things such as the Service Provider Permit application or burn ban boundary mapping. All this happens through direct editing, user coordination and

training, and writing. The District's YouTube station continues to be strong with 36,000 views, although viewing numbers did decline some primarily due to the replacement of the popular Fire Escape Planning and Extinguisher Inspection videos.

Sample Analytics – External Website



Sample Analytics – YouTube



- Provide oversight, and support for TVFR'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.

Status: → Ongoing

Status Report: Media Services brought a secondary UAS into service that added thermal imaging capabilities. These unmanned aerial systems are used significantly for training and communication purposes, but when possible, are also deployed at emergency incidents for operational support. Media Services has obtained a FAA Certificate of Authorization and both staff members are FAA certified remote pilots ensuring we are covered to operate commercially.

Activities Summary

Media Projects	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Estimated
Training	56	150	150	150	170
Internal Communication	25	35	35	30	35
External Communication	14	10	10	10	10
Total	90	195	195	190	215

2020-21 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; Goal 2

Timeframe: 12 months

Partner(s): All personnel

Budget Impact: None

Measured By: Engagement with District staff on project goals, 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; Goal 2 – Strategy 2.6

Timeframe: 12 months

Partner(s): Government Affairs, Fire & Life Safety

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; Goal 2 – Strategy 2.1

Timeframe: 12 months

Partner(s): Operations, Training

Budget Impact: None

Measured By: Completed operational and training flights.

Media Services, continued

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Proposed Budget	2020-21 Approved Budget	2020-21 Adopted Budget
10451 Media Services						
5002 Salaries & Wages Nonunion	\$ 168,574	\$ 164,288	\$ 178,752	\$ 183,907	\$ 183,907	\$ 183,907
5004 Vacation Taken Nonunion	14,015	23,700	14,475	15,519	15,519	15,519
5006 Sick Taken Nonunion	3,786	3,948	4,181	4,208	4,208	4,208
5008 Personal Leave Taken Nonunion	1,961	1,009	1,692	1,642	1,642	1,642
5010 Comp Taken Nonunion	63	1,300				
5015 Vacation Sold	1,748		3,829	1,831	1,831	1,831
5021 Deferred Comp Match Nonunion	9,420	9,712	9,955	10,264	10,264	10,264
5121 Overtime Nonunion			3,600	3,100	3,100	3,100
5201 PERS Taxes	43,215	44,936	57,789	63,784	63,784	63,784
5203 FICA/MEDI	13,999	14,306	16,607	16,912	16,912	16,912
5206 Worker's Comp	3,237	3,578	2,768	2,819	2,819	2,819
5207 TriMet/Wilsonville Tax	1,371	1,420	1,680	1,733	1,733	1,733
5208 OR Worker's Benefit Fund Tax	57	44	50	58	58	58
5211 Medical Ins Nonunion	44,013	45,193	48,382	43,776	43,776	43,776
5212 Medical Ins Nonu VEBA				3,583	3,583	3,583
5221 Post Retire Ins Nonunion	1,800	1,800	1,800	900	900	900
5230 Dental Ins Nonunion	3,807	4,024	4,323	4,272	4,272	4,272
5240 Life/Disability Insurance	1,795	1,849	1,677	1,729	1,729	1,729
5270 Uniform Allowance		39				
5290 Employee Tuition Reimburse			2,320			
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
Personnel Services	313,462	321,745	354,480	360,637	360,637	360,637
5300 Office Supplies			375	375	375	375
5301 Special Department Supplies	558	170	600	600	600	600
5302 Training Supplies			250	250	250	250
5306 Photography Supplies & Process		19	140	140	140	140
5330 Noncapital Furniture & Equip	4,080	995	2,870			
5361 M&R Bldg/Bldg Equip & Improv	54					
5367 M&R Office Equip	2,585	2,762	21,400	21,400	21,400	21,400
5414 Other Professional Services	1,420	947	5,000	5,000	5,000	5,000
5461 External Training		1,274	2,075	2,275	2,275	2,275
5462 Travel and Per Diem		2,559	2,994	3,300	3,300	3,300
5484 Postage UPS & Shipping	72	32	225	225	225	225
5500 Dues & Subscriptions	1,118	1,154	1,215	1,215	1,215	1,215
5570 Misc Business Exp	157	13	200	200	200	200
Materials and Services	10,044	9,925	37,344	34,980	34,980	34,980
Total Media Services	\$ 323,505	\$ 331,670	\$ 391,824	\$ 395,617	\$ 395,617	\$ 395,617



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital Outlay	\$ 2,255,839	\$ 1,330,132	\$ 2,848,100	\$ 2,713,500
Contingency			250,000	650,200
Total Expenditures	\$ 2,255,839	\$ 1,330,132	\$ 3,098,100	\$ 3,363,700

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	2020-21	2021-22	2022-23	2023-24	2024-25
Engines	\$1,417,000	\$1,350,000	\$1,350,000	\$1,380,000	\$1,380,000
Trucks	1,296,500				
Elevated Waterway Units				1,670,000	
Medic Units			860,000		645,000
Tender				870,000	
Special Purpose		90,000	45,000	45,000	850,000
Total	\$2,713,500	\$1,440,000	\$2,255,000	\$3,965,000	\$2,875,000

Apparatus Fund, continued

Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected	2020-21 Estimated
Engines	\$ 35,392	\$ 31,905	\$ 31,882	\$ 34,500	\$ 36,500
Trucks	60,035	50,779	52,458	61,250	64,000
Elevated Waterway Units	73,458	71,515	45,014	54,000	25,000
Light/Heavy Brush Rigs	4,636	7,772	8,814	9,600	10,000
Specialty ¹	12,201	11,485	12,472	14,000	15,000
Medics/Rescue	8,381	14,545	12,016	13,200	14,000
Cars ²	2,852	3,042	2,548	2,800	3,000
Tenders	3,540	7,104	7,069	7,700	7,700
Code 3 Staff Vehicles	3,053	3,115	3,522	3,850	4,000
Battalion Chief Vehicles	6,241	6,287	8,568	9,400	9,400
Other Staff Vehicles	3,018	2,884	3,222	3,500	3,800

¹ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, and Rehab units.

² Response vehicle (Car) staffed with a single Paramedic for incidents that are not life or property threatening.

These costs are budgeted within Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 10% to 15%. This increase is directly caused by rising costs in maintenance parts, fuel, lubricants, and outsourced vendor labor rates. Although fleet maintenance costs will occasionally flat line and/or decrease from time to time, this condition is normally short-lived due to several reasons.

When new apparatus are purchased, they come with a manufacturer's warranty that allows certain maintenance work to be performed at no cost to the District. Depending upon how many apparatus and how close together the purchases are, this can create a lower cost effect.

Fleet and 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</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20		Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
			Resources			
\$ 5,090,823	\$ 3,955,977	\$ 5,063,014	Beginning Fund Balance	\$ 4,799,382	\$ 4,799,382	\$ 4,799,382
59,893	104,265	87,785	Temporary Investments Earnings	80,000	80,000	80,000
61,100		2,500	Surplus Property Income			
1,000,000	1,000,000	1,000,000	Transfer from Other Funds	1,000,000	1,000,000	1,000,000
\$ 6,211,816	\$ 5,060,242	\$ 6,153,299	Total Resources	\$ 5,879,382	\$ 5,879,382	\$ 5,879,382
			Requirements			
\$ 2,255,839	\$ 1,330,132	\$ 2,848,100	Fire Apparatus	\$ 2,713,500	\$ 2,713,500	\$ 2,713,500
2,255,839	1,330,132	2,848,100	Total Capital Outlay	2,713,500	2,713,500	2,713,500
		250,000	Contingency	650,200	650,200	650,200
2,255,839	1,330,132	3,098,100	Total Expenditures	3,363,700	3,363,700	3,363,700
3,955,977	3,730,110	3,055,199	Reserved for Future Expenditures	2,515,682	2,515,682	2,515,682
\$ 6,211,816	\$ 5,060,242	\$ 6,153,299	Total Requirements	\$ 5,879,382	\$ 5,879,382	\$ 5,879,382





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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services				\$ 484,630
Capital Outlay	\$ 1,291,631	\$ 1,549,521	\$ 2,663,691	2,479,844
Transfers	755,981			
Contingency			437,500	524,000
Total Expenditures	\$ 2,047,612	\$ 1,549,521	\$ 3,101,191	\$ 3,488,474

2020-21 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.

5330 Noncapital Furniture and Equipment

Station 20 Downtown Newberg

Station 20: CO/NO2 sensors. 5,000

Fleet Maintenance

Fluid dispensing guns and nozzles. Fluid guns for the overhead lube system are old and parts for repair are no longer supported. Fluid guns that are still functioning will be moved to the LSC. (36 @ \$750) 27,000

Shop Work Benches. Replacement of shop work benches for new shop facility. Existing benches are wall mount design and are not usable in the new facility. Exact number of benches is estimated at this time due to shop floor plan not complete. (12 @ \$550) 6,600

SCBA and O2 cylinder racking. Provide ability and safe storage of high-pressure cylinders for inspection, maintenance repairs, and filling. (3 @ \$1,900) 5,700

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

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

Total 5330 Noncapital Furniture and Equipment 48,300

5361 M&R Building/Building Equipment and Improvements

Station 17 North Plains

Station 17: install new carpet in day room and bunk rooms. 14,000

Station 17: install roof hatch. Currently we are unable to safely access the roof for inspections or repairs. 4,500

Station 19 Midway

Station 19: turnout drying rack necessary for drying turnouts as part of the initiative to reduce contaminants exposure. 1,200

Station 19: drop post with power and data to recliner area in the TV room. Needed for new base station radio power. 1,000

Station 20 Downtown Newberg

Station 20: paint interior of station. 12,000

Station 21 Springbrook

Station 21: new roof and repair windows at Station 21 training tower. Current roof leaking and needs to be replaced. Windows also need to be addressed. 6,000

Station 21: turnout drying rack necessary for drying turnouts as part of the initiative to reduce contaminants exposure. 1,200

Station 33 Sherwood

Station 33: EMS room is in need of some work new floor and faucets. 6,500

Station 33: turnout drying rack necessary for drying turnouts as part of the initiative to reduce contaminants exposure. 1,200

Station 34 Tualatin

Station 34: paint interior of station. 12,000

Station 34: repair propane back up fuel system for emergency generator. Failure of the propane back up system would prevent the generator from operating in a disaster. Testing of current system has an estimated run time of 30 minutes and then shuts down. 4,000

Station 35 King City

Station 35: turnout drying rack necessary for drying turnouts as part of the initiative to reduce contaminants exposure. 1,200

Station 39 Rivergrove

Station 39: balance HVAC system. Standard District Process to balance system on new building after move in. This is something we complete after the station has been occupied for at least a year. 2,500

Station 50 Walnut

Station 50: paint interior and exterior of station. 26,000

Station 50: replace roof hatch. Currently we are unable to safely access the roof for inspections or repairs. 1,500

Station 51 Tigard

Station 51: replace flooring in laundry and EMS rooms. 5,000

Station 52 Wilsonville

Station 52: paint exterior of station. 15,000

Station 52: turnout drying rack necessary for drying turnouts as part of the initiative to reduce contaminants exposure. 1,200

Station 53 Progress

Station 53: paint/seal coat (brick) exterior of station. 35,000

Station 54 Charbonneau

Station 54: addition of building maintenance for new station in Charbonneau. 5,000

Station 57 Mountain Road

Station 57: paint exterior of station and apparatus bay. 17,000

Station 57: paint interior of station. 8,000

Station 57: replace wooden staircase in back of station. Current staircase is wooden and rotting; replace with concrete. 1,000

Station 59 Willamette

Station 59: paint interior of station. 14,000

Station 61 Butner Road

Station 61: installation of engineered tie off points to allow access to roof in either fall arrest or prevention per OSHA standards. Cost of materials and engineering is approximately \$7,000 per station plus approximately \$3,000 for installation by certified installer. 10,000

Capital Improvements Fund, continued

Station 65 West Slope

Station 65: repair glass panels in bay doors. Repair fogged glass in 15 panels.	3,000
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Station 66 Brockman Road

Station 66: paint exterior and seal brick.	18,000
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Station 66: installation of engineered tie off points to allow access to roof in either fall arrest or prevention per OSHA standards. Cost of materials and engineering is approximately \$7,000 per station plus approximately \$3,000 for installation by certified installer.	10,000
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Station 66: install metal caps on generator wall.	2,500
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Station 67 Farmington Road

Station 67: seal brick on exterior of station.	8,000
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Fire Chief's Office

CBOC: add fuel filtration and recirculation system to generator. Due to tank size we have had ongoing issues with fuel contamination.	11,000
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Training

TC: asphalt replacement in many areas that are breaking up, allowing water to go under surface and cause further damage. Re-stripe upper parking lot	25,000
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TC: replacement of suppression system on first two floors of training tower.	18,000
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TC: clean up and removal of props at the Training Center.	10,000
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Facilities Maintenance

Security cameras and security enhancements based on findings in IKR Security report (\$15,000 for Cameras) (\$20,000 for additional recommended enhancements).	35,000
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Fire Station Alerting monitors. Monitors for Fire Station Alerting system for mapping and connectivity to Intterra and District resources.	14,000
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Total 5361 M&R Building/Building Equipment and Improvements	360,500
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5365 M&R Firefighting Equipment

Operations Administration

Air Monitors: as outlined in Capital Plan this is a request for scheduled replacement of Fire Investigation and Frontline Air Monitors; project currently in AMP process.	42,600
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Replacement of air monitors for Fire Investigators. (6 @ \$955)	5,730
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Total 5365 M&R Firefighting Equipment	48,330
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5366 M&R EMS Equipment

Emergency Medical Services

Suction unit replacements. (55 @ \$500)	27,500
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Total 5366 M&R EMS Equipment	27,500
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5603 TC Training Props

Training

Training mannequins - including Distal Femur IO Simulators, replacement of work full body mannequins, toddler manikins, chest decompression simulators to replace worn ones, and airway trainers for anaphylaxis and burned airway.	20,000
Total 5603 TC Training Props	20,000

5610 Building and Building Improvements

Station 20 Downtown Newberg

Station 20: medic unit storage location; requires roof replacement.	15,000
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Station 33 Sherwood

Station 33; remodel community room to accommodate BC quarters. Estimated costs due to relocation of C7 quarters from Newberg .	75,000
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Station 64 Somerset

Station 64: replace bay doors and operators. These were not replaced during station construction and are approximately 30 years old and parts are obsolete.	25,000
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Total 5610 Building and Building Improvements	115,000
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5615 Vehicles and Apparatus

Fleet Maintenance

Facilities Maintenance staff vehicle (1-329) replacement as outlined in the capital replacement plan. Vehicle build date is 1996, replacement has been deferred for 10 extra years in attempts to achieve full utilization of the vehicle (past deployment as a Light Brush unit). The requested amount will include vehicle cab/chassis and service body. Operating maintenance costs included in the base budgets.	85,000
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MSO Staff vehicles replacement per the capital replacement plan. Replacement has been deferred for an average of 9 extra years to achieve full utilization of the vehicles. The requested amount per vehicle will include the purchase of the vehicle and the canopy attached to the pickup bed. Operating maintenance costs included in the base budgets. (2 @ \$40,000)	80,000
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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 compartmentalization components to meet the deployment and service needs of the vehicle. Operating costs are included in the budget.	75,000
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Battalion Chief vehicle replacement per the capital replacement plan. The requested amount per vehicle will include the purchase of the vehicle and the canopy attached to the pickup bed. Operating and maintenance costs included in base budgets.	60,000
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MSO/EMS staff vehicle replacement - set up equipment for EMS staff vehicles including brackets, fabrication of boxes to store MSO equipment, PPE, installation of decals and miscellaneous consumables as needed, installation of code 3 lighting and siren. Equipment needed to outfit these units: Joey-bed \$5,800; misc. brackets and hardware \$250; tire chains (2 sets)@ \$150 each; door logos \$95; flare kit and first aid kit \$75; miscellaneous brackets and hardware for securing staff equipment such as helmet, turnouts, tools, books, etc. \$450; Code 3 light package \$8,000. Operating and maintenance costs included in base budgets. (2 @ \$14,970)	29,940
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Battalion Chief vehicle - setup equipment including brackets, fabrication of compartments	16,620
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Capital Improvements Fund, continued

to store EMS, FF equipment and PPE, installation of decals and miscellaneous consumables as needed. Equipment needed to outfit these units: Joey-bed \$5,800; misc. Code 3 lighting package \$9,500, bracket and hardware \$150; tire chains (2 sets)@ \$175 ea.; door logos \$95; flare kit and first aid kit \$75; miscellaneous brackets and hardware for securing staff equipment such as helmet, turnouts, tools, books, etc. \$650.

Equipment for new T51 Platform. Set up equipment including customized fabrication of compartmentalization 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

Pumper Replacement - setup equipment for new pumpers 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) \$1,115 per set; door/misc. logos and magnetic placards \$450; cab map box/glove holder fabrication, helmet storage and live load circuitry installation \$785; telemetry cables and installation kits \$650. Operating and maintenance costs included in the base budgets. (2 @ \$7115) 14,230

Facilities Maintenance vehicle - setup and prep for in-service equipment for Facilities Maintenance service truck. Setup equipment including brackets, fabrication of tool and parts compartments, decals, Equipment needed to outfit this unit: compartment tool boxes, shelves, bins and ladder rack\$4000; logos \$95; flair kit and first aid kit \$75; tire chains (2 sets) \$230 ea.; high visibility warning lighting \$400. 5,030

Water Rescue Team

Water Team: PWC/Trailer and accessories needed to supplement the current water resources. 50,000

Total 5615 Vehicles and Apparatus 430,820

5620 Firefighting Equipment

Operations Administration

Extrication: as outlined in Capital Plan this will bring T51 and T56 and HR51 tool complements to district standard per 6 year plan. Includes rams, spreaders, cutter. 69,440

Fleet Maintenance

SCBA Grant: Regional fire department coordination completed for SCBA replacement through a FEMA AFG grant. The grant application has been approved. Budget request is for SCBA and respiratory equipment not included in grant process (DFM's, Volunteer staff, Training Department staff) and grant match for TVF&R. Total purchase for TVF&R (Grant match and equipment not included in Grant); Additional cylinders needed to include line, volunteers, DFM's and Training - 235 @ \$1,200 ea.; Additional SCBA packs needed to include line, volunteers, DFM's and Training - 30 @ \$6,800 ea. RIT - 13 @ \$3,200 ea., SKA - 8 @ \$2,500 ea., Carry Air - 4 @ \$1,000 ea., Air Cart - 1 @ \$2,500ea, SCBA stationary compressor upgrades and fill system - \$100,000. Operating maintenance costs included in the base budgets. 654,100

Total 5620 Firefighting Equipment 723,540

5625 EMS Equipment

Emergency Medical Services

Power Cot Stretcher replacements. (2 @ \$22,000) 44,000

Power Cot Stretcher/Power Load replacements. (2 @ \$19,000) 38,000

Bariatric Stretcher replacement.	22,000
Bariatric Ramp/Winch replacement.	10,000
Total 5625 EMS Equipment	114,000

5630 Office Equipment and Furniture

Station 54 Charbonneau

New Station 54 furniture, fixtures and equipment.	60,000
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Logistics Administration

New LSC office furnishings. Furnishings for the new Logistics building (e.g., desks, chairs, workstations, conference room tables and chairs, breakroom furniture).	200,000
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Total 5630 Office Equipment and Furniture	260,000
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5635 Building Equipment

Station 61 Butner Road

Station 61: new stove and hood including electrical and gas.	20,000
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Operations Administration

Station Support: Major appliance replacement funds for the Operations directorate.	40,000
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Supply

Vertical automatic backboard washer & disinfectant.	37,541
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Total 5635 Building Equipment	97,541
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5640 Physical Fitness Equipment

Occupational Health/Wellness

Treadmill replacements. (6 @ \$6,699)	40,194
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New LSC building capital fitness equipment. Fitness equipment for the Logistics building, including a treadmill, step mill, rower, functional trainer, squat rack, dumbbells, dumbbell rack, recumbent bike.	21,235
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New Station 54 capital fitness equipment. Fitness equipment for Station 54 including a treadmill, step mill, rower, functional trainer, and dumbbells.	17,864
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Stair mill replacements. (2 @ \$5,675)	11,350
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Total 5640 Physical Fitness Equipment	90,643
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5645 Shop Equipment

Fleet Maintenance

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 movable.	150,000
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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
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Metal Power Sheer. Provide appropriate and safe operation of metal and aluminum	17,000
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Capital Improvements Fund, continued

fabrication work for prep for in service of new apparatus and District staff vehicles, modifications to existing vehicles and apparatus for capitalized projects.	
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
Replacement of 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 effective maintenance and repair of vehicles.	8,500
Hydraulic shop press replacement. Existing press is in need of replacement and was approved in FY17-18; however, staff held on the purchase due to discussions of moving to a new Logistics facility at the time.	8,000
Mobile welding fume extractor. Request for a mobile welding fume extractor to be used to evacuate harmful fumes and vapors produced during welding and gas cutting of metal material. This unit will be utilized for both metal cutting and welding within the fabrication room and in the shop service bays. Operating and maintenance costs included in the base budget.	6,500
Total 5645 Shop Equipment	225,000

5650 Communications Equipment

Communications

Pumper Replacement - Communications equipment to include multiband mobile radio \$5,400, portable radio chargers @ \$1,000, MDC and mounting hardware \$6,800, OMG \$1,900, antennas and hardware \$400, Wireless Firecom system \$7,500. Current pumpers will be retained to meet District needs of reserve units for front line and training use. (2 @ \$23,000) Project 3322	46,000
Station 54 - base station radio system, antennas, coax and Wipath pager (Tap-out backup system) for new station 54. This is needed to provide dispatch audio to the station and provide backup to the tap-out system.	15,000
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
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
BC Vehicle Replacement - Communications Equipment. Since this is a replacement, most equipment can move. Will need console and all mounting hardware. Project 3322	2,500
Total 5650 Communications Equipment	88,300

5655 Data Processing Software

Business Strategy

Incident Intelligence System (2iS) application/ software development for in-field incident data collection and analytics.	180,000
EGIS system refinement of Performance, Standards of Cover, and EMS Analytics and discovery of inspection, facility, and fleet information.	90,000
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
Total 5655 Data Processing Software	285,000

5660 Computer Equipment

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.

	<u>30,000</u>
Total 5660 Computer Equipment	<u>30,000</u>
Total Capital Improvements Fund	<u>2,964,474</u>



Capital Improvements Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2017-18	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
\$ 7,922,676	\$ 6,019,420	\$ 4,884,961	Beginning Fund Balance	\$ 5,130,159	\$ 5,130,159	\$ 5,130,159
8,126	179,900	2,500	Surplus Property Income	2,500	2,500	2,500
136,230	146,812	92,789	Interest Income	85,000	85,000	85,000
	14,118		Operating Grants and Contributions			
		1,500,000	Transferred from Other Funds	1,172,807	1,172,807	1,172,807
\$ 8,067,032	\$ 6,360,250	\$ 6,480,250	Total Resources	\$ 6,390,466	\$ 6,390,466	\$ 6,390,466
			Requirements			
			Materials and Services			
			Noncapital Furniture & Equipment	\$ 48,300	\$ 48,300	\$ 48,300
			M&R Building/Equipment & Improv	360,500	360,500	360,500
			M&R Firefighting Equipment	48,330	48,330	48,330
			M&R EMS Equipment	27,500	27,500	27,500
			Total Materials & Services	484,630	484,630	484,630
			Capital Outlay			
\$ 8,293	\$ 97,409	\$ 15,000	TC Training Props	20,000	20,000	20,000
8,400	34,400		Land Improvements			
16,887	70,586		Building & Improvements	115,000	115,000	115,000
283,070	561,410	342,400	Vehicles & Apparatus	430,820	430,820	430,820
226,186	82,039	907,780	Firefighting Equipment	723,540	723,540	723,540
126,150	78,540	380,350	EMS Equipment	114,000	114,000	114,000
173,610	10,405	35,000	Office Equipment & Furniture	260,000	260,000	260,000
39,343	76,783	292,761	Building Equipment	97,541	97,541	97,541
36,115	41,021	35,400	Physical Fitness Equipment	90,643	90,643	90,643
		229,300	Shop Equipment	225,000	225,000	225,000
50,344	72,274	125,700	Communications Equipment	88,300	88,300	88,300
309,718	252,439	285,000	Data Processing Software	285,000	285,000	285,000
13,515	172,214	15,000	Computer Equipment	30,000	30,000	30,000
1,291,631	1,549,520	2,663,691	Total Capital Outlay	2,479,844	2,479,844	2,479,844
755,981			Transfers Out			
		437,500	Contingency	524,000	524,000	524,000
2,047,612	1,549,520	3,101,191	Total Expenditures	3,488,474	3,488,474	3,488,474
6,019,420	4,810,730	3,379,059	Reserved for Future Expenditures	2,901,992	2,901,992	2,901,992
\$ 8,067,032	\$ 6,360,250	\$ 6,480,250	Total Requirements	\$ 6,390,466	\$ 6,390,466	\$ 6,390,466

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital Outlay		\$ 143,897	\$ 100,000	\$ 100,000
Contingency			30,000	30,000
Total Expenditures		\$ 143,897	\$ 130,000	\$ 130,000

2020-21 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 2020-21 reflects expected expenditures on equipment for this program.



MERRC Fund

<i>Historical Data</i>			<i>Budget for Next Year</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
	\$ 1,194,953	\$ 1,368,670	Beginning Fund Balance	\$ 1,826,076	\$ 1,826,076	\$ 1,826,076
\$ 3,932	32,281	15,000	Interest Income	15,000	15,000	15,000
435,040	396,866	250,000	Program Fees	250,000	250,000	250,000
755,981			Operating Transfers In			
\$ 1,194,953	\$ 1,624,100	\$ 1,633,670	Total Resources	\$ 2,091,076	\$ 2,091,076	\$ 2,091,076
			Requirements			
			Capital Outlay			
	\$ 143,897	\$ 100,000	Communications Equipment	\$ 100,000	\$ 100,000	\$ 100,000
		100,000	Total Capital Outlay	100,000	100,000	100,000
		30,000	Contingency	30,000	30,000	30,000
		130,000	Total Expenditures	130,000	130,000	130,000
\$ 1,194,953	1,480,203	1,503,670	Committed for Future Expenditures	1,961,076	1,961,076	1,961,076
\$ 1,194,953	\$ 1,624,100	\$ 1,633,670	Total Requirements	\$ 2,091,076	\$ 2,091,076	\$ 2,091,076

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services	\$ 1,249,109	\$ 795,135		
Materials and Services	94,238	23,592	\$ 143,700	\$ 115,000
Capital Outlay			167,360	167,360
Total Expenditures	\$ 1,343,347	\$ 818,727	\$ 311,060	\$ 282,360

Grant Descriptions

The 2020-21 budget reflects outstanding grant funding requests for a 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</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Revised Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
\$ (30,773)			Beginning Fund Balance			\$ 167,360
1,374,120	\$ 818,727	\$ 143,700	Grant Revenue	\$ 115,000	\$ 115,000	115,000
		167,360	Operating Transfers In			
\$ 1,343,347	\$ 818,727	\$ 311,060	Total Resources	\$ 115,000	\$ 115,000	\$ 115,000
			Requirements			
\$ 1,249,109	\$ 795,135		Personnel Services			
94,238	23,592	\$ 143,700	Materials and Services	\$ 115,000	\$ 115,000	\$ 115,000
		167,360	Capital Outlay			167,360
1,343,347	818,727	311,060	Total Expenditures	115,000	115,000	282,360
			Reserved for Future Expenditures			
\$ 1,343,347	\$ 818,727	\$ 311,060	Total Requirements	\$ 115,000	\$ 115,000	\$ 282,360

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.

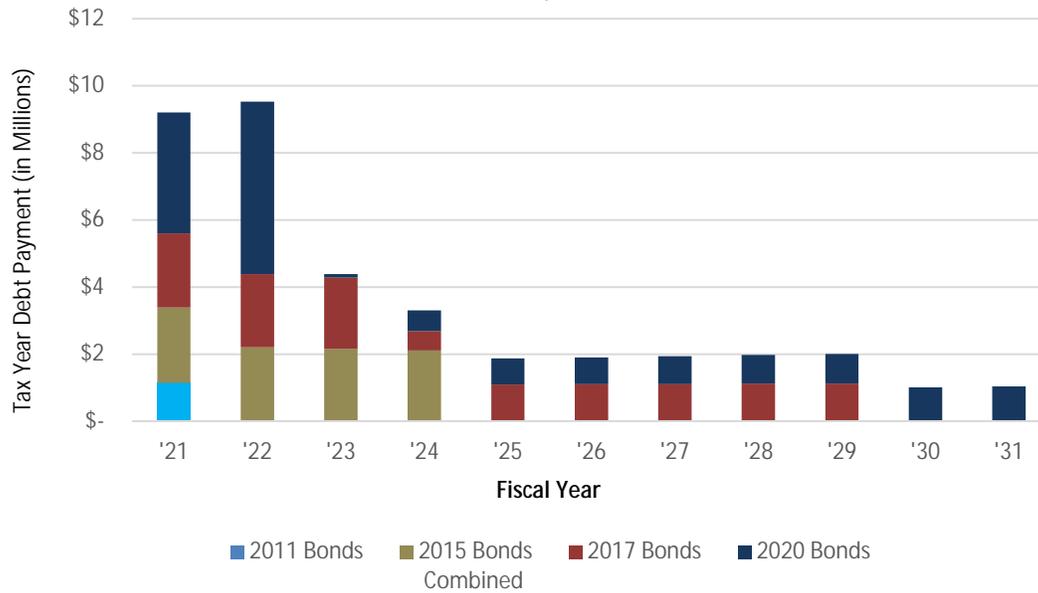
At the time of publication of this document, the District is in the process of refunding a portion of the 2011 series, with anticipated savings of 11% or around \$1,600,000. The 2020 Series has been anticipated and accounted for in the debt service calculations below.

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
2020 Debt Service			\$ 294,837	\$ 3,608,049
2017 Debt Service	\$ 463,828	\$ 593,850	2,253,850	2,210,850
2015 Debt Service	2,396,750	2,349,724	2,298,350	2,250,950
2011 Debt Service	1,733,962	1,734,562	1,434,981	1,138,800
2009 Debt Service, Series B	730,000	728,000		
2009 Debt Service	1,135,800	998,400		
Total Expenditures	\$ 6,460,340	\$ 6,404,536	\$ 6,282,018	\$ 9,208,649

Debt Payments



Maturity Schedules

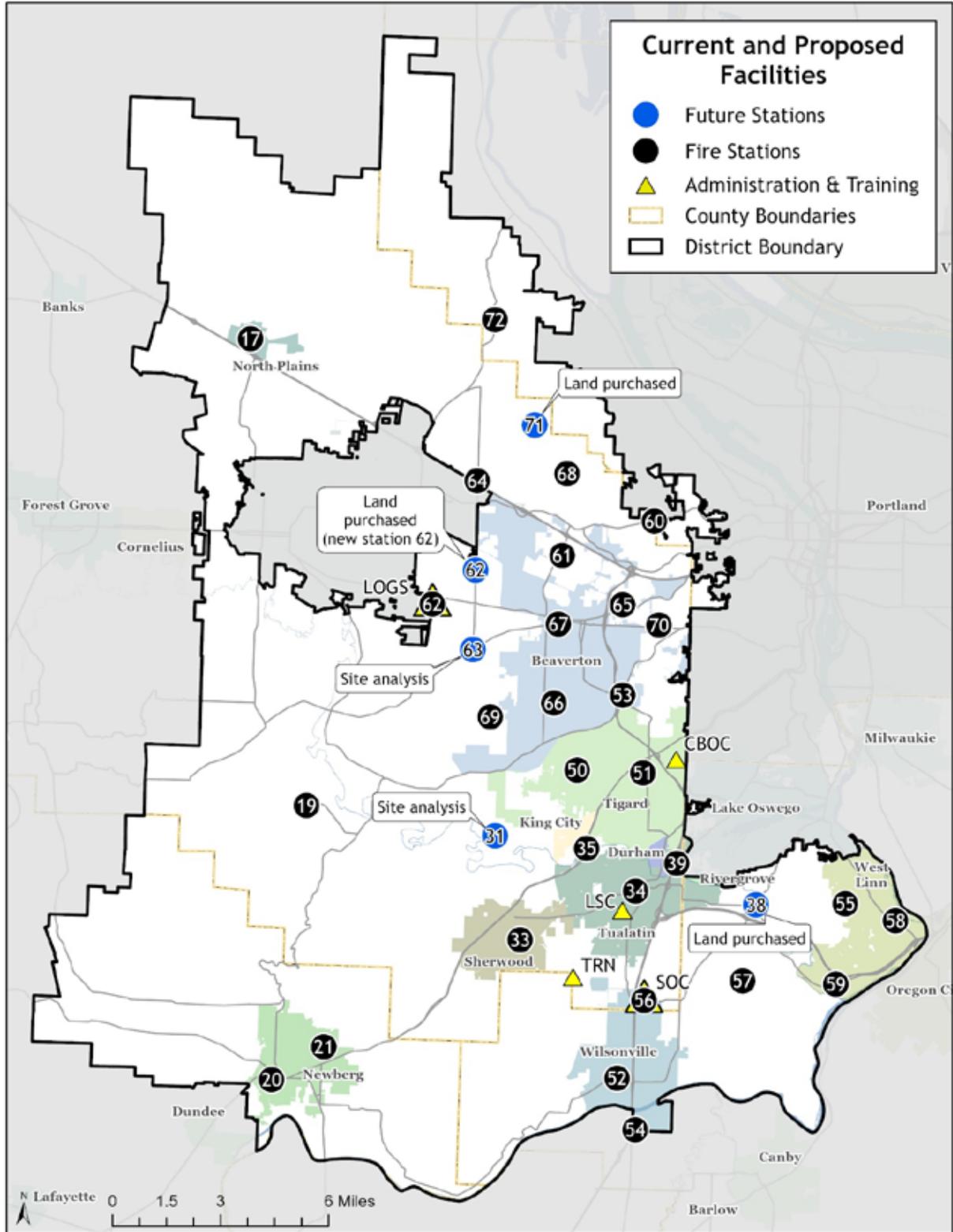
Fiscal Year	Series 2011		Series 2015 Refunding		Series 2015 New		Series 2017 Refunding		Series 2020 Refunding	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020-21	\$1,095,000	\$ 43,800	\$1,370,000	\$ 196,675	\$ 595,000	\$ 89,275	\$ 1,700,000	\$ 510,850	\$ 3,400,000	\$ 208,049
2021-22			1,380,000	141,875	620,000	65,475	1,750,000	425,850	4,980,000	165,549
2022-23			1,385,000	86,675	640,000	40,675	1,795,000	338,350		103,298
2023-24			1,390,000	31,275	670,000	15,075	335,000	248,600	515,000	103,298
2024-31							4,830,000	721,050	5,745,000	439,343
	\$1,095,000	\$ 43,800	\$5,525,000	\$ 456,500	\$2,525,000	\$ 210,500	\$10,410,000	\$2,244,700	\$14,640,000	\$1,019,537

Debt Service Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 255,425	\$ 255,425	\$ 255,425
\$ 1,274,655	\$ 374,852	\$ 490,906				
57,019	200,453	45,000	Previously Levied Taxes Estimated to be Rec'd	45,000	45,000	45,000
56,641	70,136	31,650	Temporary Investments Earnings	31,650	31,650	31,650
2,675	7,024	250	Interest on Taxes	250	250	250
801	940	350	Tax in Lieu of Property Tax	350	350	350
14,581,850		14,970,719	Other Proceeds			
15,973,641	653,405	15,538,875	Total Resources, Except Taxes to be Levied	332,675	332,675	332,675
		5,973,632	Taxes Necessary to Balance	9,088,899	9,088,899	9,088,899
5,436,795	6,359,546		Taxes Collected in Year Levied			
\$21,410,436	\$ 7,012,951	\$21,512,507	Total Resources	\$ 9,421,574	\$ 9,421,574	\$ 9,421,574
			Requirements			
\$ 165,861		\$ 175,568	Materials and Services			
14,409,383		14,799,496	Payment to Escrow			
			Bond Principal Payments			
960,000	\$ 960,000		2009 - March 1			
675,000	700,000		2009B - June 15			
980,000	1,010,000	1,050,000	2011 - June 1	\$ 1,095,000	\$ 1,095,000	\$ 1,095,000
1,365,000	1,360,000	1,365,000	2015 Refunding - June 1	1,370,000	1,370,000	1,370,000
535,000	550,000	570,000	2015 - June 1	595,000	595,000	595,000
240,000		1,660,000	2017 - March 1	1,700,000	1,700,000	1,700,000
		280,000	2020 Refunding - June 1	3,400,000	3,400,000	3,400,000
4,755,000	4,580,000	4,925,000	Total Principal	8,160,000	8,160,000	8,160,000
			Bond Interest Payments			
138,600	19,200		2009 - Sep 1			
37,200	19,200		2009 - March 1			
27,500	14,000		2009B - Dec 15			
27,500	14,000		2009B - June15			
376,981	362,281	342,081	2011 - Dec 1	21,900	21,900	21,900
376,981	362,281	42,900	2011 - June 1	21,900	21,900	21,900
173,312	152,837	125,637	2015 Refunding - Dec 1	98,337	98,337	98,337
173,312	152,813	125,638	2015 Refunding - June 1	98,338	98,338	98,338
75,063	67,037	56,037	2015 - Dec 1	44,637	44,637	44,637
75,063	67,037	56,038	2015 - June 1	44,638	44,638	44,638
	296,925	296,925	2017 Refunding - Dec 30	255,425	255,425	255,425
223,828	296,925	296,925	2017 Refunding - June 30	255,425	255,425	255,425
		14,837	2020 Refunding - Dec 1	104,024	104,024	104,024
			2020 Refunding - June 1	104,024	104,024	104,024
1,705,340	1,824,536	1,357,018	Total Interest	1,048,649	1,048,649	1,048,649
			Reserves			
374,852	608,415		Unappropriated Balance for Next Year			
		255,425	2017 Refunding - Sep 1	212,925	212,925	212,925
374,852	608,415	255,425	Total Unappropriated Ending Fund Balance	212,925	212,925	212,925
\$21,410,436	\$ 7,012,951	\$21,512,507	Total Requirements	\$ 9,421,574	\$ 9,421,574	\$ 9,421,574



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 as provide 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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital Outlay	\$ 13,088,302	\$ 5,747,336	\$ 15,987,000	\$ 8,391,881
Contingency			1,418,126	1,500,000
Total Expenditures	\$ 13,088,302	\$ 5,747,336	\$ 17,405,126	\$ 9,891,881

2020-21 Project Descriptions

5601 Land

Station 22 Newberg

Station 22 Land (committed from NRFPD merge) Project 3721. \$ 635,000

Station 31 West Bull Mt

Station 31 Land (carryover budget from 2019-20) Project 3709. 832,000

Station 63 185th

Station 63 Land (carryover from 2019-20) Project 3716. 759,000

Total 5601 Land 2,226,000

5610 Building & Building Improvements

Station 54 Charbonneau

Station 54 (carryover land and improvement budget from 2019-20) Project 3528. 1,160,800

Logistics Administration

Tenant improvements for new Logistics building. Project 3535. 5,005,081

Total 5610 Building & Building Improvements 6,165,881

Total Property & Building Fund \$8,391,881

Status of 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.
Status: **√ Complete**
Status Report: Completed January 2020

- 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.

Status: → Ongoing
Status Report: Significant construction for improvements to existing building in progress through the end of this fiscal year; estimated for completion in October 2020.

- 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.
Status: → Ongoing
Status Report: Continuing. Short term commercial space lease option identified for Station 54; tenant improvements pending. Anticipate opening next fiscal year.

2020-21 Tactics

- Complete Station 54 tenant improvements for Medic unit.

Goal/Strategy: Goal 2 - Strategy 2.2
Timeframe: 12 months
Partner(s): Logistics, Operations, Business
Budget Impact: Increase required
Measured By: Medic 54 in service with enhanced service delivery to the Charbonneau community.

- Complete construction for tenant improvements to the new Logistics Service Center.

Goal/Strategy: Goal 3
Timeframe: 12 months
Partner(s): Logistics team, Information Technology, Communications
Budget Impact: Increase required
Measured By: Building occupancy and deployment of Fleet Maintenance, Facilities Maintenance, Supply, and Communications operations therein.

- Acquire location for Station 54 (permanent), Station 63 and Station 31.

Goal/Strategy: Goal 3 – Strategy 3.4
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

<i>Historical Data</i>			<i>Budget for Next Year</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Budget Committee 2020-21
			Beginning Fund Balance -			
\$ 13,983,997	\$ 8,413,540	\$ 16,411,556	Working Capital	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000
277,067	408,722	261,862	Temporary Investments Earnings	100,000	100,000	100,000
21,936	120,290		Miscellaneous Revenue			
6,113,228	3,771,427	3,159,802	Transfers from Other Funds	2,500,000	2,500,000	2,500,000
471,223	8,535,600		Surplus Property			
\$ 20,867,451	\$ 21,249,579	\$ 19,833,220	Total Resources	\$ 10,100,000	\$ 10,100,000	\$ 10,100,000
			Requirements			
	\$ 6,351		Station 20			
	9,707		Station 21			
\$ 957		\$ 832,000	Station 22	\$ 635,000	\$ 635,000	\$ 635,000
911,239	4,153,043	4,555,000	Station 31	832,000	832,000	832,000
2,152	95	1,250,000	Station 39			
5,122,576	357,723		Station 54	1,160,800	1,160,800	1,160,800
	3,835		Station 55			
921			Station 61			
5,449	14,546	850,000	Station 62			
505,331	6,382		Station 63	759,000	759,000	759,000
452,925			Station 64			
640			Station 69			
47,943			Station 71			
			Station 72			
436,819	33,375		OHW			
5,601,351	1,162,280	8,500,000	Logistics	5,005,081	5,005,081	5,005,081
13,088,302	5,747,336	15,987,000	Total Capital Outlay	8,391,881	8,391,881	8,391,881
		1,418,126	Contingency	1,500,000	1,500,000	1,500,000
13,088,302	5,747,336	17,405,126	Total Expenditures	9,891,881	9,891,881	9,891,881
7,779,149	15,502,243	2,428,094	Reserved for Future Expenditures	208,119	208,119	208,119
\$ 20,867,451	\$ 21,249,579	\$ 19,833,220	Total Requirements	\$ 10,100,000	\$ 10,100,000	\$ 10,100,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services	\$ 34,010	\$ 44,062	\$ 585,000	\$ 658,125
Total Expenditures	\$ 34,010	\$ 44,062	\$ 585,000	\$ 658,125

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 \$112,557,632 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 \$1,000. Vehicles are insured for both liability and physical damages at a defined replacement value. Deductible limits apply for the following coverage: \$1,000 deductible for comprehensive coverage and \$2,000 deductible limits for collision 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</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
\$ 596,965	\$ 634,175	\$ 580,000	Beginning Fund Balance	\$ 650,000	\$ 650,000	\$ 650,000
11,177	15,591	5,000	Temporary Investments Earnings	8,125	8,125	8,125
60,043	64,017		Insurance Refunds			
\$ 668,185	\$ 713,783	\$ 585,000	Total Resources	\$ 658,125	\$ 658,125	\$ 658,125
			Requirements			
34,010	44,062	585,000	Property & Liability Losses	658,125	658,125	658,125
634,175	669,721		Ending Fund Balance			
\$ 668,185	\$ 713,783	\$ 585,000	Total Requirements	\$ 658,125	\$ 658,125	\$ 658,125



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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services	\$ 334,431	\$ 280,329	\$ 282,654	\$ 123,708
Total Expenditures	\$ 334,431	\$ 280,329	\$ 282,654	\$ 123,708

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 obligations 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 is one beneficiary 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</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 27,869			Transfer from Other Funds	\$ 123,708	\$ 123,708	\$ 123,708
306,562	\$ 280,329	\$ 282,654	Total Resources	\$ 123,708	\$ 123,708	\$ 123,708
\$ 334,431	\$ 280,329	\$ 282,654				
			Requirements			
\$ 334,431	\$ 280,329	\$ 282,654	Pension Benefit Costs	\$ 123,708	\$ 123,708	\$ 123,708
\$ 334,431	\$ 280,329	\$ 282,654	Total Requirements	\$ 123,708	\$ 123,708	\$ 123,708

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services	\$ 8,525	\$ 9,300	\$ 378,740	\$ 413,190
Total Expenditures	\$ 8,525	\$ 9,300	\$ 378,740	\$ 413,190

Pension Benefit

In addition to monthly plan benefits paid, for 2019-20 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</i>			
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Resources	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 342,677	\$ 360,513	\$ 363,540	Earnings from Investments	\$ 397,085	\$ 397,085	\$ 397,085
26,361	29,701	15,200		16,105	16,105	16,105
\$ 369,038	\$ 390,214	\$ 378,740	Total Resources	\$ 413,190	\$ 413,190	\$ 413,190
			Requirements			
\$ 8,525	\$ 9,300	\$ 378,740	Pension Benefit Costs	\$ 413,190	\$ 413,190	\$ 413,190
360,513	380,914		Unappropriated			
\$ 369,038	\$ 390,214	\$ 378,740	Ending Fund Balance			
			Total Requirements	\$ 413,190	\$ 413,190	\$ 413,190

Fund Description

The Custodial Fund is a fiduciary-type fund that has been established to account for the activities of the Tualatin Valley Fire & Rescue Volunteer Firefighters, a 501(c)4 non-profit organization, as well as other activities that are funded through community donations for social and community engagement.

Budget Summary

Expenditures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Materials and Services				\$ 151,000
Total Expenditures				\$ 151,000



Custodial Fund, continued

<i>Historical Data</i>			<i>Budget for Next Year</i>		
Actual Second Preceding Year 2017-18	Actual First Preceding Year 2018-19	Adopted Budget Current Year 2019-20	Proposed by Budget Officer 2020-21	Approved by Budget Committee 2020-21	Adopted by Governing Board 2020-21
Resources					
		Beginning Fund Balance	\$ 135,000	\$ 135,000	\$ 135,000
		Donations	16,000	16,000	16,000
		Total Resources	\$ 151,000	\$ 151,000	\$ 151,000
Requirements					
		Materials and Services	\$ 151,000	\$ 151,000	\$ 151,000
		Unappropriated Ending Fund Balance			
		Total Requirements	\$ 151,000	\$ 151,000	\$ 151,000

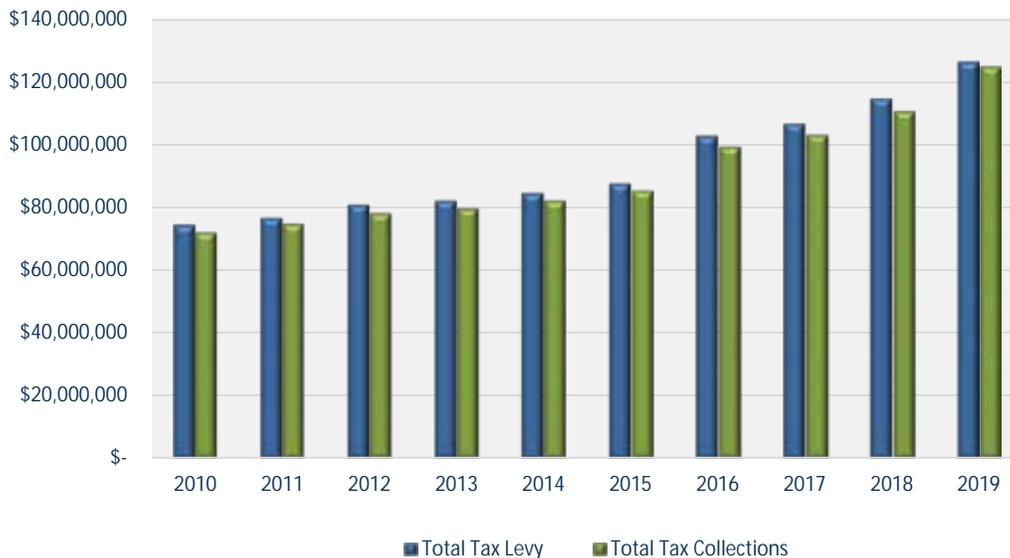
Property Tax Levies and Collections

Tualatin Valley Fire and Rescue Property Tax Levies and Collections Last Ten Fiscal Year

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
2019	\$126,534,993	\$121,288,887	95.85%	\$ 3,918,100	\$125,206,987	98.95%
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	96.52
2016	102,942,662	98,293,871	95.48	1,378,066	99,671,937	96.70
2015	87,970,033	83,994,211	95.48	1,694,488	85,688,699	96.82
2014	84,922,515	80,738,959	95.07	1,824,068	82,563,027	97.41
2013	82,413,293	78,548,654	95.31	1,446,400	79,995,054	97.22
2012	81,106,617	76,988,839	94.92	1,481,752	78,470,591	97.07
2011	76,954,903	72,714,192	94.49	2,365,805	75,079,997	96.75
2010	74,662,973	70,399,625	94.29	1,930,985	72,330,610	97.56

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
2019	\$ 58,343,366,718	\$ 99,267,409,345	\$ 1,546,143,554	\$ 1,627,313,038	\$ 301,461,233	\$ 410,823,584
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

Information from Washington, Clackamas, Yamhill and Multnomah County Assessment and Tax Roll Summaries.

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		
2019	\$ 1,535,699,859	\$ 1,598,187,265	\$ 61,726,671,364	\$ 102,903,733,232	59.98 %	\$2.08
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

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 2019			Year 2010		
	Rank ⁽¹⁾	Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation	Rank ⁽¹⁾	Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation
Private enterprises:						
Nike, Inc.	1	\$ 840,143,323	1.36 %	1	\$ 422,123,046	1.05 %
Pacific Realty Associates	4	282,725,761	0.46	4	205,663,019	0.51
Comcast Corporation	5	211,389,400	0.34	6	165,367,800	0.41
Nike IHM	6	190,649,200	0.31			
Intel Corporation	7	188,249,290	0.30	8	121,530,729	0.30
LAM Research Corporation	8	169,707,186	0.27			
PPR Washington Square, LLC	9	149,777,028	0.24	9	118,656,711	0.29
BV Centercal, LLC	10	146,849,444	0.24			
Verizon Communications				2	279,376,700	0.69
Tektronix, Inc.				7	132,539,804	0.33
PS Business Parks				10	104,442,466	0.26
Public utilities:						
Portland General Electric	2	330,940,467	0.54	3	215,521,020	0.54
Northwest Natural Gas Co	3	287,658,660	0.47	5	188,171,030	0.47
All other taxpayers		<u>58,928,581,605</u>	<u>95.47</u>		<u>38,329,604,858</u>	<u>95.15</u>
Total Assessed Value ⁽²⁾		\$ <u>61,726,671,364</u>	<u>100.00</u> %		\$ <u>40,282,997,183</u>	<u>100.00</u> %

Source: Washington County Department of Assessment and Taxation

⁽¹⁾ Principal taxpayers are in Washington County only.

⁽²⁾ Total assessed value is reflective of TVF&R's portion of the totals collectible for Washington, Clackamas, Yamhill and Multnomah counties.

Demographic and Economic Statistics

Tualatin Valley Fire and Rescue Demographic and Economic Statistics Last Ten Fiscal Years

Fiscal Year	Population Served ⁽¹⁾	Square Miles Served ⁽²⁾	Per Capita Income ⁽³⁾	Total Personal Income (in thousands)	School Enrollment ⁽⁴⁾	Unemployment ⁽⁵⁾
2019	530,446	390	\$ 57,331	\$ 30,411,000	57,826	3.4 %
2018	519,853	390	57,331	28,177,592	57,847	3.4
2017	491,376	390	57,331	26,634,053	57,592	3.5
2016	459,234	210	55,044	24,891,886	56,519	4.3
2015	454,598	210	53,878	24,058,690	56,036	4.8
2014	450,008	210	50,542	22,393,298	57,221	5.6
2013	445,464	210	46,735	20,567,518	57,147	6.3
2012	440,966	210	47,026	20,519,471	56,410	7.1
2011	436,513	210	44,436	19,218,794	56,768	7.7
2010	432,106	210	41,438	17,694,741	55,672	9.0

⁽¹⁾ Portland State University/TVFR Planning Department.

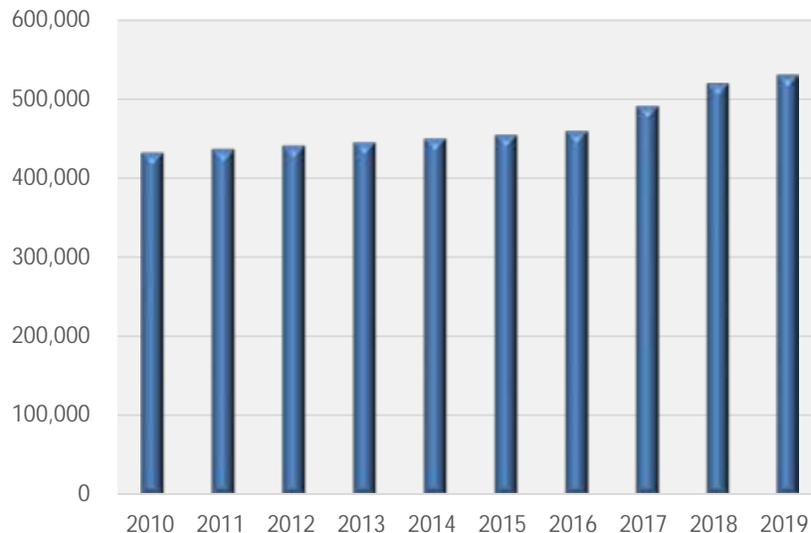
⁽²⁾ TVFR Planning Department; District 2 added approximately 118 square miles and the City of Newberg and Newberg Rural Fire Protection added approximately 6 square miles and 55 square miles respectively

⁽³⁾ 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.

⁽⁴⁾ Oregon Dept of Education (Beaverton, Sherwood and Tigard/Tualatin School Districts)

⁽⁵⁾ State of Oregon Employment Department (Washington County). Prior to 2016 - Bureau of Labor Statistics, estimated

Population Served





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 \$2,650,000 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
- 25 Grants Fund
- 30 Debt Service Fund
- 45 Insurance Fund
- 51 Property and Building Fund
- 61 Pension Trust Fund
- 63 Volunteer LOSAP Fund
- 65 Custodial 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
- 022 Station 22 - Newberg New
- 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	Former 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
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
4051 Interest on Taxes

Investments, continued

- 4052 Unsegregated Tax Interest
- 4053 Gains/Losses on Investments
- 4054 Dividend Income
- 4055 Unrealized Gains and Losses

Special Revenue

- 4200 Charges for Services
- 4201 Transport Services Revenue
- 4202 Contracted Disallowances
- 4203 HazMat Response Revenue
- 4204 Accounting Service Revenue
- 4205 Fire Reports/Permits/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 & Wages

- 5001 Salaries and Wages Union
- 5002 Salaries and Wages Non-Union
- 5003 Vacation Taken Union
- 5004 Vacation Taken Non-Union
- 5005 Sick Leave Taken Union
- 5006 Sick Leave Taken Non-Union
- 5007 Personal Leave Taken Union
- 5008 Personal Leave Taken Non-Union
- 5009 Comp Taken Union
- 5010 Comp Taken Non-Union
- 5015 Vacation Sold
- 5016 Vacation Sold at Retirement
- 5017 PEHP Vacation Sold at Retirement
- 5018 Comp Time Sold Union
- 5019 Comp Time Sold Non-Union
- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Non-Union
- 5041 Severance Pay
- 5090 Temporary Services-Backfill

Salaries and Wages, continued

- 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
- 5212 Medical Insurance Non-Union VEBA
- 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
- 5330 Noncapital Furniture and Equipment
- 5340 Software Licenses/Expense/Upgrades/Host

Supplies, continued

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 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 & Travel

5461 External Training

5462 Travel and Per Diem

Award Programs

5471 Citizen Awards

5472 Employee Recognition and Awards

5473 Employee Safety Program and Incentive

5474 Volunteer Awards Banquet

Community Education

5480 Community Events/Open House/Outreach

5481 Community Education Materials

Chart of Accounts, continued

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:

Programs

- 0105 Accreditation Program
- 0901 Chaplains Program
- 1100 Fire Prevention Public Education
- 1101 SKID Program
- 1123 Community Assistance Program

Grants

- 3101 MACC Grant
- 3103 SAFER Grant

Conflagrations

- 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
- 3248 EMAC – California (Camp Fire)
- 3249 EMAC – California (October 2019 Wildfires)
- 3250 EMAC – California (Kincade Fire)

Apparatus

- 3307 Pick-Up Trucks
- 3310 Medic Units
- 3322 Pumpers
- 3329 Fire Investigation Vehicles
- 3331 Chief Response Vehicle Replacement
- 3332 DC Response Vehicles

Project, continued

Apparatus, continued

- 3334 FJ Cruisers
- 3335 Squad
- 3336 Water Rescue Boat
- 3340 Tractor Drawn Aerial Truck
- 3341 Facilities Service Truck

Outside Programs/Recruitments

- 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

Buildings

- 3506 Station 68 – Bethany
- 3509 Station 71 – Kaiser
- 3510 170th 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 – 185th
- 3532 Station 368 – Volunteer Station Skyline
- 3533 Station 39 – McEwan Road
- 3534 Station 62 – New Location
- 3535 Logistics Service Center

Miscellaneous

- 3604 SCBA Purchase, Repair & Maintenance
- 3605 CBOC Expenses (Non-Capital)
- 3611 Memorial Service
- 3612 1950 Fire Engine Restoration

Project, continued

Land

3709 Station 31 – West Bull Mountain Land
 3714 Station 54 – Charbonneau Land
 3715 Station 55 – Rosemont Land
 3716 Station 63 – 185th Land
 3718 Station 39 – McEwan Road Land
 3719 Station 62 – New Location Land
 3720 Logistics Service Center Land

Emergency Events

8800 Emergency Events
 8803 COVID-19 Outbreak Response

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
 70 Logistics
 75 Emergency Management



Glossary

Accrual Basis of Accounting	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).
Ad Valorem	In proportion to value. A basis for levying tax upon property.
Alarm	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
AED	Automated external defibrillator - a device that automatically analyzes the heart rhythm and if it detects a problem that may respond to an electrical shock, then permits a shock to be delivered to restore a normal heart rhythm.
Alarm Assignment	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD) based upon the type of incident dispatched.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including IV therapy, administration of antiarrhythmic and other specified medications and solutions.
AMP	Asset Management Program. Business model that assists with management of Operations assets.
AODP	Apparatus Operator Development Program
Appropriation	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.
ARU	Alternate response vehicle, e.g., Car.
ASA	Ambulance Service Area
Assess	To establish an official property value for taxation.
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property owned by a government that has monetary value.
Auxiliary Volunteer	A group of "on-call" citizens, who assist with various department functions, e.g., maintaining and operating the antique fire apparatus, providing rehabilitation services at incidents, assisting the Community Education Team at various events, and performing clerical duties.
AVL	Automatic Vehicle Location. Means for determining and transmitting the geographic location of a vehicle in real time using global positioning systems (GPS).
Balanced Budget	Resources equal the requirements in every fund.
Battalion	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.
BC	Battalion Chief
Battalion Chief	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.

Glossary, continued

Behavioral	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).
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary	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.
BUG	Broadband Users Group. The District is part of an intergovernmental agreement with several neighboring cities and special districts to share the use of a public communication network, Internet access, communication devices, and equipment.
CAD	Computer Aided Dispatch. Method of dispatching emergency response apparatus and personnel via a mobile data terminal.
Capital Assets	Assets 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.

Capital Budget	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. <i>See also Capital Program.</i>
Capital Outlay	Expenditures for the acquisition of capital assets.
Capital Projects	Projects that purchase or construct capital assets.
Capital Program	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures
Captain	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
Category A Zones	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
Category B Zones	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property but having low risk structures.
Category C Zones	Property within the District's service area, but outside the Urban Growth Boundary that is primarily agricultural land with relatively low population density and low risk structures.
CCFD#1	Clackamas County Fire District #1
CDC	Center for Disease Control
CFAI	Commission on Fire Accreditation International
Code 1	Non-emergency response mode; lights and sirens are not used, and traffic laws are followed.
Code 3	Use of red lights and sirens by apparatus during emergency response.
COML	Communication Unit Leader.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
COVID-19	A mild to severe respiratory illness that is caused by a coronavirus initially reported in Wuhan, China in December 2019. On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic.
CPR	Cardiopulmonary Pulmonary Resuscitation
CRR	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.
Current Taxes	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.

Glossary, continued

Delinquent Taxes	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived, and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years Tax Levies.</i>
DPSST	Department of Public Safety, Standards, and Training 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.
Depreciation	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
Dispatch	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
Division	The District is divided into administrative geographic areas. Three battalions report to the Operations Division.
Division Chief	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.
Door-to-Balloon	Time from arrival of a STEMI patient at the ER door till their blocked coronary vessel is opened by the “balloon” procedure in the catheter lab, which restores blood flow.
E-GIS	Enterprise GIS is a platform for delivering organization-wide geospatial capabilities while improving access to geospatial information and extending geospatial capabilities to nontraditional users of GIS.
Elevated Waterway	An engine with a top mounted waterway that can extend to approximately 65 feet.
EMAC	Emergency Management Assistance Compact. A national interstate mutual aid agreement that allows states to share resources during times of disaster.
EMC	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.
EMD	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.
EMT	Emergency Medical Technician. One who is trained and adept at different levels of medical skills. The state of Oregon has three levels: EMT-Basic, EMT- Intermediate, and Paramedic.
EOP	Emergency Operations Plan
ERP	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.

Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
EVOC	Emergency Vehicle Operations Course
Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period.
FEMA	Federal Emergency Management Agency
Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program used to track fire prevention activities, station logbooks, and training data.
FirstNet	First Responder Network Authority authorized by Congress in 2012. Its mission is to develop, build and operate the nationwide, broadband network that equips first responders to save lives and protect U.S. communities.
First Pass	The first attempt to place an endotracheal tube into a patient's trachea.
Fixed Assets	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.
FMZ	Fire Management Zone. The State of Oregon is segmented into a grid system based on one and one quarter mile sections. This grid system is a tool for map navigation and reference purposes.
FOC	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
FSA	Flexible Spending Account
FTE	Full Time Equivalent employee, based on the hours worked by a full-time employee in that job classification.
FTEP	Field Training Evaluation Program
FTO	Field Training Officer
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.

Glossary, continued

Fund Balance	The excess of the assets of a fund over its liabilities and reserves, except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
GIS	Geographic Information Systems
GEMT Funds	GEMT draws funds from the federally-backed Medicaid entitlement program, allowing public EMS providers the ability to collect a percentage of their uncompensated costs for providing care to Medicaid patients.
GFOA	Government Finance Officers Association
Gross Bonded Debt	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Heavy Rescue	The District has two Heavy 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.
HFD	Hillsboro Fire Department
HRA	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
IAFC	International Association of Fire Chiefs
IC	Incident Command.
IMT	Incident Management Team
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
Incident Support Volunteer	Incident Support Volunteers provide support functions on emergency scenes such as rehabilitation and air management.
In-service	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
Internal Control	<p>A plan of organization for purchasing, accounting, and other financial activities that, among other things, provides that:</p> <p>4 The duties of employees are subdivided so that no single employee handles a financial action from beginning to end;</p>

	<ul style="list-style-type: none"> 4 Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and, 4 Records and procedures are arranged appropriately to facilitate effective control.
Kelly Day	A paid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
KPI	Key Performance Indicator
LOFD	Lake Oswego Fire Department
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
Lieutenant	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Light Brush	Light Brush apparatus are “pickup” style units that carry a small tank of water and a portable slide in style pump designed for maneuverability and off road firefighting. Some units are staffed day to day to add additional units to TVFR operations for medical and small trash type fires. They can be used as a Oregon State Fire Marshal conflagration deployment qualified vehicle for state wild fires. Light brush units have the capacity of carrying up to 4 personnel but when staffed for day to day operations they usually are staffed with 2 personnel.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Maverick Map	A package of features, revolving around an accurate digital map, which improves the efficiency and the effectiveness of emergency service delivery and administration.
Medic	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units.
Mobile Data Computer	Also referred to as an MDC.
Mobile Emergency Responder Radio Coverage	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.
MIH	Mobile Integrated Health
Modified Accrual Basis	The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
Multiple Patient Scene (MPS)	An emergency incident with fewer than ten patients needing medical care.
Munis	The District’s integrated business operations software system (an ERP software program).
NAPSG	National Alliance for Public Safety GIS

Glossary, continued

Net Bonded Debt	Gross bonded debt, less any cash or other assets available, and earmarked for debt retirement.
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
NIMS	National Incident Management System
ODP	Officer Development Program
Occupancy	The use to which property is put into: an occupied building or part of a building (as an apartment or office).
OFCA	Oregon Fire Chiefs Association. A membership organization that strives to provide leadership and valued services to support fire chiefs and administrative officers throughout the state.
OFSOA	Oregon Fire Service Office Administrators. A networking and educational organization for administrative personnel serving Oregon Fire Service agencies - from Fire Chiefs and Administrative Assistants to Entry Level Clerk positions.
OMG	Onboard Mobile Gateway
OMM	Onboard Mobility Manager
OnSceneRMS	Computer program acquired in 2007, used to track incident response information.
Operating Budget	A budget that applies to all outlays other than capital outlays. <i>See Budget.</i>
Operating Expenses	Expenses for general governmental purposes.
OSHA	Occupational Safety and Health Administration
Paramedic	The highest level of training an EMT can reach in the state of Oregon.
PERS	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers contribute.
PDP	Paramedic Development Program
PF&R	Portland Fire & Rescue
PIO	Public Information Officer
POD	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
PPE	Personal Protective Equipment, utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.
Prior Years Tax Levies	Taxes levied for fiscal periods preceding the current one.
PSBT	Public Safety Broadband Trust
QI	Quality improvement

Quantum	Type/style of a Pierce engine that can seat four to six Firefighters. The majority of the District's engines are of the Quantum style.
Rate Collar	The Oregon PERS system has adopted a contribution rate stabilization method whereby contribution rates for a rate pool are confined to a collar based on the rate pool's prior pension contribution rate.
Resources	The actual assets of a governmental unit, such as cash, taxes receivables, land, buildings, etc.
Response	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Response Orders	The order in which units are dispatched to a G-Zone (first due unit, second due unit, third due unit, etc.).
Revenue	The term designates an increase to a fund's assets that: <ul style="list-style-type: none"> 4 Does not increase a liability (e.g., proceeds from a loan). 4 Does not represent a repayment of an expenditure already made. 4 Does not represent a cancellation of certain liabilities. 4 Does not represent an increase in contributed capital.
RFOG	Regional Fire Operations Group
RMS	Records Management System, software that is part of the Sunpro suite.
Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
SCBA	Self-Contained Breathing Apparatus
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
SOG	Standard Operating Guidelines
Special Revenue Fund	A fund used to account for revenues from specific taxes or earmarked revenue sources, which by law are designated to finance particular functions or activities of government. Includes intergovernmental revenue in the form of state and federal grant funds.
Squad	A piece of apparatus that is used for support at an incident. A squad carries extra air bottles, lights, and rehabilitation supplies for personnel working at an incident.
Station Zone	An administrative zone that is assigned to a station that represents TVF&R-only closest forces within our service area.
STEMI	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
Talent Management	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.
Target Solutions	A district-wide learning management and training records application. It holds online content and records for all suppression and EMS personnel and is being expanded to provide both required and optional training and resources for all personnel.
Task Force	A pre-determined alarm assignment in Computer Aided Dispatch (CAD) that includes multiples units. Task force assignments are primarily used for incidents with a higher probability of severity and incident complexity (e.g., fires, explosion, technical rescue, hazardous materials, train accident).

Glossary, continued

Tax Levy	The total amount to be raised by general property taxes.
Tax Rate	The amount of tax levied for each \$1,000 of assessed valuation.
TDA	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
Technical Rescue	Any kind of incident that requires specialized training or equipment that is used to provide assistance to a victim(s), e.g., tunnel collapse, water-related accidents, hazardous materials spills. The District has three technical rescue teams: Water Rescue, Technical Rescue (rope, building collapse, extrication, confined space rescue), and Hazardous Materials.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
Truck	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
Turnouts	Protective gear worn by firefighters.
UASI	Urban Areas Security Initiative. A grant program through the Department of Homeland Security and FEMA. The program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assist them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism.
Unappropriated Fund Balance	Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal period.
Urban Growth Boundary	A regional boundary, set to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
Urban Renewal	A program of land re-development in areas of moderate to high density urban land use.
Vimeo	An online vide service.
VoIP	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.
Volunteer Firefighter	Volunteer Firefighters respond in conjunction with career companies.
WCCCA	Washington County Consolidated Communications Agency. This agency provides the District's emergency and non-emergency police and fire dispatching within the majority of Washington County.
WFCA	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC), and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.

1st Notice of Budget Committee Meeting



The Oregonian
LEGAL AFFIDAVIT

AD#: 0009590767

State of Oregon,) ss
County of Multnomah)

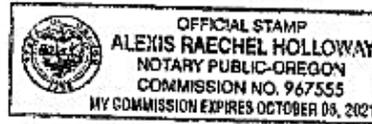
Brian Maley being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 05/01/2020

Principal Clerk of the Publisher

Sworn to and subscribed before me this 1st day of May 2020

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 in Washington County, Clackamas County, Yamhill County and Multnomah County, Oregon to discuss the budget for the fiscal year July 1, 2020 to June 30, 2021. This meeting will take place on the 14th of May 2020, at 6:00pm. The purpose is to receive the budget message and to receive comment from public on the budget. A copy of the budget document may be inspected on or after May 1, 2020, at www.tvfr.com

In response to the current health emergency resulting from the COVID-19 pandemic, District facilities are closed to the public, and meetings will be held electronically. Contact Kim Sunderlin at 503.649.8577 with questions, comments, or accommodations.

The meeting will be available for viewing via the District's scheduled YouTube channel: <http://www.youtube.com/c/TualatinValleyFireRescue>

Public comment will be taken in written and phone-in format. Written comments received by noon on Wednesday, May 13 will be read during the public comment section of the meeting on May 14, 2020. Comments by phone will be taken on a scheduled basis during the public comment section of the meeting on May 14, 2020. Comments, both written and phone-in, will be subject to a three-minute limit per community member. To schedule public comment, please provide your name, phone number, and address with the district via phone message at 503.649.8577 or email to executivesassistants@tvfr.com. Public comment must be scheduled no later than noon on May 13, 2020. See www.tvfr.com for any further notices.

Notice of Budget Hearing Meeting



The Oregonian
LEGAL AFFIDAVIT

AD#: 0009628079

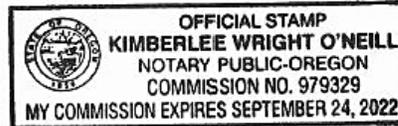
State of Oregon,) ss
County of Multnomah)

Alexis Holloway 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):

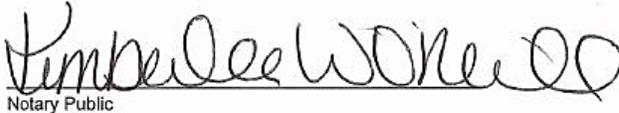
The Oregonian 06/05/2020



Principal Clerk of the Publisher



Sworn to and subscribed before me this 5th day of June 2020



Notary Public

Notice of Budget Hearing

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of Tualatin Valley Fire and Rescue will be held on June 23, 2020 at 3:00 p.m. Due to the COVID-19 pandemic, the meeting will be held virtually. The meeting will be streamed live at <http://www.youtube.com/c/TualatinValleyFireRescue>. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020 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 at www.tvfr.com or obtained by appointment only at 11945 SW 70th Ave. Tigard, OR 97223. 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 2018-19	Adopted Budget This Year 2019-20	Approved Budget Next Year 2020-21
Beginning Fund Balance/Net Working Capital	66,879,494	78,159,751	73,149,292
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,068,699	444,324	572,600
Federal, State and All Other Grants, Gifts, Allocations and Donations	957,222	167,200	164,970
Revenue from Bonds and Other Debt	0	0	0
Interfund Transfers / Internal Service Reimbursements	5,051,756	6,109,816	4,796,515
All Other Resources Except Current Year Property Taxes	18,721,498	6,514,341	5,999,598
Current Year Property Taxes Estimated to be Received	121,288,887	125,193,975	133,420,512
Total Resources	214,967,556	216,589,407	218,103,487

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	103,977,810	114,686,167	127,511,703
Materials and Services	11,948,343	15,517,275	16,159,031
Capital Outlay	8,770,885	21,766,151	13,685,225
Debt Service	6,404,536	6,286,363	9,208,649
Interfund Transfers	5,051,756	6,109,816	4,796,515
Contingencies	0	6,139,601	7,939,200
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	78,814,226	46,084,034	38,803,164
Total Requirements	214,967,556	216,589,407	218,103,487

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	5,089,920	4,402,852	4,504,896
FTE	18.00	10.00	10.00
Business Directorate	17,343,253	30,262,712	21,276,226
FTE	59.00	64.00	52.00
Finance Directorate	2,134,472	2,535,911	10,048,074
FTE	12.00	12.00	24.00
Operations Directorate	94,265,154	106,531,576	112,932,120
FTE	475.00	476.92	476.92
EMS/Training/Volunteers Directorate	5,530,550	0	0
FTE	20.00	0.00	0.00
Support Directorate	0	494,971	639,181
FTE	0.00	1.00	1.00
Community Services Directorate	0	6,495,177	6,760,439
FTE	0.00	30.00	30.00
Non-Departmental /Non-Program	90,604,207	65,866,208	61,942,551
FTE	0.00	0.00	0.00
Total Requirements	214,967,556	216,589,407	218,103,487
Total FTE	584.00	593.92	593.92

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *			

PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (rate limit \$1.5252 per \$1,000)	1.5252	1.5252	1.5252
Local Option Levy	0.45	0.45	0.45
Levy For General Obligation Bonds	6,687,561	6,261,669	9,527,148

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1,	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$34,195,000	\$0
Other Bonds		
Other Borrowings		
Total	\$34,195,000	\$0



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APPENDIX

Final Report: 2018-20 Goals and Strategies

Following is a recap of progress toward the 2018-20 Goals and Strategies, although it should not be considered all-inclusive of the applicable accomplishments during the two-year reporting period. As to be expected, over the course of two years, some organizational work plans shifted due to emerging circumstances including the COVID-19 pandemic outbreak. Specific annual progress toward the divisional/departmental tactics tied to the Goals and Strategies is reported later in the budget document.

1. HEALTH

<p>GOAL: Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.</p>	
<p>STRATEGIES:</p>	
1A	<p>Improve communication and education on TVF&R's strategic direction and priorities, core services, business and financial model fundamentals, and related challenges. IMPLEMENTED – Executive leadership communicated strategic plan/goals, key initiatives, budget and funding mix, and projected revenues on Chief's Corner and budget kickoff broadcasts and in other forums. Instituted fact sheets for consistent messaging on initiatives/changes. Fire/Assistant Chiefs delivered vision/values messaging in person to stations/work groups. Instituted interactive Chat with the Chiefs virtual forums for consistent messaging and employee interaction during COVID-19 operations. As per feedback to Chief Officers, the work force has noted improved communication and awareness. This in part reflects work toward the critical initiatives below to ensure regularly refreshed, consistent and easily consumed messaging in a standardized format and a single location.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> Research, adapt, and advance methods to increase and simplify consumption, and provide prompt feedback. Based on employee survey findings, restructured internal communications practices; incorporated streamlined, web-based distribution and access, improved consistency, and reduced unnecessary email overload. Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand videos. Implemented Zoom TVs and web-based briefing books to support interactive daily and weekly shift briefings, training content delivery, and weekly day staff briefing books. This enabled continued engagement during COVID-19. Update official written communications as needed to ensure clarity on what is current policy and procedure. Revised SOG to reflect restructured internal written communications practices.
1B	<p>Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same. IMPLEMENTED – Experts conducted workplace security and HIPAA risk assessments that informed policy and procedural updates as needed (e.g., revised Training and South Operating Centers' facility access control procedures). Outlined and initiated phased infrastructure changes (e.g., perimeter fencing, station and community room electronic facility access control). Education for employee behavioral change ongoing. Delivered initial cyber security training on phishing scams.</p>
1C	<p>Promote targeted health and wellness resources for non-line employees. IMPLEMENTED – Established employee-driven Workplace Wellness Committee and intranet resource site. Delivered wellness activities targeting survey feedback (e.g., walking challenges). COVID-19 specific resources posted via intranet, e-briefing book, and sent to employee homes.</p>
1D	<p>Promote access to and awareness of available behavioral health resources. IMPLEMENTED – Created Behavioral Health and Peer Support intranet sites with links to internal and external resources, and duty peer support team schedule. Delivered program information and resilience training to recruits. Provided peer support sessions organization wide following the death of an employee. Delivered targeted mental health wellness information during COVID-19 operation.</p>
1E	<p>Increase supervisor/employee discussion around personal preparedness goals. IMPLEMENTED – Leadership and managers communicated priority on personal emergency preplans and Send Word Now app subscriptions. Send Word Now notifications tested. The Fire Chief encouraged personal/family estate planning as part of personal preparedness.</p>

1F	<p>Conduct proactive and focused business/financial planning to inform resource decisions. ONGOING</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • Model anticipated effects and means of meeting expected/continued personnel cost increases. <i>Conducted budget forecasts and adjusted models for future PERS rate increases. Monitoring projections for downstream financial impacts of the COVID-19 pandemic, including to revenues, leave usage and overtime costs.</i> • Outline a roadmap for future bond and levy measures. <i>Growth and development modeling, data analysis, and voter research informed the successful levy renewal ballot measure. Bond related work in progress.</i> • Monitor land-use planning, urban service agreements, urban renewal, and economic development initiatives affecting the service area. <i>Routine, ongoing practice.</i> • Monitor growth and development trend analysis. <i>Routine, ongoing practice.</i>
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ADDITIONAL PROGRESS TOWARD GOAL 1: *At the onset of July 2019, retiring Fire Chief Mike Duyck transferred command to Fire Chief Deric Weiss, he promoted two Assistant Chiefs, and the District welcomed a new Chief Financial Officer. This leadership team enacted a reorganization of the District's reporting structure with the goal of supporting professional development for succession planning and aligning areas of business and operating functions for continual improvement.*

Opened the Occupational Health and Wellness Clinic; established on-site services for all personnel, including office time for the contracted physician. Conducted an in-depth review of workplace noise, hearing related health trends, and hearing protection/conservation practices; outlined a comprehensive, updated hearing conservation program and policy. Created a cross-divisional team to focus on firefighter carcinogen exposure as a significant safety issue; resulted in a full overhaul of the firefighter contaminant control program. Assigned Squad 39 to respond on all first alarm fires for technical decon and rehab tasks. Ordered particulate blocking hoods based on turnout research and an identified exposure point at the neck.

Made strategic deployment and business decisions early in the COVID-19 pandemic, placing the highest priority on protecting personnel health and safety as well as for those served. Required non-essential personnel to work remotely and conduct business virtually. A task force key personnel from each organization function, inclusive of physicians and occupational health/wellness personnel manages all aspects of TVF&R's pandemic response, including setting and adapting operational priorities and protocols, responder PPE selection and acquisition, additional exposure prevention/control and disinfecting practices/procedures, and employee health protocols. Given the unknown magnitude and duration, and widespread PPE shortages, efforts were made to economize as well as optimize with related purchasing. To offset unanticipated PPE purchases, leave usage and overtime costs, TVF&R applied for multiple private and federal grants.

2. PERFORMANCE

GOAL: 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.	
STRATEGIES:	
2A	<p>Evolve assessment tools to better define operational performance trends and inform resource decisions. ONGOING</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • Optimize mobile incident intelligence applications. <i>Deployed 2iS app supporting EMS response and real-time benchmark data capture; integrated with OnSceneRMS and EGIS platform. Under continue refinement. Fire Tactical Board module in beta testing to support fireground management and real-time benchmark data capture. Data captured informs operational and training program planning.</i> • Capture post-fire review in the incident records management system. <i>Trained company officers to capture observations on fire report narrative tool.</i> • Refine response time definitions and measurements. <i>Refocused response performance analysis on dispatched call type rather than situation found. Stopped applying a standard deviation to calculations. Added a time segment for "response". Updated the Standards of Cover to reflect.</i> • Capture occupancy and code compliance data in the EGIS spatial platform. <i>Project pushed to fiscal years 2020-2022.</i>

	<ul style="list-style-type: none"> Retool peer review and quality improvement processes. <i>Implemented a three-tiered, escalating post incident analysis approach. Revised EMS chart review guidelines and restructured the EMS Peer Review Committee. Designed and beta testing an EGIS EMS Analytics “dashboard” module; supports managerial system performance review and QI and allows responders to track their success rate toward key performance indicators.</i>
2B	<p>Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics. IMPLEMENTED – <i>Enacted a substantial redeployment that involved all response units and was based on significant, in depth deployment analysis including service demand, ambulance service area coverage, resource distribution, and concentration evaluation. Realigned and optimized residential and commercial fire unit assignments for a heavy rescue, trucks and response cars. Opened Station 39/Rivergrove and deployed Squad 39. To assist with incident demand, deployed a new 12-hour, seven day per week schedule for three units.</i></p>
2C	<p>Implement planned technology initiatives that improve connectivity and support organizational and response performance. ONGOING</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> New CAD/AVL applications and evaluation. <i>Engaged with WCCCA on CAD application, dispatch and response issues. Work focused on alarm assignment, auto aid responses and target area/facility response plans will continue.</i> EGIS analytics and Standards of Cover applications. <i>Implemented EGIS SitStat Monitor with drive-time visualization to assist Battalion Chiefs with daily resource management. Designed and beta testing the EGIS EMS Analytics “dashboard” module. Work on the SOC and additional Analytics applications will continue in the next fiscal year.</i> Mobile incident intelligence software implementation. <i>Deployed 2iS app supporting EMS response and real-time EMS benchmark data capture; integrated with OnSceneRMS and EGIS platform. Fire Tactical Board module in beta testing to support fireground management and real-time fireground benchmark data capture.</i> Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements. <i>Replaced most portable and base station radios and a portion of mobile radios in advance of WCCCA’s planned digital migration. Installed new text-to-voice automated/digital station alerting system. Installed new Inform Mobile software in MDCs. Subscribed to FirstNet broadband network. Pilot tested digital vehicle repeater systems and have discussed working with other fire departments in the region to establish common protocols.</i> Office 365 migration and training. <i>Completed migration; user support is ongoing.</i> MUNIS ExecuTime implementation (e-timesheets). <i>On hold until software capabilities evolve.</i>
2D	<p>Examine organizational and work group technology workflows; optimize capabilities. ONGOING – <i>Convened an in-cab technology user group. Consultants and Logistics managers developed process improvements, functional efficiencies, and a combined space use plan for the planned new Logistics Service Center.</i></p>
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. ONGOING – <i>Contracted with network/systems consultants for overall technology systems review and recommendations. Hired a Director of Technology Services who will oversee overarching system and resource planning.</i></p>
2F	<p>Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives. IN PROGRESS – <i>Developed and piloting an adult care home community risk reduction initiative. Contracted research firm assisted with education and outreach strategies. Finalized comprehensive planning, data packages and educational materials in support of planned care facility and first due crew meetings in fiscal year 2020-21. Remote engagement with the care facilities was escalated for COVID-19 outbreak monitoring and will continue.</i></p>
2G	<p>Expand and evaluate mobile training resources for proof of concept; align with future facility investments. IMPLEMENTED – <i>Designed and implemented customized mobile fire training unit that allow for high fidelity, hands on skills practice while supporting response readiness and reliability.</i></p>
2H	<p>Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce. IMPLEMENTED – <i>Employee learning needs assessment survey findings informed a prioritized set of organizational learning topics submitted to Leadership. Implemented significantly improved Apparatus Operator, Officer, and Captain professional development programs/promotional processes. Provided targeted instructor cadre technique cadre. Made curriculum and format adjustments to improve the recruit academy experience and better prepare recruits for the line.</i></p>

2I	<p>Promote available educational resources for fostering positive, respectful, and inclusive work environments. ONGOING – <i>Delivered experiential training targeting inclusion, diversity, unconscious bias to executive leadership/division managers; chief officers; company, training and medical officers and deputy fire marshals; most line crews, and administrative staff. Developed related guides for applying training. Confidential harassment/fraud reporting tool deployed; related all-personnel communique sent by Fire Chief. Outreach and mentor teams trained and outfitted. Expanded the Fire Chief’s Bull’s-Eye graphic and organizational value statement to emphasize inclusion and treating others with dignity and respect as a core tenet of the District’s culture; related materials discussed on Chief’s Corner, in e-briefing tools, and distributed to work sites in person by Fire/Assistant Chiefs.</i></p>
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ADDITIONAL PROGRESS TO GOAL 2: *Added psychological evaluations to the firefighter candidate selection process and adjusted the NTN mechanical test segment. Piloting recruitment and 24-month firefighter candidate eligibility list for specific hiring opportunity rather than an open/continuous process. Implemented comprehensive job description evaluation and updates. Implemented changes to job posting and salary offer practices, non-represented pay administration, and comparable work and salary analysis based on research and recommendations specific to Oregon’s new pay equity law. Participated in targeted outreach and recruitment activities, including co-hosting the Metro Fire Camp for Girls. Chief officers have observed increased crew performance on incidents and cited 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.*

3. OPPORTUNITIES

GOAL: Carefully evaluate and then execute, or dismiss, emerging opportunities.	
STRATEGIES:	
3A	<p>Advocate for system improvements jointly with partner agencies. ONGOING – <i>in addition to the critical initiatives noted below, examples of related involvement include in the regional SCBA replacement grant project, Governor’s Wildfire Council, regional CAD deployment work groups, joint legislative initiatives, the continued development and roll out of the Oregon Health Authority GEMT supplemental payment program and training, and implementation of a regional enterprise GIS collaboration (REGIS) to develop a shared incident management and electronic occupancy pre-planning resource covering multiple counties.</i></p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • <i>Improved patient care standards and EMS systems integration. Fire Chief and staff served on WC EMS Alliance and related work groups, assisted in drafting the newly adopted Clackamas County EMS Strategic Plan and participated in a multijurisdictional forum on vulnerable populations and high frequency 911 users. EMS Staff were active in coordinated, countywide COVID-19 response and mitigation task forces.</i> • <i>WCCCA radio system replacement. Assisted WCCCA with the new radio template development. Deployed digital portables, base stations and majority of mobile radios. WCCCA switches to digital P25 in late 2020.</i> • <i>Consensus on standardized dispatch policies and practices. Installed new automated/digital station alerting system. Worked with WCCCA and US Digital to develop the needed station equipment and alerting features.</i> • <i>FirstNet public safety broadband network buildout in Oregon. Subscribed to FirstNet broadband network. Staff continued participation on the SIEC Broadband Committee tasked with informing FirstNet’s statewide build out.</i> • <i>Opticom modernization (or equivalent) Participated in GPS-enabled product beta testing in Tualatin with Washington County LUT. Monitoring a multi-agency regional initiative to modernize signal devices.</i> • <i>Fire Data Lab participation. Staff contributed to and attended related forums for the initiative while it was active.</i>
3B	<p>Construct, outfit, and occupy a new Logistics facility. IN PROGRESS – <i>Conducted and continuing building improvement construction on the purchased building; on target for move in during FY 2020-21 Q2. Site move preparations in progress. Developed strategies, streamlined processes, and layout supporting efficiencies.</i></p>
3C	<p>Complete planned land purchases for future fire stations. ONGOING – <i>Purchased land for, constructed and opened Station 39/Rivergrove. Identified a short-term commercial space lease option for Station 54/Charbonneau; in process of tenant modifications. Work on property acquisition for a permanent solution will continue. Site evaluation in progress in South Aloha for future Station 63. Working with King City to site future Station 31 in conjunction with their planned redevelopment and expansion initiative toward the west end of Beef Bend Road.</i></p>



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This budget document was prepared by the Tualatin Valley Fire & Rescue Finance Division.